

# Improvement and Recovery Board

Progress Report  
28-Sep-23

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*Report Author: Strategy and Improvement Team*

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Borough Council

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## Headline Commentary

- Commissioner report published 14 September with ministerial statement and correspondence from DLUHC to Council. Confirms improvement since previous report while still a long way to go.
- Commissioners separate internal letter of 14 August highlighted priority areas for focus between now and December report – see agenda item and paper to agree approach.
- Consultation on senior management restructure has closed and responses due to be issued with Full Council to approve new structure 28 September.
- Further themed meetings have been held with Commissioners – mainly Ged including HR, Customer, Culture and ICT (separate Finance briefings with Denise ongoing).
- Series of Cabinet reports presented on 18 September directly related to improvement including Corporate Plan, Estates and various assets, Finance, SCF, Adults and Procurement.
- Continue to dovetail our activity across the DfE intervention so that there is clear alignment between our work as an authority to address the issues and reporting to the Getting to Good Board.

# Directions Progress Summary

Ref	Direction	CLT Lead (Strategic)	SLT Lead (Operational)	Member (Political)	Target Completion	RAG		Commentary / Progress
						Curr.	Trend	
1	Functional Capability Assessment	Sarah Hayward	Dean Tyler		01-Dec-22		=	<b>14/10</b> - Service plans have been completed, which will address gaps in capability. These are continuing to be iterated to ensure coherence across services and alignment with the corporate plan. SLT will act as the governance body for the service planning. Next steps are to develop reporting arrangements for monitoring progress in delivery, and ensure lessons for next year are captured.
2	Avoid Poor Governance or Financial Mismanagement	Adele Taylor	Alistair Rush & Hitesh Jolapara	Leader / Cabinet Member for Financial Oversight & Council Assets	Continuous		=	<b>10/08</b> Action plan overview discussed with Commissioner and Lead Member. Paper will go to cabinet in September <b>09/06</b> Agreed with new Commissioner that the action plan will be considered at August Finance Board to go to Cabinet in September. This reflects change in Commissioner and wanting to involve them in the development of the combined plan.
3a	Financial Sustainability Action Plan	Adele Taylor	Alistair Rush & Hitesh Jolapara	Leader / Cabinet Member for Financial Oversight & Council Assets	31-Mar-29		=	<b>09/06</b> – Outturn for <b>22/23</b> being finalised with Cabinet paper due in July cabinet. MTFP and underlying assumptions will be refreshed with outturn data and a new MTFP model built during June / July. Will review progress at August finance board. <b>13/10</b> - The Finance action plan covers 10 years in detail from 2015/16 to 2024/25 and is supplemented by a 14 year active financial model (to 2028/29). Key elements are: Accounts, Assets sales, Capitalisation direction, Revenue budgets, Borrowings, MRP, DSG, Internal audit, Risks and mitigations Finance structure and Directions/recommendations from DLUHC, GT, CIPFA, Directions. The plan is regularly updated.

## Directions Progress Summary

Ref	Direction	CLT Lead (Strategic)	SLT Lead (Operational)	Member (Political)	Target Completion	RAG		Commentary / Progress
						Curr.	Trend	
3b	Democratic Governance Action Plan	Stephen Taylor	Alexander Polak	Leader	01-Dec-23	A	=	<p><b>11/09</b> - 'The detail of the next six months' delivery plan has now been completed, Commissioner Curran met with the Monitoring Officer and Statutory Scrutiny Officer to review progress and next steps including a view of both the project workbook and 'plan on a page'.</p> <p><b>21/08</b> - The Annual Governance Statement for 2022/23 has now been completed and adopted. The constitution review is ongoing and is being carried out in stages having regard to available resources. Council approved changes to Planning Committee procedures and Planning Code of Conduct at its July meeting.</p> <p><b>11/07</b> - Deep dive commentary and materials shared with the appropriate groups and feedback has been taken onboard. The annual governance statement has been produced in first draft. The launch of the Governance leadership learning has been successful with good attendance and engagement as of the 4th of July.</p> <p><b>16/06</b> – Phase 2a of the Democratic Governance Action plan can be completed with the successful delivery of the election and all the preparatory work for it including; a review of the constitution and development of an enhanced member development programme. Phase 2b continues as planned and Phase 3 can get underway – the scheduled 'deep dive' at IRB on 29th June will provide further detail at this checkpoint.</p>

# Directions Progress Summary

Ref	Direction	CLT Lead (Strategic)	SLT Lead (Operational)	Member (Political)	Target Completion	RAG		Commentary / Progress
						Curr.	Trend	
3c	Scrutiny Action Plan	Stephen Taylor	Alexander Polak	Chair, Overview & Scrutiny Committee	01-Dec-23		=	<p><b>11/09</b> – Permanent scrutiny officer position has been filled with immediate effect and they led the first meeting of the Adult Social Care Task &amp; Finish Group on <b>06/09</b>; a scope was agreed by the group. Reports for the <b>26/09</b> Scrutiny Committee meeting were submitted on time last week, and Commissioner Curran praised the revised draft work programme, having seen an advance copy.</p> <p><b>21/08</b> - A Task and Finish WG has been set up in relation to Adult Social Care, and a revised Work Programme is to be presented to Committee in September. Interviews for a permanent Scrutiny officer are scheduled for 24 August. The finance and cabinet workshop in September will be the penultimate stage of the scheduled scrutiny induction programme.</p> <p><b>11/07</b> - Work is ongoing to improve the scrutiny function as a whole and support members. Discussion around the recruitment of a permanent Scrutiny officer are underway.</p> <p><b>16/06</b> - Induction of the new Corporate Improvement Scrutiny Committee is well underway, following the full adoption of the revised constitution at the AGM in May 2023 including the new O&amp;S structure and procedure rules. The Centre for Governance and Scrutiny are working alongside the Statutory Scrutiny Officer and Democratic Services Team to emphasise the criticality of this function and to upskill the Chair and ....</p>
3d	Internal Audit Action Plan	Adele Taylor	Tariq Monsour	Cabinet Member for Financial Oversight & Council Assets	31-Mar-23		=	<p><b>08/09</b> - All outstanding audit actions and reports were discussed with the representative Associate Directors and Heads of Department at the Risk and Audit Board that was held on 5th September 2023. This will be a recurring theme in future meetings. The next meeting will be held on the 6th December 2023. <b>01/08</b> - The revised annual Internal Audit Plan for 2023/24 and the Internal Audit Charter were approved by the Audit and Corporate Governance Committee on 19 July 2023.</p> <p><b>10/07</b> - We have introduced a KPI of 0% for all high priority audit actions raised in <b>21/22</b> and 0% with a tolerance of 10% for all high priority actions raised in <b>22/23</b>. For <b>23/24</b>, audit actions to be closed after 30 days from the assigned implementation date.</p> <p><b>09/06</b> - Continued monitoring of actions through DLT. Audit and Governance committee training on <b>07/06</b> covered their oversight role and at the July committee they will consider the first report on the progress around internal audit actions.</p>

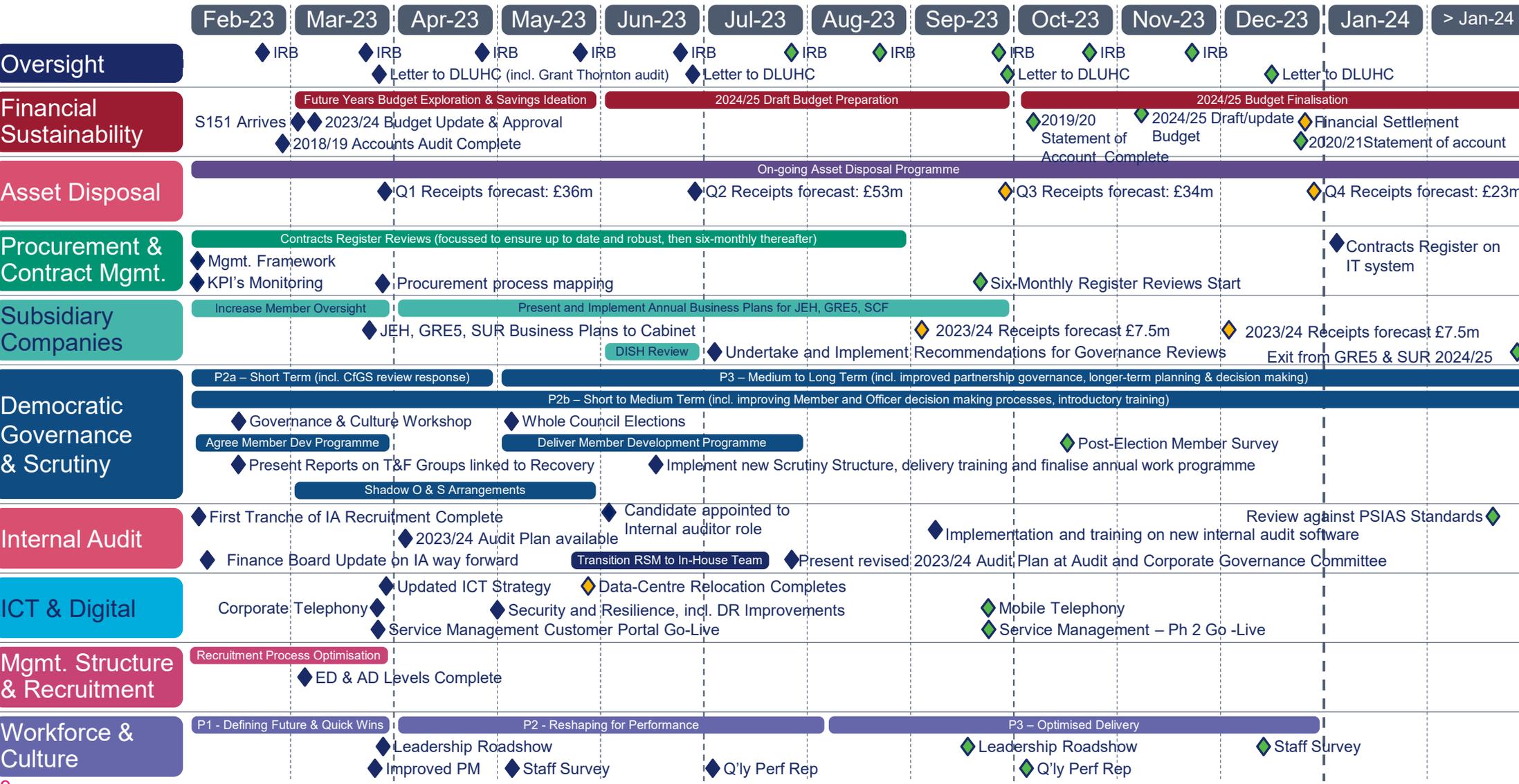
# Directions Progress Summary

Ref	Direction	CLT Lead (Strategic)	SLT Lead (Operational)	Member (Political)	Target Completion	RAG		Commentary / Progress
						Curr.	Trend	
3e	Procurement and Contract Management Action Plan	Adele Taylor	Clare Priest	Lead Member for Financial Oversight, Council Assets, Procurement and Revenues & Benefits	12-Jan-23		=	<b>05/09</b> - Improvement plan to implement recommendations from process mapping exercise is live, which includes improvements to processes and procedures. Work to develop a contract management framework and refresh of the commercial strategy has commenced. Successfully recruited a procurement category manager, a further round of recruitment will be undertaken to recruit to the 2 remaining posts. Social value pilot underway and work with SME's has commenced, working with the economic development team on an event in October.
3f	Information Technology Action Plan	Stephen Brown	Simon SharkeyWoods	Cabinet Member for Customer Services, Procurement & Performance	11-Jan-23		▲	<b>11/09</b> - Progress has been slower during August and early September due to the holiday season. Projects in the programme of modernisation and remediation work have been particularly impacted by the availability of staff in departments. Following the completion of the IT Health Check (ITHC) there is now greater clarity of what needs to be done to improve our cyber security stance. Business cases in development include changes to our Microsoft licence to improve security and control, a trial of meeting room technology to improve hybrid working, and new tools to support mental health at work. <b>08/08</b> - The delays to the implementation of the new wide area network (SD-WAN) mean that the data centre implementation is now provisionally scheduled for the end of October. There have been new starters to support ICT procurements, strengthen our networks team, and provide resource for building the next generation of devices. A site visit has taken place to begin the proof-of-concept of new hybrid meeting room technology. Deep dive with CEO and Commissioners has provided clarity around the balance of risk vs pace in progressing technology improvements.
3g	Suitable Officer Structure and Scheme of Delegation	Stephen Brown	Sarah Wilson (MO)	Leader	01-Oct-22		=	<b>Please see direction 8.</b>
4	Improvement Plan Monthly Reporting	Sarah Hayward	Tony Wisken	Leader	01-Sep-23		=	<b>11/08</b> - In readiness for the departure of Tony Wisken ( <b>13/08</b> ) the reporting process has now been embedded in the team and appropriate snr officer ownership going forward has been established. Handover is taking place. <b>13/06</b> - Further discussion with RTB and Commisioners required to ascertain if changes to reporting styles / content / timing are needed.

# Directions Progress Summary

Ref	Direction	CLT Lead (Strategic)	SLT Lead (Operational)	Member (Political)	Target Completion	RAG		Commentary / Progress
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5	Culture Change	Stephen Brown	Sarah Hayward	Leader	31-Dec-23			<p><b>18/08</b> - Next CLT workshop now been targetted for September with external facilitation being lined up. Refresh of headline plans progressing well.</p> <p><b>13/07</b> - The next Culture Change CLT Workshop is being schedule for August. Workstream leads have been tasked with refreshing their headlines plans now that we have reached the mid-year point. The next deep-dive will aim to demonstrate the good work that has been achieved on Culture that perhaps is not currently being recognised, incl. with Commissioners.</p>
6	Subsidiary Company Review	Adele Taylor / Sarah Wilson	Pat Hayes	Cabinet Member for Financial Oversight & Council Assets	02-Apr-23			<p><b>13/07</b> - Following progress made to date and the remaining actions largely with Property, ownership is now with Pat Hayes.</p> <p><b>04/07</b> SCF Business and Improvement Plan recommended for approval on an interim basis at July cabinet. Plans in process to appoint a new Chair for SCF Board as well as new SCF Director of Finance.</p> <p><b>19/05</b> - Subsidiary Company Review is tracking to plan.</p>
7	Evidence Based Decision Making	Sarah Hayward	Sarah Wilson	Cabinet Member for Customer Services, Procurement & Performance	02-Apr-23			<p><b>22/09</b> - Business case approved for interim additional data analyst capacity. Reset of Data Strategy Group and repurposing of Data Strategy to drive improvement.</p> <p><b>16/06</b> - New evidence base created to inform refresh of Corporate Plan. New Data Strategy being developed for July. Options paper and business case with proposals to enhance data and insight</p> <p><b>14/04</b> - Position statement developed for agreement with CLT including proposals for introduction for new technology to improve data collection and management.</p> <p><b>09/02</b> - First draft of Data Strategy created. Due at CLT in March.</p>
8	Senior Officer Structure and Recruitment	Commissioners	Stephen Brown		31-Mar-23			<p><b>13/04</b> - Now considered BAU, however a restructure at the AD and levels immediate below is about to get underway.</p> <p><b>03/02</b> - ED for Strategy and Improvement has been appointed. This was the last remaining vacancy in CLT.</p>
SEND	DfE Issued SEND Direction	Sue Butcher	Len Brazier	Cabinet Member for Education, Children's Services, Lifelong Skills and Governance	31-Mar-24 (FOR REVIEW)			<p><b>10/09</b> - Draft SEND action plan reorganises the actions in the 7 priorities in the Written Statement of Action into 5 workstreams to mitigate against silo working. Update report agreed by Commissioners and will be presented to Cabinet on 8th September. Another report will go in November costing the plan. Monthly Strategic SEND and Inclusion Partnership Board meetings continue overseen by SEND commissioner.</p> <p><b>11/08</b> - SEND Direction wording has now been received. DfE has acknowledged the progress that has been made.</p>

# Recovery Combined "Plan on a Page"



# Finance: Statement of Accounts Update

- 2018/19 Audited Accounts – Final Opinion anticipated in September 2023 (ref. Audit & Governance Committee – 12/09/23)
- 2019/20 Draft Accounts prepared and shared with Grant Thornton.
- 2020/21 through to 2022/23 Accounts are in the process of preparation.
  
- National work addressing the generic backlog of SoAs is anticipated to result in the following;
  - Revised Code of Practice
  - Revised timetable for the completion & audit of prior year accounts
  - Clearance of the backlog by December 2024
- Corporate Finance are developing a work and resourcing plan to meet the anticipated revised timescales.
- Regular monthly meetings with Grant Thornton to coordinate work and progress are being scheduled.
- The team establishment now holds sufficient capacity and skills to deliver successful completion of the tasks.
  
- MRP calculation model has been reviewed and refreshed, including with reference to critical friend quality assurance.
- Asset Register is being reviewed and updated, alongside active collaboration with Property to support both the Asset Disposals Strategy and the implementation of the Estate Strategy

The priorities for the Asset Disposal Programme over the next month include:

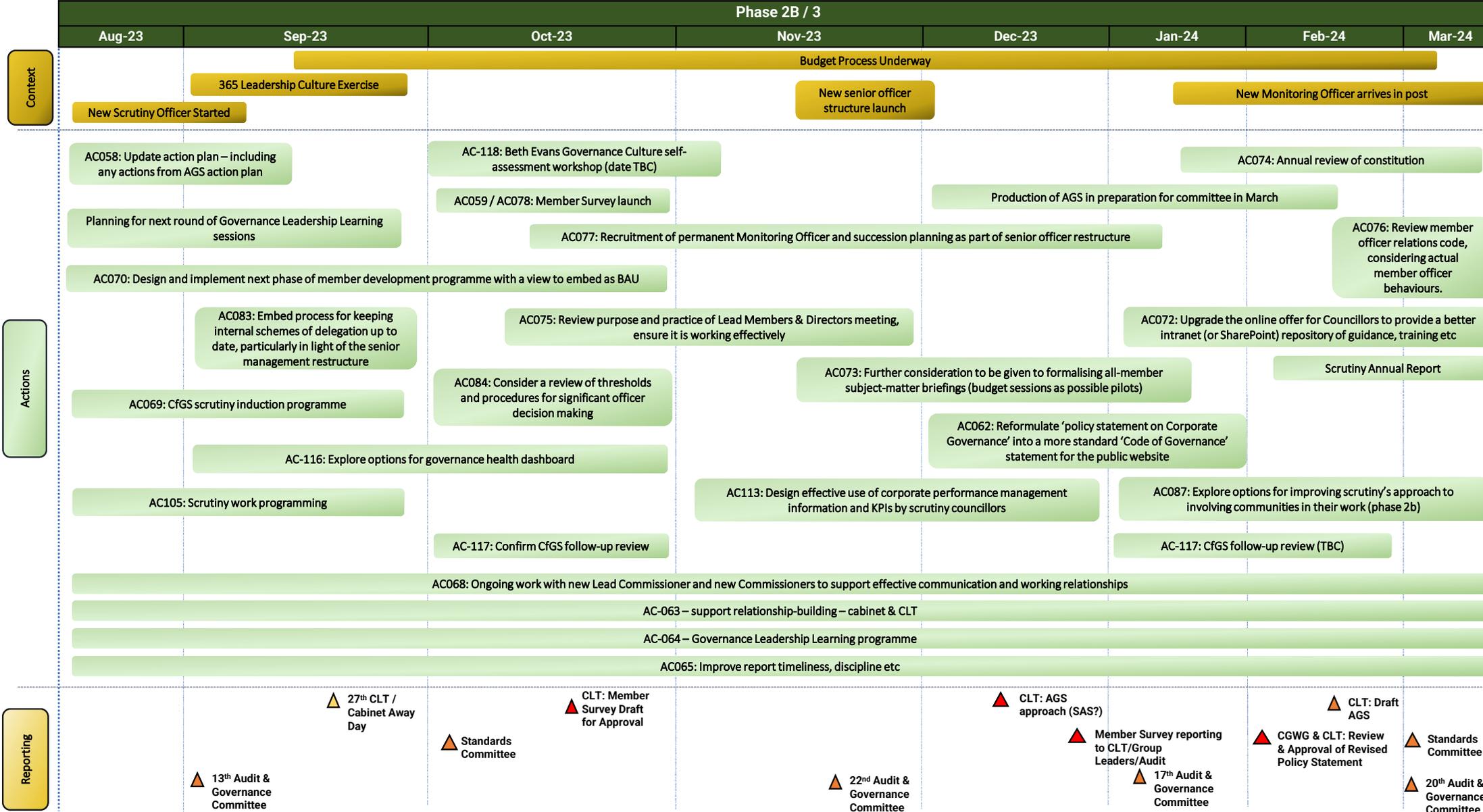
- Secure the approvals necessary to move forward with transactions
- Complete summer auction sales and continue to identify further sites for auction.
- Continue the Estate Strategy work to identify further disposal opportunities and to help clarify the size of the retained portfolio, moving forward. The initial Stakeholder Engagement exercise is complete and an emerging conceptual hypothesis is being tested.
- Further develop the Observatory House business case, subject to Cabinet approval in September.
- Review reporting on the Asset Disposal Programme.
- Clarify the status of HRA assets and the ability to appropriate to the General Fund.

Further to IRB's agreement of the next steps for Democratic Governance and ongoing discussions with commissioner Ged Curran, including most recently in a meeting with the Monitoring Officer and Head of Governance and Scrutiny on 07/09, the detailed weekly breakdown of actions over the next six months has now been completed and provided to Commissioners along with a 'plan on a page' (see overleaf).

#### Next Steps Summary:

1. Focus on the timeliness and quality of cabinet reports including early engagement by EDs with stakeholders, clearance and sign-off.
2. Deliver further Slough-specific training on working in a political environment, as part of refreshed L&D offer for new senior leaders and managers.
3. Review of management and senior officer development programme is underway led by HR – ensure governance learning elements are included and continue with Governance 'Lunchtime Learning' sessions.
4. Reformulate 'policy statement on Corporate Governance' into a more standard 'Code of Governance' statement for the public website.
5. Recruitment of permanent Monitoring Officer and succession planning as part of senior officer restructure (phase 3).
6. Next Member Survey due October 2023 to provide a baseline with the new council and compare with the February 2023 survey.
7. Development and implementation of a longer-term strategic planning and delivery cycle linked to the four-year municipal cycle is well underway.
8. Various other actions as per project plan.

# Democratic Governance Improvement Action Plan – Phases 2b & 3



The new committee's third meeting will take place on 26 September. A revised work programme focused on the Council's improvement and recovery is on their agenda, following an initial draft being seen at their July meeting. The revised draft has been praised by Commissioner Curran on an early viewing, and the papers had all been submitted promptly for commissioners' review at the time of writing.

The Adult Social Care task and finish group, which is reviewing readiness for the new CQC inspection regime and seeking to identify potential areas for improvement of that service area, met for the first time on 06/09 and agreed its scope.

The Centre for Governance and Scrutiny, with the Head of Governance and Scrutiny, delivered a scrutiny training session to cabinet members on 06/09. Four of the seven cabinet members attended including the Leader and the session was videoed for the benefit of the others.

A 'scrutiny of finance' training session will be delivered by the Centre for Governance and Scrutiny, and Finance colleagues, on 19/09. This is in support and preparation of the committee's finance items on 26/09. That session marks the beginning of the whole-year overview and scrutiny of the budget-setting process.

It also marks the end of the CfGS-supported scrutiny induction process. From this point Dem Services will continue supporting scrutiny, under the heading of 'business as usual' Member Development.

The hard-to-fill position of 'Scrutiny and Governance Officer' has been successfully filled, with the candidate starting on 05/09.

#### Next Steps Summary:

1. The second iteration of the new committee's first work programme will be considered by the committee on 26 September.
2. The scrutiny officer position has been filled with immediate effect following a head-hunting exercise.
3. Scrutiny chair now has an LGA mentor assigned. Additional support and training for the Chair and whole committee continues to be a priority, following the completion of the CfGS' scrutiny induction programme (funded by the LGA).
4. System of pre-meetings with facilitated identification of key lines of inquiry for significant items continues – each month additional elements are introduced for the Chair and committee. This month the first 'pre-agenda' meeting was held with report authors.
5. Adult Social Care Improvements Task & Finish Group has agreed scope – now moves into evidence-gathering phase.
6. Various other actions in the medium and long term as per project plan.

**21/22 internal audits:**

- Actions completed as at end of August number 226 or 69% of the total due. A concerted effort is being made by CLT to close the remaining 101 actions or 31% that are overdue.

**22/23 internal audits:**

- 28 reports have been finalised. 225 actions have been raised for 2022/23 from these reports. As of end of August 2023, 44 actions or 20% are overdue and 87 or 39% complete. 94 actions or 42% are not due.

**23/24 internal audits:**

- Progress against the 2023/24 audit plan is on target. 2 reports have been finalised and a further 5 reports are in draft and being responded to by management. 52 actions have been raised for Q1 2023/24 from these reports. A further 3 audits are currently in fieldwork.

**Implementation of 'AuditBoard'**

- Implementation and training on the new Internal Audit software is due to start week commencing 25<sup>th</sup> September 2023. It is expected that full implementation will be completed by the end of November 2023.

1. All internal audit actions have been allocated to and reviewed by actions owners and Executive Directors, including actions that are deemed not relevant due to changes in circumstances. Actions from previous year's audits are also reviewed to ensure they are relevant to the service area to which they have been assigned.
2. High rated actions are being given priority and are reviewed monthly by the Council's Finance Board, DLTs' and will be reviewed monthly by the Executive Directors, and quarterly at Risk and Audit Board.
3. Progress is being made on closing actions on the tracker. Evidence of actions completed is obtained and quality assured by the Internal Audit Manager, and, retained for use in follow up audits.
4. Responses from management on audit actions/audit reports will be monitored, in line with the Terms of Reference. Any delay will be escalated to the Executive Director – Finance and Commercial.
5. The Risk and Audit Board meeting was held on 5<sup>th</sup> September 2023. All outstanding audit actions and reports were discussed with the Associate Directors and Heads of Departments. This will be a recurring theme in future meetings. The next meeting will be held on 6<sup>th</sup> December 2023.

1. Contracts register is being used as a business-as-usual tool in forward planning procurement activity, this includes consideration of longer-term procurement activity required for high value, high risk contracts. Meetings held with Executive Directors and their management teams to review throughout July which has informed the forward plan update report for September cabinet
2. Utilising existing IT systems for the contract register – options for the implementation on Agresso commenced in July 2023 and currently looking at either pursuing the Agresso option or using Microsoft Office tools, with support from SBC's IT team
3. The training programme on the council's contract procedure rules continues and reflects the revised rules approved by Council in November, 120 staff have been trained to date. Further date scheduled in September.
4. Continue to build a permanent in-house team. Further round of recruitment successfully appointed one procurement category manager, working with HR colleagues to find creative ways to attract candidates which has had a wide reach for further recruitment rounds.

**Further key development activities**

1. Implement the contracts register on IT system – by July 2023 (option appraisal in progress)
2. Develop a framework to ensure there is a co-ordinated and consistent approach to contract management.– from January 2023.
3. Tiering and risk assessment of contracts and contract management plans for high risk contracts – by March 2024
4. Process mapping procurement – implement improvements to processes and procedures including making best use of automated tools– By March 2024
5. Establishment of Contract Management Assurance Board to drive best practice in contract management – December 2023
6. Ensure KPI's are meaningful and monitored effectively – from January 2023.
7. Programme of continuous contracts register reviews to ensure the council is getting the best value for money – from September 2023 and six monthly thereafter, this will include improvements to reporting.
8. Develop a commercial strategy to replace the procurement and contract management strategy and implement actions throughout the 2023/24 financial year.
9. Pilot a social value policy and engage with SME's- from August 2023
10. Direction deep dive on procurement and contract management will go to the October Corporate Improvement Scrutiny committee

## The ICT & Digital Team Strategy and Plan

The ICT & Digital strategy adopted by the Council in March is our reference point for improvement work. The table below covers the three key themes and the recent against each:

Theme	Recent activities
<p>Improving the reliability of technology services and transforming the way support is provided for them.</p>	<ul style="list-style-type: none"> <li>• Work on the consistent delivery of end-user-devices is moving forward and a milestone plan for the delivery of a more robust experience for staff has been created. There is now a target of providing a significantly improved experience by the end of the year.</li> <li>• The continuing lack of a clear decision on the future of Observatory House is a blocker to improving the hybrid working technology in the building. To move forward ICT&amp;D will be submitting a business case for piloting technology that should support a better hybrid experience.</li> <li>• The planning of the new wide area network that connects Slough offices is progressing and there are promising signs that we can simplify the way other technologies can work with the new connectivity.</li> </ul>
<p>Resetting the council’s approach to the way residents access services and increasing the volume of interactions through lower cost digital channels.</p>	<ul style="list-style-type: none"> <li>• Limited resource in the Digital team, along with the holiday period, has resulted in delays to an upgrade to the main digital platform, Jadu. Planning will recommence in the first half of September and milestone created to track the work. This is a pre-requisite for the change we require around the translation function of the website which is an important feature for Slough.</li> <li>• Jemma Reid, our new Digital Customer Engagement Manager starts on the 19th September.</li> <li>• Initial meetings have taken place around replacing the legacy intranet at Slough through exploiting the investment we have already made in the Microsoft 365 platform.</li> </ul>
<p>Supporting the exploitation of data more effectively so that the council can prioritise precious resources to have the most impact for residents.</p>	<ul style="list-style-type: none"> <li>• Following the holiday period, the planning of the pilot of a data integration and presentation layer to help with improved reporting and analysis, is underway. The trial will focus on the Housing area.</li> <li>• One of the legacy storage devices at Slough, a large storage area network, has now been fully decommissioned as part of the modernisation and remediation work. This is another step that will help prevent the risk of data loss.</li> </ul>

1. Next series of Leadership Workshops (CLT) being planned. The next workshop to focus on the Action Plan to address issues raised within the staff survey, hybrid working, definition of what the new SBC values and behaviours will be across the organisation, and the development of clear and measurable objective setting to smarter working practices. These actions are to be incorporated into Cultural Change Programme of work. LGA are supporting the Senior leadership 360 which will take place on 11th October
2. Members and cabinet development programme being rolled out.
3. We are progressing on the HR Improvements to support the end-to-end recruitment, induction, workforce development, and talent management structures to be put into place.
4. Workstream leads are in the process of a mid-year refresh of their workstream plans, developing the roadmap of milestones to be achieved through to the end of the year and planning for 2024.

# Calendar

Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23
M T W T F	M T W T F	M T W T F	M T W T F	M T W T F	M T W T F
2 3 4 5 6	1 2 3	1 2 3	3 4 5 6 7	1 2 3 4 5	1 2
9 10 11 12 13	6 7 8 9 10	6 7 8 9 10	10 11 12 13 14	8 9 10 11 12	5 6 7 8 9
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23 24 25 26 27	20 21 22 23 24	20 21 22 23 24	24 25 26 27 28	22 23 24 25 26	19 20 21 22 23
30 31	27 28	27 28 29 30 31		29 30 31	26 27 28 29 30

Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23
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3 4 5 6 7	1 2 3 4	4 5 6 7 8	2 3 4 5 6	1 2 3	1
10 11 12 13 14	7 8 9 10 11	11 12 13 14 15	9 10 11 12 13	6 7 8 9 10	4 5 6 7 8
17 18 19 20 21	14 15 16 17 18	18 19 20 21 22	16 17 18 19 20	13 14 15 16 17	11 12 13 14 15
24 25 26 27 28	21 22 23 24 25	25 26 27 28 29	23 24 25 26 27	20 21 22 23 24	18 19 20 21 22
31	28 29 30 31		30 31	27 28 29 30	25 26 27 28 29

<b>IRB &amp; RTB Updates / Papers due</b>	12:00pm to Strategy & Transformation
<b>Publish final papers for RTB</b>	Transformation Team to distribute
<b>Publish final papers for IRB</b>	9:00am to IRB Administration
<b>IRB Papers due for CLT</b>	9:00am to CLT Administration
<b>Dispatch Papers for Finance Board</b>	TBC
<b>Recovery and Transformation Board</b>	Monthly, usually the 3rd Tuesday
<b>Improvement &amp; Recovery Board</b>	Monthly, usually the 4th Thursday
<b>CLT to pre-approve IRB papers</b>	Wed before IRB (RTB approves after May)
<b>Finance Board</b>	Monthly