

# Transformation Board held on Thursday 28 November 2024 – Minutes

## **Present:**

### ***Attendees:***

### ***Commissioners:***

Ged Curran, Commissioner, Chair  
Denise Murray, Finance Commissioner  
Gavin Jones, Lead Commissioner  
Will Tuckley, Managing Director Commissioner and Head of Paid Services

### ***Members:***

Cllr Wal Chahal, Deputy Leader, and Lead for Financial Oversight and Council Assets

### ***Officers:***

Sukdave Ghuman, Monitoring Officer  
Martin Chalmers, Director Digital, Data & Technology  
Sarah Wilson, Assistant Director, Legal & Governance, HB Law  
Allison Kennedy, Head of Customer Service  
Annabel Scholes, Interim Executive Director of Finance and Commercial (s151 Officer)  
Sonia Khan, Director of Strategy, Change & Resident Engagement  
Bal Toor, Director of HR & Workforce Transformation  
Sue Butcher, Executive Director, Children's Services, Chief Executive Slough Children's Services

### ***Secretariat:***

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

### ***Also Present:***

Mandy Brown, Chief of Staff to the Commissioners  
Andrew Merritt-Morling, Recovery Programme Manager  
Stephanie Clark, Recovery Programme Manager  
Alex Polak, Head of Governance and Scrutiny

### ***Not In Attendance:***

Tessa Lindfield – Director of Public Health & Health Protection  
Jane Senior, Director Commissioning  
Cllr Pavitar Mann, Leader of the Opposition  
Cllr Dexter Smith, Leader, with responsibility for Improvement and Recovery  
David Coleman-Groom, Director Social Care, Adults  
Chris Holme, Deputy S151 Officer  
Deemple Brain, Chief Executive's Office  
Pat Hayes, Executive Director Regeneration, Housing & Environment

## Minutes

### **1. Welcome and Declarations of Interest:**

- 1.1 Ged welcomed everyone and gave an update on the recent commissioner away day. The importance of collaborative relationship between the council and commissioners was noted. Item 8 was moved to the beginning of the agenda.

### **2. Minutes and Actions from previous Transformation Board:**

- 2.1 Minutes and actions from the meeting held on 24 October 2024 were approved.

### **8. Governance Discussion: (Will Tuckley)**

- 8.1 Will spoke on the purpose of the boards and the value they had brought. Given the new phase of the intervention with a managing director commissioner, it was a sensible time to review their governance. He requested CLT's and the Board's ideas and proposals, with new arrangements planned to start in the new year. Members provided suggestions including the need to be clear on roles, responsibilities, and accountability. Others commented on the benefits of psychological safety and a permission culture. The need to evaluate and increase member engagement was also noted.

**ACTION: Will T to work with CLT on the governance proposal for boards in the new year.**

### **3. Programme Update: (Stephanie Clark)**

- 3.1 Stephanie provided an update on the programme dashboard. They plan to review those with red RAG ratings at the next recovery board. It was agreed to cover the item more substantially at the next board.

### **4. Improvement & Recovery Action Plan: (Sonia Khan)**

- 4.1 Sonia said that the plan is a work in progress. They are trying to achieve enough articulation of where the council need to get to in 6 months intervals, the paper submitted captures the first 6 months. A column has been added that includes the Best Value themes and the product will read across the directions. Alex Polak and Sonia agreed to pick up the governance programme incorporation outside the meeting.
- 4.2 Denise said that work with CLT was underway to look at mapping across 2 years. Sonia confirmed that the first iteration of the Improvement and Recovery Plan would be going to December's Cabinet. Denise said that it would be useful for the 2 workstreams to align to have a roadmap for the organisation. Sarah noted the need to determine what level of detail is useful. Ged said there is clearly a question on effective programme management.

**ACTION Will/Sonia to align workstreams to produce a 2-year roadmap for the organisation and consider timescales for reporting to Cabinet.**

### **5. Target Operating Model update & Strategic Partner Discussion: (Sonia Khan and Andrew Merritt-Morling)**

- 5.1 Will said that they had the core principles and that now there is a need to answer the question of what impact the TOM has on services they deliver and the pursuit of a sustainable budget. Ged emphasised the need to keep a focus on government expectations given TOM is in the directions – is there a realistic plan that will produce a version of Slough that can run within its financial envelope?
- 5.2 Denise said that the principles need to be simplistic but also a catalyst for service redesign and vision. The MTFS is a point in time and will continue to move, therefore the design needs to be adaptable to financial change. They must be able to articulate the vision so it can be

presented to key decision makers. Will agreed that it needs to be an investable proposition. They need a partner that can come in and help create that, the opportunity is now. Gavin said that the TOM must be accessible. The important piece is how to create meaning and context. It must have rigour and robustness in creation and use.

- 5.3 On the strategic partner, Sonia said they are assessing the opportunity, linking to viability and MTFs alignment. There is a need to move away from transformation split into directorates. She spoke on the programme manager plan. Ged asked if that meant no strategic partner until they had a programme manager. Sonia confirmed this was not the case.  
**ACTION Will/Sonia to press forward with finding a strategic partner for the Target Operating Model.**

## **6. Equality Peer Review: (Sonia Khan)**

- 6.1 Sonia said the council are now clearer on how to include EDI into the operating model. Comms and press releases have gone out on the peer review. The immediate next step is strengthening staff networks and setting up governance for community and staff facing equality drivers. Those will help to develop a more detailed action plan. Equality monitoring work will be a significant piece to do.
- 6.2 Denise said that there were some quick wins to roll out to start to rebuild trust. It is important to map how they are meeting their duty. Sonia described the 2-way process between the transformation team and Martin on data. Martin said the first question to ask is 'what do we need to know the answer to'. He emphasised the importance of collaboration and dialogue between the teams. Ged drew attention to the VfM report that highlighted the council had not actioned recommendations they'd been given from various reviews – there is a need to capture all in one place and outline how they are being handled.

## **7. Transformation Fund: (Sonia Khan)**

- 7.1 Sonia provided an update on the fund. £500k has been set aside for a strategic partner. Within the current improvement and recovery PMO and operating model PMO, all interim contracts have been extended to the end of March 2025. There is a continued focus on governance. There is nothing new on the budget. Denise asked about the interest received via recruitment. Sonia said that there had positive noise and they were now reviewing what is viable. Martin highlighted that competition with other businesses remains a challenge.

## **9. AOB**

- 9.1 Sarah noted that it was Alex Polak's last Transformation Board as he leaves the council to start a new role. Colleagues thanked him for all his hard work and contribution.

**(The meeting closed at 14:30)**

### ***Date of next meeting***

Thursday 23 January 2025 13:00 in the Council Chambers.

### **Addendum**

Please note that, as a result of the council reviewing their governance arrangements, the meeting on 23 January 2025 did not take place. This is the final set of minutes for the Transformation Board.

OPEN ACTIONS							
Ref	Status	Description of Action	Date Raised	Raised By	Owner		Due Date
28.11.24.3	Open	Will/Sonia to press forward with finding a strategic partner for the Target Operating Model.	28.11.24	Commissioners	Will Tuckley/Sonia Khan	Will/Sonia to press forward with finding a strategic partner for the Target Operating Model- procurement proposal expected to go to April Cabinet	Feb 2025
28.11.24.4.2	Open	Will/Sonia to align workstreams to produce a 2-year roadmap for the organisation and consider timescales for reporting to Cabinet.	28.11.24	Commissioners	Will Tuckley/Sonia Khan	Will and Sonia to align workstreams to produce a 2-year roadmap for the organisation and consider timescales for reporting to Cabinet- this is the improvement and recovery plan	Feb 2025
28.11.24.8.1	Open	Will T to work with CLT on the governance proposal for boards in the new year.	28.11.24	Commissioners	Will Tuckley/CLT	Will to work on governance proposals – this has been done hence the new round of meetings	Feb 2025

<b>24.10.24.3.4</b>	<b>Open</b>	Sonia to make the strategic EDI more explicit in the culture programme reset (how to foster it, blend into the programme, make it more visible).	<b>24.10.24</b>	<b>Denise Murray</b>	<b>Sonia Khan</b>	This was done and culture change has been included in Equality Plan going to Cabinet in April	28/11/24
<b>26.9.24.3.1</b>	<b>Open</b>	Sonia to ensure milestones are incorporated into the Recovery Plan so that the community and residents can better understand the improvement journey.	<b>26.9.24</b>	<b>Denise Murray</b>	<b>Sonia Khan</b>	Milestones are included in workplans and at a high level in improvement and recovery plan	28/11/24
<b>26.9.24.4.4.b</b>	<b>Decision</b>	For all PIDs to be concise and in a single format.	<b>26.9.24</b>	<b>Commissioners</b>	<b>All</b>	There is a consistent PID	31/10/24
<b>26.9.24.5.2</b>	<b>Open</b>	Sonia to consider clarifying the unifying thread of the TOM that gives an overall idea of the vision we are working towards.	<b>26.9.24</b>	<b>Ged Curran</b>	<b>Sonia Khan</b>	This was included in the November Cabinet report	28/11/24
<b>26.9.24.7.2</b>	<b>Open</b>	Stephanie to clarify benefit realisation of the Programme Update including what they are, how to articulate them and how they're being tracked.	<b>26.9.24</b>	<b>Commissioners</b>	<b>Stephanie Clark</b>	13/11/24: – will be covered in the new refresh of the recovery and improvement plan so that there is clear reasoning on the benefits and how they are being evidences etc.	31/10/24

**Action log: Updated 28/11/24**