

Transformation Board held on Thursday 18 July 2024 – Minutes

Present:

Attendees:

Commissioners:

Gavin Jones, Lead Commissioner, Chair
Denise Murray, Finance Commissioner

Members:

Cllr Dexter Smith, Leader, with responsibility for Improvement and Recovery

Officers:

Will Tuckley, Interim Chief Executive and Head of Paid Services
Sue Butcher, Executive Director Children's Services, Chief Executive Slough Children's Services
Sukdave Ghuman, Monitoring Officer
Marc Gadsby, Executive Director People Adults
Stephen Menzies, Interim Director Digital and Technology
Jane Senior, Strategic Commissioning Change
Sarah Wilson, Assistant Director, Legal & Governance, HB Law
Dave McNamara, Interim Director of Financial Management
Alex Pilgerstorfer, Interim Director of Finance
Allison Kennedy, Head of Customer Service

Secretariat:

Mandy Brown, Chief of Staff to the Commissioners
Nasreen Brittain, Executive Assistant to the Commissioners (minutes)

Also Present:

Sonia Khan, Director of Strategy, Change & Resident Engagement
Andrew Merritt-Morling, Recovery Programme Manager
Deemple Brain, Programme Manager
Stephanie Clark, Recovery Programme Manager
Alex Polak, Head of Governance and Scrutiny
Bal Toor, Director of HR
Kelly Evans, Deputy Director Public Health

Not In Attendance:

Gerard Curran, Commissioner
Cllr Wal Chahal, Deputy Leader, and Lead for Financial Oversight and Council Assets
Cllr Pavitar Mann, Leader of the Opposition
Patrick Hayes, Executive Director Housing, Property and Planning

Minutes

1. Welcome and Introductions

1.1 None.

2. Declarations of Interest

2.1 No declarations of interest expressed. Funding proposal conflict so Alex Polak would leave the room when that item is discussed.

3. Minutes and Actions from Board held on 20 June 2024

3.1 Minutes from the meeting held on 20 June 2024 were approved following changes to be made to items 8 and 9.

4. Workstream Update (Sue Butcher)

4.1 Bal Toor is now a member of the culture change. Greater clarity was needed on the role of recovery champions and lessons learnt have been implemented. Communication and engagement is via an 'our people' forum. The next staff survey is planned for November. Denise noted that a notable proportion of staff are residents and Sue noted the need to consider engagement further. The next staff survey is planned for November.

4.2 The Chief Executives' Monthly birthday tea and cake sessions are up and there have been changes in the Observatory House foyer including a reading den and piano. The team plan to engage the local museum too.

4.3 Sue reflected that she and Bal would work closely on line manager fundamentals and undertake a line management essentials review. Denise suggested it would be useful to draw on external sources. On appraisals, there is a focus on completing them by end July. The people forum considered potential barriers themes for appraisals and Bal Toor is using the data from this to inform the process.

4.4 Comments were made on the importance of drawing interdependencies across areas, as well as driving HR processes through. Bal said HR are producing dashboards for EDs to be shared in DLTs. Sonia reflected on work needed on community engagement and comms. There was a brief discussion of value which Sue noted should develop organically.

4.5 On member engagement, Sue plans to meet with the Chair of Scrutiny who is interested in links of culture work with Target Operating Model (TOM) and also plans to have a briefing session with Members. Gavin said it was vital that the Council and the Members were in step. Annabel said all CLT have committed to getting the right investment for delivering the TOM as well as the right people and investing in them.

5. Workstream Update: Workforce (Bal Toor)

5.1 Bal wanted to change the wording to 'our people', which was agreed. She noted a good team with a history of lacking data insight and leadership challenges and said there is work to do with the team to get them to a better place. It was noted that HR policies are out of date or missing and a review of policies is a priority.

5.2 HR have started speaking more directly with managers, which this has provided good data into why appraisals were not being completed. Feedback was varied and included data issues such as managers not showing on the system alongside staff. The Agresso data is being cleansed and is highlighting other issues. It was noted that culture change work is being joined up with HR. There is consideration of how to benchmark staff survey data.

5.3 There was some discussion on EDI which Christine Ford is engaged on with a system being devised that focuses on what information the organisation should collect. A pilot is going out end of

July. The first step is resetting and the second is communications, where the importance of confidentiality of declaration was noted. Denise wanted to know how this will be maintained and 'tell us once' approach will be implemented. Bal responded the Talos system doesn't speak with Agresso which is being looked at. Annabel said Bal's team is already sharing data and are ensuring there is understanding of how to update the system.

5.4 Commissioners wanted to understand the priority order of HR areas and methodology used. It was noted that for TOM the initial focus should be the 'as is' position. The line manager spans and layers also need to be looked at to ensure there is not too much disparity between one LM and another and the number of direct reports.

5.5 Denise asked about the skills gaps in the organisation and how that was being built into the workforce strategy and Bal said a skills snapshot was required. The appraisal revamp will contain a section on L&D. It was felt HR could act as a broker to provide guidance to Managers going forward and the question of whether the Council had a design authority was raised. Annabel noted that CLT have agreed to implement this going forward.

6 Programme Update: (Stephanie Clark)

6.1 There was some discussion on there being clear and achievable milestones in place. Gavin asked whether there was consistency in the organisation in reporting on RAG ratings. Denise wanted to understand whether enough time was being given for the strategic thinking and was there capacity to do it and also asked about consistency of approach to benefits realisation. The team confirmed they are working towards this.

ACTION: Stephanie to share further information on the work underway with SBC colleagues underpinning RAG assessments with commissioners.

6.2 Will T said there will to be more engagement with CLT to push this forward through the Autumn and it will be important to take residents on the journey. Some things will require more work in the coming year as well. It was noted that it would be helpful to use case studies to demonstrate the difference between 'as is' and 'to' positions, as well as considering how economic growth factors in. There was also an acknowledgment of new Government being in place. Sonia said she has had some conversations about horizon scanning. Denise said data and insight data needs to be pulled together, which is clear on impact of changes proposed to residents.

7. Transformation Fund Requests: (Sukdave Ghuman)

7.1 Business case request reference for transformation funding for phase 4 of Governance and Improvement Project (extension of specialist interim resource). Business case shared with the Board. Denise wanted to know whether this was new funding and Annabel explained this was put forward as supporting the recovery of the transformation team. It was discussed whether this should be considered business as usual or appear in the transformation budget and the latter was agreed.

8. Forward Plan – updates due at next Board:

8.1 Items would include Governance & Scrutiny and the Target Operating Model.

9. AOB

9.1 None.

(The meeting closed at 13.25pm)

Date of next meeting

Thursday 29 August 2024 13:30pm in the Council Chambers.