

Transformation Board held on Thursday 26 September 2024 – Minutes

Present:

Attendees:

Commissioners:

Ged Curran, Commissioner, Chair
Denise Murray, Finance Commissioner

Members:

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

Officers:

Sukdave Ghuman, Monitoring Officer
Martin Chalmers, Director Digital, Data & Technology
Jane Senior, Strategic Commissioning Change
Sarah Wilson, Assistant Director, Legal & Governance, HB Law
Alex Pilgerstorfer, Interim Director of Finance
Allison Kennedy, Head of Customer Service
Annabel Scholes, Interim Executive Director of Finance and Commercial (s151 Officer)
David Coleman-Groom, Director Social Care, Adults
Sonia Khan, Director of Strategy, Change & Resident Engagement
Bal Toor, Director of HR

Secretariat:

Mandy Brown, Chief of Staff to the Commissioners
Annabelle Lim, Deputy Chief of Staff to the Commissioners, minutes

Also Present:

Andrew Merritt-Morling, Recovery Programme Manager
Stephanie Clark, Recovery Programme Manager
Alex Polak, Head of Governance and Scrutiny
Laura Robertson, Head of Public Protection

Not In Attendance:

Gavin Jones, Lead Commissioner
Will Tuckley, Interim Chief Executive and Head of Paid Services
Sue Butcher, Executive Director, Children's Services, Chief Executive Slough Children's Services
Tessa Lindfield, Director of Public Health & Health Protection
Cllr Wal Chahal, Deputy Leader, and Lead for Financial Oversight and Council Assets
Cllr Pavitar Mann, Leader of the Opposition

Minutes

1. Welcome and Declarations of Interest:

1.1 None.

2. Minutes and Actions from previous Transformation Board:

2.1 Minutes from the meeting held on 29 August 2024 were approved.

3. Recovery Plan Update: (Sonia Khan)

3.1 Sonia said that a progress update on the narrative will be taken to Cabinet in November, followed by a detailed action plan in December. This was the first time they had mapped the plan onto the Best Value (BV) guidance too and welcomed feedback. Sarah confirmed that the reason for the focus on BV was to show an awareness things have changed rather than a minimisation of the directions. They want to see a move away from this being a project to a BAU but agreed that key improvement areas and associated risks and milestones should remain visible. Denise noted the importance for community and residents to understand milestones as a means of more easily explaining the recovery journey. On improvement areas, Sonia said that the progress update is currently being restructured to be more consistent and the final section will be on next steps.

Action: Sonia to ensure milestones are incorporated into the Recovery Plan so that the community and residents can better understand the improvement journey.

4. Governance & Scrutiny Project Update: (Sukdave Ghuman)

4.1 Sukdave and Alex Polak gave a high-level summary of the presentation. They noted a want for more Cabinet member buy in. He highlighted the need to keep in mind that the culture programme has put member culture out of the scope of this project. They now have a new resource for Leader and Cabinet support and noted officer-member relationships are good, but officer turnover remains high.

4.2 Denise wanted clarification on the assurance workstream given the merger as well as role of the audit and corporate governance committee and wider work with back benches. Alex confirmed that information on the assurance workstream is spread through the document, and they are working alongside Sonia on data-led decision-making. Regarding the committee, they are referenced in the assurance framework as well as AGS actions, work is underway including training sessions. Sarah indicated that a member body will look into this workstream too.

4.3 Denise discussed the need to look at the wider agenda of the government, given recent reference to council's roles as strategic leaders of place and enhanced engagement. Sonia said that place leadership was seen as BAU for her team to support with – they currently haven't been able to prioritise this work but it is included in improvement and recovery plan. Attendees discussed LGA's role and work in this space. Dexter confirmed that individual activities are moving in the right direction.

4.4 Alex explained that the expression of benefits and interdependencies are not yet fleshed out. The PID is a live document showing the current place and areas to work on. Denise observed that there were fewer actions for officers and the need to think more about transparent, open engagement - what needs to happen to facilitate that and bridging that with public and building trust with residents and the role officers have in that. Alex confirmed there was a reasonable spread of actions across officers.

Action: Sukdave/Alex to further consider how to outline officer involvement in the Governance and Scrutiny Project.

Action: For all PIDs to be concise and in a single format.

5. Target Operating Model update: (Sonia Khan and Andrew Merritt-Morling)

5.1 Sonia confirmed they will be going to Cabinet with an update in November. They have held sessions across the organisation and received feedback - they also have started conversations with partners and stakeholders. Dexter and Ged echoed positive feedback received. On resourcing, they are taking a paper to CLT on strategy for use of resource. They expect this to be blended but are looking at interim expertise needed and how strategic partners could help. On timelines, Andrew is leading.

5.2 Ged emphasised the need for a driving, simpler commitment as a unifying thread of the TOM. Sonia confirmed workshops were underway to feed into this.

Action: Sonia to consider clarifying the unifying thread of the TOM that gives an overall idea of the vision we are working towards.

6. Communications update incl Equality Peer Review: (Sonia Khan)

6.1 Sonia confirmed they are planning for a residents' survey early in the new. Priorities in section 4 are around developing a communications narrative, including putting tools in place and developing what resources are needed under communications. They are currently working alongside Alex Polak on how to build community relations including how best to benefit from members ties into the community. Alex Pilgerstorfer outlined that alongside aligning communications, they also have a rebuttal unit and operational change is underway.

6.2 Sonia confirmed they have received the LGA Equality Peer Review and in the process of signing it off. They will work on an action plan with the LGA.

Action: Sonia to bring an update on the Equality Peer Review at a future Transformation Board.

7. Programme Update: (Stephanie Clark)

7.1 Stephanie said they had a successful session and overall positive reaction with the people forum. They are on track for the staff survey to go out next month. Denise wanted to understand the culture program and progress in relation to the RAG ratings received in papers. Stephane explained that the benefits RAG plus the milestone RAG were combined to produce the overall RAG rating. Denise raised concerns on benefit realisation.

7.2 Annabel explained they are in more positive space with project rooms helping the piece come together.

Action: Stephanie to clarify benefit realisation of the Programme Update including what they are, how to articulate them and how they're being tracked.

8. AOB

8.1 None.

(The meeting closed at 15:00)

Date of next meeting

Thursday 28 November 2024 13:30pm in the Council Chambers.