

## Slough Borough Council

<b>Meeting:</b>	<b>Cabinet</b>
<b>Date:</b>	17th November 2025
<b>Subject:</b>	Operating Model and Transformation Plan
<b>Lead Member:</b>	Cllr Wal Chahal, Lead Member, Assets and Transformation
<b>Chief Officer:</b>	Will Tuckley, Chief Executive, Managing Director Commissioner
<b>Contact Officer:</b>	Sonia Khan, Director of Strategy, Change and Resident Engagement
<b>Ward(s):</b>	All
<b>Key Decision:</b>	YES
<b>Exempt:</b>	NO
<b>Decision Subject To Call In:</b>	YES
<b>Appendices:</b>	<ol style="list-style-type: none"><li>1. Transformation Plan</li><li>2. Operating model context -"as is" diagnostic-developed with Boston Consulting Group</li><li>3. Target Operating Model –developed with Boston Consulting Group</li></ol>

### 1. Summary and Recommendations

1.1 This report sets out the why a Corporate Transformation Plan is necessary for Slough Borough Council (SBC), the emerging areas of focus and the importance of its alignment to the Medium-Term Financial Strategy (MTFS). The Transformation plan sits alongside and is complimentary to, the broader recovery and improvement plans already in place

#### Recommendations:

Cabinet is recommended:

- To approve the Transformation Plan – the goals, transformation workstreams, and high level timelines and benefits
- To note that, following due diligence and consultation where required, the identified financial benefits will support the Medium Term Financial Strategy from 2026-2029.

#### Reason:

Since Government intervention started at SBC, the council has been working to address identified failings and areas for improvement. Although there is still much to do, progress has been made, and the plan that outlines the route to improvement is being actively managed.

One of the strategic challenges for the Council is to respond to the reality that to sustain good services the council will have to do more with less. In line with many other upper tier authorities, demand for services is increasing and available funding levels are not keeping up with the growing demand. The Council continues to be under considerable financial distress making the need for impactful transformation strategically vital.

A key enabler to a successful transformation programme is the definition and application of a new Target Operating Model (TOM). The TOM seeks to define how the organisation will work differently. For example, the TOM will seek to emphasise how the Council will utilise technology more effectively, how it will work more collaboratively with its communities, how it is structured for success and how it will drive improvement in overall performance.

The current directions from Government as part of intervention in the Council specifically identify the need for a Council wide transformation programme and the definition and implementation of a revised TOM.

## Commissioner Review

“This report takes the Council a step closer to achieving the requirements of the current directions, but there is much more work to be done.”

## 2. Report

### Introductory paragraph

- 2.1 This Transformation Plan sets out what a transformed council should look like and what steps are needed to achieve successful implementation. The plan sets out the main transformational project priorities and the impact that change will have on how the Council operates. The plan should also demonstrate how transformation will make a significant contribution to the Council's MTFS over a defined period. It is through the combination of incremental improvement as outlined in the Recovery and Improvement plan and strategic transformation that will move the Council to becoming a best value council.

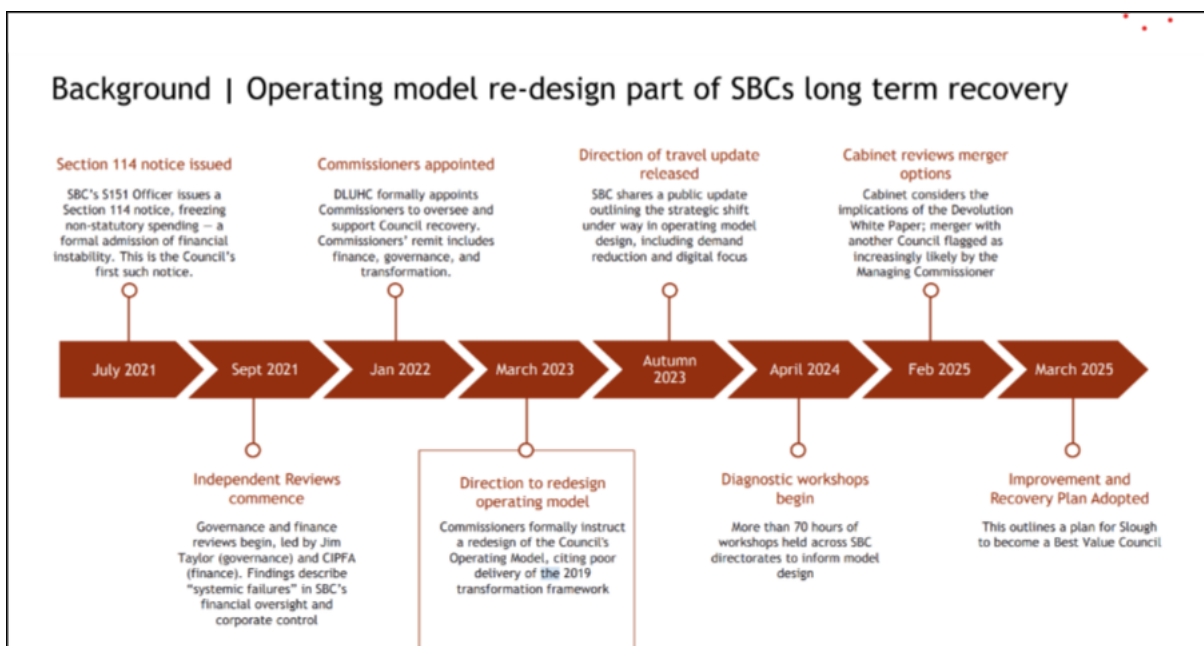
### Options considered

- **To adopt a full Transformation Plan as a stand-alone plan-this is the preferred option**, because it is necessary to set out the full scope of work required to transform how the Council operates and what services are delivered. Furthermore, the Council is under intervention and directions from central government. The most recent letter from Central Government Best Value Commissioners identified the need for Slough Borough Council to prioritise completing the design of the Target Operating Model and developing an achievable transformation plan.
- **To not adopt a Transformation Plan** – rejected because the Council needs to transform how it operates, and what services are delivered, to be a viable and sustainable Council now, and in the future. It is a fundamental requirement from the Best Value Commissioners.
- **To incorporate the Transformation Plan into the Corporate Plan** – rejected because there is a need for an explicit plan that sets out the end state for the Council, identifies the main programmes required to get there, with identified benefits (including financial) and governance proposed.
- **To integrate the Transformation Plan into the Improvement and Recovery Plan-** rejected because there is a need for a more detailed focus on the services

that need to be transformed, with identified benefits (including financial) and governance proposed and to show how this aligns to the MTFS period.

### 3. Background

- 3.1 The council's current improvement and recovery began in late 2021 when the Government sent commissioners into oversee the management of the council. The Government intervention began after it was found the council had failed to meet its Best Value Duty and was under performing in key areas. Councils have a Best Value Duty to continuously improve through a combination of economy, efficiency, and effectiveness. In a separate yet related matter, Children's Social Care Services in Slough have been in intervention since 2012. Slough Borough Council's SEND services are also under intervention. Adopting a new operating model and delivering the transformation programmes required to achieve this is a key requirement from the Best Value Commissioners. The timeline sets out the context for this requirement.



- 3.2 In November 2024, the Council adopted design principles for a future operating model and started work analysing demand on the Front Door. The Council's transformation team has led on work to identify and deliver opportunities to transform the front door and services in adults, housing and children's. An external partner, Boston Consulting Group (BCG) was commissioned to help develop the Target Operating Model, building on the design principles adopted in November 2024.
- 3.3 The analysis and plans from the in-house work and external consultancy were brought together to inform this transformation plan, aligned to the corporate plan priorities, plans for improved resident outcomes and the MTFS. Digital transformation is a key part of this and proof-of-concept projects are underway to improve access and reduce effort for both staff and residents.
- 3.4 The Plan covers:
- Recovery, Improvement and Transformation – what this means in Slough
  - Target Operating Model- what kind of Council will Slough be
  - Context the Council is operating in

- Transformation Programmes- scope and workstreams
- Governance and change methodology

### 3.5 Recovery, Improvement and Transformation – what this means in Slough

The Council needs to **recover** from the range of issues that led to it being in intervention and to return to a level of “normality” as a Best Value Council. This requires **improvement** as well as **transformation**. The Council needs to sustain and embed the capacity and skills needed in the workforce to continue to improve and transform into the future.

#### **Improvement means:**

Incremental changes to become a Best Value Council (within existing systems and processes) to improve efficiency, effectiveness and economy and improve performance. The main actions that the Council is committed to are in the Improvement and Recovery Plan adopted in March 2025 (which will be refreshed in January 2026).

#### **Transformation means:**

The prime objective of SBCs proposed transformation programme must be to identify those areas or functions of the Council where there is strategic opportunity for service improvement and reduction in spend.

Transformation and improvement of services is an ongoing activity in any healthy organisation, striving to always be as efficient as possible. Much of this transformation work takes place within specific service areas, often referred to a “below the line” However, there are some areas and functions that require strong corporate support to drive the big changes needed and in turn offer the greatest opportunities for improvement and financial savings. These are the programmes of work that should populate the Council’s corporate transformation plan. These are the “above the line” programmes for change.

The corporate transformation programmes represent the most significant opportunities for change and reduction in revenue spend over the long term. Identifying these areas for change will require officers and Members to have a good understanding of what is possible. Often gleaned from sectoral networking to help identify and learn from best practice in the sector. A thorough understanding of current costs of delivery will also be essential as benchmark for change. There may also be an important role for external partner consultancies to bring their experience and capability to bear and to help the Council shape its areas of opportunity and help to design good governance in order to make speedy progress.

Work has been undertaken within SBC to identify the “big opportunities” through a combination of the corporate transformation team working with service areas to identify those significant programmes for change. Whilst some progress has been made to date, the financial quantification of the opportunities falls far below expectations and the needs of the MTFS. Work will continue over the coming weeks and months to explore further strategic opportunities for change and the transformation plan will be updated and reported on in subsequent reports to Cabinet.

### 3.6 Target Operating Model (TOM) - what kind of Council will Slough be?

Every organisation seeks to translate its strategic intent through to operational delivery as efficiently and as effectively as possible. This is described through its TOM.

SBC has spent some considerable time designing a new operating model and has had support from the Boston Consulting Group (BCG) in doing so. Building on the design principles adopted by Cabinet in November 2024, SBC is seeking to become more of an “Enabling Council”. Whilst most services will continue to be delivered by the Council, it will seek to work more collaboratively with residents, staff and partners to help design and implement more efficient and effective services. Where possible, residents will be supported to be able to live meaningful lives independently with reduced need to rely wholly on the Council. As a result, a revised TOM will also put more emphasis on prevention and early intervention.

The TOM also puts emphasis on the importance of Slough as a place and its diverse communities. A good understanding of the different community needs across the Borough is essential as component of an “enabling Council”.

Slough has a strong economic record as a town, and the TOM emphasises the importance of continuing the focus on growing the Slough economy. Through good health and skills development, economic growth should aim to be inclusive where residents can benefit from a growing Slough economy.

The delivery of a transformed Council is highly dependent upon a motivated and valued workforce that is both supported and accountable. A positive culture supported by good internal process and corporate infrastructure is a key component of the revised TOM.

The enabling council outlined above builds on the design principles adopted by Cabinet in November 2024. To take this forward Boston Consulting Group (BCG) identified five layers to the operating model:

#### To deliver for residents and enable our staff, there are five layers of our operating model

For:

Slough's residents & businesses

1 Slough as  
a Place

The physical, social, economic, and cultural environment in which residents and businesses live and work

2 Engagement  
with SBC/ SCF

How residents and businesses with different needs are engaged by or proactively engage with SBC/ SCF

3 Service  
delivery

How services are organised in SBC and SCF and delivered (directly from SBC/ SCF, or through partners) for residents and businesses of Slough

4 Our people  
and members

How we organise and work across the member and officer community to deliver resident outcomes

5 Enabling  
infrastructure

The infrastructure that enables effective service delivery

The TOM is an enabler for change, and any transformation of services needs to reflect the intentions outlined in the TOM. Maintaining the principles of the TOM through change will require a strong enforcement approach and this is best achieved through the formation of a Design Authority (DA). Any major change programmes of work should be tested by the DA to ensure it reflects the principles of the Council's TOM. The DA would normally be comprised of a range of senior officers, often including the CEO.

The implications of a new operating model should not be underestimated as it represents a significant shift from how the Council operates today. BCG identified that need for good data across the Council which is currently a weakness for SBC. BSG also found that the current operating model was confused and gave no obvious sense of how strategy could be translated to operational delivery. Current organizational culture was also cited as a barrier to change where there was deep rooted scepticism about transformation.

The Council's proposed operating model and transformation plan has been informed by this context in the following ways:

- The Council needs to **work in partnership with others to meet Slough's diverse needs**. Much more can be achieved by working together with residents, staff and partners, **but more trust will need to be built with communities and partners**.
- To make the most of limited resources, **services need to support staff and people to do things for themselves more and digital tools are key to the transformation needed**.
- This shift to digital **needs to be balanced with a more helpful and supportive face to face offer for those who need it**.
- There needs to be **more of a focus on working across the whole system and the Council to develop preventative work and improve life chances** and to tackle social and economic inequality.
- The Council **needs to be proactive in shaping the place and regeneration** opportunities and in connecting communities with economic opportunity.
- The focus needs to be on **getting the basics right** in the way the Council is run, in services and in the place, and data improvement needs to be at the centre of this.
- **Performance management and service improvement** need to be at the heart of how the organisation becomes viable and sustainable – because Slough's performance often falls behind statistical neighbours that are in a comparable financial position.
- **There are opportunities to be more effective and efficient** in the way that the Council approaches strategic commissioning, procurement and asset management.
- **Culture change is required to achieve sustained change** – with a focus on collaboration, accountability and empowerment.

### 3.7 Transformation Programmes- scope and workstreams

The Council's service areas have been working with finance and transformation teams to identify potential opportunities for strategic change that could lead to improved services and sizeable financial savings in the medium term. Whilst opportunities have been identified and are included in this report, the quantifiable savings fall some way below

expectations and the needs of the MTFS. To address this issue, some additional external support has been procured to help the Council maximise the opportunity through transformation. This work will not be completed in time for this report to Cabinet but will be via subsequent Cabinet reports.

Below is a list of projects currently identified:

<b>Transformation Programmes Overview</b>	
<b>Front Door</b>	<ul style="list-style-type: none"> <li>• Overall redesign of front door: face to face offer, digital channel shift and total redesign</li> </ul>
<b>Preventative work (working with Public Health)</b>	<ul style="list-style-type: none"> <li>• Strategic Commissioning: Starting with Single Homelessness commissioning</li> <li>• Transition from Children to Adults</li> <li>• Redesign support for residents with complex needs including move on support for residents in temporary accommodation</li> <li>• Delaying care packages</li> <li>• Review of community health partnerships with voluntary and community sector</li> </ul>
<b>Children's</b>	<ul style="list-style-type: none"> <li>• Slough Childrens First Alignment</li> <li>• Care Leavers Support</li> <li>• Social Care &amp; SEND Transformation</li> </ul>
<b>Adults</b>	<ul style="list-style-type: none"> <li>• Preventative work</li> <li>• Service reviews</li> <li>• Complex Care reviews</li> <li>• Tech enabled support</li> <li>• Business intelligence &amp; portals</li> <li>• Income collection &amp; debt management</li> </ul>
<b>Housing</b>	<ul style="list-style-type: none"> <li>• Allocations Service Improvement</li> <li>• Temporary accommodation service improvement</li> <li>• Homeless prevention model</li> </ul>
<b>Environment</b>	<ul style="list-style-type: none"> <li>• Parking review of schemes and enforcement – on road and off road</li> <li>• Strategic Review of Waste Operations</li> </ul>
<b>Finance</b>	<ul style="list-style-type: none"> <li>• Income &amp; corporate debt - maximising missing or incorrect income</li> </ul>
<b>Operating Model</b>	<p>Working on the key shifts towards future operating model:</p> <ul style="list-style-type: none"> <li>• Strategic alignment - strategy, services plans, budget</li> <li>• Managing Change</li> </ul>

	<ul style="list-style-type: none"> <li>• Data and digital- including Automation and digitisation opportunities</li> <li>• Strategic Commissioning</li> <li>• Workforce: culture change and enabling support services- review against benchmarks</li> <li>• Improving contracting</li> <li>• Workforce strategy- spans and layers and automation / digitisation</li> <li>• Assets-corporate landlord / property disposal – reducing operating costs</li> </ul>
--	---

Bringing together, the areas recognised for potential savings and additional income generation, these will be further analysis to quantify the required investment and benefits and assessing the viability and collective impact of the potential changes. The findings will be used to incorporate sound financial plans into the overall MTFS.

### **Summary of Financial Benefits Identified so far**

A more detailed Overview of transformation programmes and detailed benefits is appended, along with the diagnostic work undertaken by BCG and the blueprint Target Operating Model proposed by them.

### **Tranche 1: Opportunities identified so far through Transformation Work**

The figures presented in the tables are estimates based on initial analysis and are not final or guaranteed. The estimates will undergo a more thorough and detailed investigation to verify their accuracy and feasibility. Final decisions on implementing these savings will involve discussions with relevant stakeholders as mandated by regulations or internal policy.



DIRECTORATE AREA	PROJECT	26/27 (£) m	27/28 (£) m	28/29 (£) m	Total cumulative £ m	Investment over full period (£)
Front Door	Overall redesign of front door	0	0	0.10	0.10	0.02
Preventative work	Strategic commissioning (starting with Single Homelessness).	0.35	0.35	0.35	1.05	0.14
Children's	Slough Children First alignment	0.00	0.417	0	0.417	0.36
Adults	Business intelligence, portals, preventative work, income, package reviews, tech enabled support, service reviews	2.09	1.80	1.63	5.52	0.46
Housing	Allocations Service Improvement Temporary accommodation service improvement Homeless prevention model	0.85	2	2.5	5.35	1.55*
Grand Total		3.29	4.57	4.57	12.44	2.5

\*This is an initial revenue investment identified to undertake preventative activity- more revenue and capital investment will be required to reach this level of savings. A detailed, costed programme will be necessary to give confidence on including this level of savings in the MTFs, including a line-by-line schedule of activity necessary to reduce overnight average costs and the number of households in TA.

## Tranche 2: Opportunities that will be developed further before end of December 2025

TYPE OF WORK	PROJECT
Preventative work (working with Public Health)	Transition from Children to Adults
	Redesigning support for residents with complex needs including move on support for residents in temporary accommodation Strategic Commissioning – further pooling of resources against outcomes
	Delaying Care Packages Review of community health partnerships with voluntary and community sector
Children's	Care Leavers Support Social Care and SEND Transformation
Environment	Parking review of schemes and enforcement – on road and off road Strategic Review of Waste Operations
Finance	Income collection and corporate debt

<b>Operating model – enabling support</b>	<p>Working on the key shifts towards future operating model:</p> <ul style="list-style-type: none"> <li>• Strategic alignment - strategy, services plans, budget</li> <li>• Managing Change</li> <li>• Data and digital- including Automation and digitisation opportunities</li> <li>• Strategic Commissioning</li> <li>• Workforce: culture change and enabling support services- review against benchmarks</li> <li>• Improving contracting</li> <li>• Workforce strategy- spans and layers and automation / digitisation</li> <li>• Assets-corporate landlord / property disposal – reducing operating costs</li> </ul>
---	---

### 3.8 Governance and change methodology

#### Transformation Governance

New governance is being established that sets out how transformation will be delivered and overseen at Slough Borough Council. It brings together officer-led, commissioner-led, and Member-led forums to ensure change is strategically aligned, well-designed, and democratically accountable. These boards do not replace decision making required under the scheme of delegation. Update and decision reports will continue to be made by the appropriate officers with delegated authority and through wider member and commissioner arrangements.

**Transformation Board (CLT)** sits at the centre of this structure. It provides officer-led leadership of the transformation portfolio, ensuring priorities are agreed, resources allocated effectively, risks are managed, and benefits are delivered. It consolidates reporting from programme boards, the Design Authority, and the Central PMO.

**Design Authority** provides specialist assurance of programme and project design. It ensures that proposals are well thought through, aligned to the Council's Target Operating Model, and brings a cross-functional perspective, drawing on enabling services (Procurement, Finance, DDaT, Estates). The full criteria for the Design Authority is provided in Appendix 1.

**Transformation Member Oversight Board** ensures that Cabinet Members have regular opportunities to engage and give steer to the transformation portfolio. This forum strengthens democratic accountability, alignment with political priorities, and constructive challenge, complementing the role of the Best Value Board.

**Best Value Board** is commissioner-led and provides statutory oversight of the Council's improvement journey. It reports upwards to government on compliance with the Best Value Duty and progress against directions.

Together, these boards create a clear and coherent governance system:

The **Transformation Board** drives delivery.

The **Design Authority** assures quality and alignment at the design stage.

The **Member Oversight Board** embeds political input and transparency.

The **Best Value Board** provides statutory, commissioner-led assurance.

This integrated approach, with a stage gate process, ensures that transformation is prioritised, governed, and delivered in a way that is joined up, accountable, and aligned to both organisational strategy and democratic priorities.

### **3. Implications of the Recommendation**

#### **3.1** *Financial implications*

As reported to Cabinet on 21<sup>st</sup> July 2025, the Council's budget gap for 2026/27 stands at £20.5m, rising to £28m over the medium-term financial strategy period up to 2029/30. The same report flagged a potential range of budget gaps up to £37m in 2026/27.

Total Transformation savings of £12.44m have been identified to-date, as reported in section 3.7. This would contribute to c. 44% of savings required in the neutral scenario across the MTFs. Savings of £3.29m have been identified for 2026/27 specifically, equating to 16% of the neutral scenario for that year. More work is necessary to gain confidence on the deliverability, phasing and on the investment required. As set out in section 3.5, whilst some progress has been made to date, the financial quantification of the opportunities falls below expectations and the needs of the MTFs at this stage. Plans to achieve further assurance are under way to enable savings to be accepted into the 2026/27 budget.

Further urgent work is underway to move the Council towards a balanced budget for 2026/27. This will involve validating the size of the budget gap, populating savings against the Tranche 2 and other items in this report along with scrutinising and challenging the level of savings identified.

Work will also be necessary to profile the investment necessary to deliver the savings and identify a funding source for that investment.

#### **3.2** *Legal implications*

On 1 December 2021 the Secretary of State for Levelling Up, Housing and Communities made statutory directions requiring the Council to take prescribed actions and that certain functions be exercised from this date by appointed Commissioners, acting jointly or severally. The directions were extended on 1 September 2022 and on 20 November 2024. The directions are made under Part 1 of the Local Government Act 1999 due to the Council having failed to comply with its best value duty. The general duty of best value is set out in section 3 of the Local Government Act 1999 and requires local authorities to "make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness". This requires consideration of overall value, including economic, environmental, and social value, when reviewing service provision. There is also a duty to consult when deciding how to fulfil the best value duty.

### 3.3 Risk management implications

A risk register for the Transformation Programme is maintained and each programme priority keeps a specific risk register under review. A summary of the key risks and mitigations is provided below:

Name	Description	Mitigation
<b>Transformation programme is not strategic enough.</b>	Transformation does not focus on strategic opportunities to make an impact on services or MTFS	1. Establish a clear governance framework to ensure Corporate Transformation Programme is focused on most significant programmes.
<b>Focus on MTFS and hard savings targets</b>	Transformation team may be redirected into primarily delivering savings to address MTFS targets rather than more transformational projects.	1. Establish a balanced scorecard approach that includes both short-term savings and long-term service improvements as key performance indicators. 2. Create a dedicated task force within the transformation team to focus specifically on transformational projects while ensuring alignment with MTFS targets. 3. Engage stakeholders, including residents and staff, in discussions to prioritize sustainable service improvements alongside cost-saving measures.
<b>Lack of clear governance and decision making around Projects and Programmes</b>	There might be a time lag and confusion around how opportunities identified by transformation are prioritised and initiated as projects.	Work with Head of Programmes and Change to: 1. Establish a clear governance framework to defines where decisions are made depending on the scope and scale of the project/programme. 2. Develop clear thresholds for investment, complexity and impact that determine what approvals and oversight is required for projects and programmes.
<b>Capacity of SBC to cope with volume and impact of change required</b>	SBC staff might not have the capacity to cope with the level of change being proposed as part of the Transformation Plan.	1. Ensure that CLT are aware of impact of changes being proposed where the change impacts substantial staff or resident numbers and requires significant behaviour changes/changes to ways of working.' 2. Implement a phased approach to change, allowing staff to adapt gradually and reducing overwhelm.'
<b>Insufficient project delivery resource to deliver the number of identified opportunities/projects</b>	Resource to deliver Transformation projects might not be made available to deliver projects inside required timescales if clarity is not provided on how resource is committed to Transformation deliverables and prioritised	1. Establish clear prioritisation criteria for Transformation projects to ensure resources are allocated effectively. 2. Increase resource availability by hiring additional staff or reallocating existing personnel to critical projects. 3. Implement regular resource review meetings to assess project needs and adjust allocations as necessary - CLT to make decisions. 4. Establish clear Transformation Plan with Financial and Service Benefits to inform overall investment plan.
<b>Lack of alignment to projects/programmes outside of Transformation Team</b>	The Transformation work might overlap, duplicate or conflict with ongoing work across SBC e.g. Digital Data and	1. Adopt clear definition of improvement, recovery and transformation as part of Transformation Plan. 2. Work to ensure work of the team is more visible to DDaT, services and other project/programme teams.

	Technology, service priorities, recovery and improvement plans etc	3. Mapping and gapping exercise of all transformation, improvement and recovery activity to identify synergies, conflicts etc. 4. Refresh the Improvement and Recovery Plan in January 2026 in the light of the Transformation Plan and development of the operating model
<b>Lack of engagement from senior leadership</b>	The lack of buy in and engagement from Senior Leadership might prevent the successful identification of opportunities and projects with each Service.	1. Conduct regular briefings and updates to keep senior leadership informed and involved in project developments. 2. Establish a feedback loop where senior leaders can share their insights and priorities, fostering a sense of ownership. 3. Create incentives for senior leadership to participate in project identification and decision-making processes. 4. Establish Programme Governance for each workstream as well as overall Programme Governance proposed in this report.
<b>Poor data quality</b>	Poor data quality will limit the level of insight project teams are able to gain from interrogating existing systems and offline data sets.	1. Identify data quality issues and data gaps to Services, DDaT, Finance etc. Work with Council to plan how to address data quality issues and gaps and ensure limitations and caveats around data analysis are made clear as part of ongoing work.

### 3.4 *Environmental implications*

There are no direct environmental impacts as a result of this decision. Any specific environmental impacts pertaining to specific Transformation workstreams will be identified and analysed as part of detailed business case development.

### 3.5 *Equality implications*

The Council has a duty contained in section 149 of the Equality Act to have due regard to the need to:

- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
- (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The protected characteristics are:

- age
- disability;
- gender reassignment;
- pregnancy and maternity;
- race;
- religion or belief;
- sex;
- sexual orientation.

The broad purpose of this duty is to integrate considerations of equality into day-to-day business and to keep them under review in decision making, the design of policies and the delivery of services.

At the heart of the Enabling Council operating model concept are positive features designed to better meet the diverse needs of Slough's communities in a way that is consistent and fair:

- Much more can be achieved by working together with residents, staff and partners, **but more trust will need to be built with communities and partners.**
- To make the most of limited resources, **services need to support staff and people to do things for themselves more and digital tools are key to the transformation needed.**
- **This shift to digital needs to be balanced with a more helpful and supportive face to face offer for those who need it.**
- There needs to be **more of a focus on working across the whole system and the Council to develop preventative work and improve life chances** and to tackle social and economic inequality.
- The Council **needs to be proactive in shaping the place and regeneration** opportunities and in connecting communities with economic opportunity.
- **The need to deliver better services because** performance often falls behind statistical neighbours that are in a comparable financial positions.

The Governance Proposals set out in detail at Appendix 1 identify specific design parameters which all change projects will need to go through.

These include requirements to ensure assisted digital options, that resident and staff co-design is embedded into proposals, and there is a quantified impact assessment of equality, diversity and inclusion.

Any specific equality impacts pertaining to specific Transformation workstreams will be identified and analysed as part of detailed business case development.

Where there are significant impacts on staff or residents, detailed equality impact assessments will be undertaken to understand not only the specific impact of a service proposal but also the cumulative impacts of the overall operating model. A cumulative impact assessment will also be undertaken as part of the budget setting process.

### 3.6 Corporate Parenting Implications

The Transformation Plan includes proposals that impact on children in care and care experienced children. Proposals are designed to have positive benefits with regards to promoting greater independence, improved stability for care leavers and improved life chances. It is recognised that children in care and care leavers can be impacted positively and negatively by a range of changes in the way the Council operates and in what services are delivered. Moreover, care experienced people are viewed as a protected group in Slough. The principles will be used to inform business cases and engagement plans.

### **3.7    *Procurement implications***

The Transformation Programme will include proposals that have significant implications for the management of existing contracts and for future procurement. Appropriate process will be followed each time.

### **3.8    *Workforce implications***

The Transformation Plan identifies specific shifts needed to culture and workforce, identifying the need to change the culture of the Council and identifying how savings could be achieved through workforce wide measures, in relation for example to the use of interim staff. The Transformation Programme will include proposals that have significant implications for the workforce. Appropriate engagement will be needed with staff with regard to the operating model and transformation plan overall and on specific proposals that impact on specific teams.

### **3.9    *Property implications***

The Transformation Programme will include proposals that have significant implications for the management of existing contracts and for future procurement. Appropriate process will be followed.

## **4.       **Background Papers****

None