

Slough Borough Council

Report To:	Corporate Improvement Scrutiny Committee
Date:	06 February 2025
Subject:	Improvement and Recovery: Governance, Action Plan and Scrutiny Going Forward.
Lead Member:	Councillor Dexter Smith
Chief Officer:	Will Tuckley, Chief Executive
Contact Officer:	Sonia Khan, Director of Strategy, Change and Resident Engagement
Ward(s):	All
Exempt:	No
Appendices:	A: Improvement and Recovery Board Action plan 2025 (as presented to 20 January 2025 Cabinet) B: Improvement and Recovery Board Governance (as presented to 15 July 2024 Cabinet) C: Improvement and Recovery Board Terms of Reference D: Finance Board Terms of Reference E: Transformation Board Terms of Reference

1. Summary

- 1.1 This report provides the updated action plan of the Improvement and Recovery Programme and the current governance arrangements (pending an imminent refresh of these, which will be available prior to the 6 February CISC).
- 1.2 The action plan and refresh of the governance arrangements follow the [Commissioners 5th report](#), [Ministerial Response](#) and [Letter to Interim CEX](#) of 22 October 2024 and the appointment of the [Managing Director Commissioner](#) on 20 November 2024.
- 1.3 Members of CISC are invited to scrutinise these arrangements, in particular in relation to the Council's existing cabinet, committee and scrutiny arrangements and the role of Senior Management through the Corporate and Directorate Leadership Teams.

Recommendation/s

- 1.4 Committee members are invited to:
 - a. Note and comment upon the revised action plan (Appendix A) and governance arrangements (current arrangements at Appendix B) and relevant terms of reference (Appendices C, D and E); and
 - b. Make recommendations concerning future scrutiny of the Improvement and Recovery Programme, especially in terms the documents and boards where it can secure the necessary traction to be able to add value and optimise its impact.

Commissioners Review

The council wishes to be free of intervention in a little under 2 years from now. To achieve this it needs to organise itself effectively. It is the right time to review the arrangements that have been in place to date. Members will wish to assure themselves that the changes proposed will facilitate more efficient transformation for Slough and that there will be the appropriate opportunities for Councillors to be engaged in the process.

2. Report

2.1 Introduction

The aim of this report is to bring together key documents as a catalyst for discussion and scrutiny of the Improvement and Recovery governance arrangements and revised action plan 2025 following the Commissioners' 5th report of 22 October 2024. In addition, it is hoped that the discussion will lead to proposals for how best CISC can scrutinise the Improvement and Recovery programme going forward.

2.2 Background

In October 2024, the Council received the Commissioners' 5th report that set out a further two years of intervention and support, new Directions and the appointment of the Council's Chief Executive as Managing Director Commissioner.

This has driven the development of a new action plan (Appendix A), and a review of the current governance arrangements (Appendix B) leading to new proposals. (These will be made available in advance of the 6 February CISC).

An outstanding issue arising from the Commissioners' 4th report and discussions at the associated Extraordinary CISC of 13 March 2024 was the opportunity for CISC to engage and effectively scrutinise the delivery of Improvement and Recovery going forward. This was raised at the Transformation Board meeting of March 21, 2024 (Appendix E) but without resolution to date.

It is anticipated that the discussions arising from this report will lead to proposals in this respect.

2.3 Documents for Discussion

The documents in the Appendices to this report and links to other background information in Section 4 have been brought together for scrutiny and to generate a discussion about the Improvement and Recovery Action Plan 2025 and its governance and management arrangements as well as the role of CISC in scrutiny of the Improvement and Recovery work going forward.

2.4 Committee Considerations

In their scrutiny and the discussions that arise from this report, CISC councillors are reminded of concerns expressed at previous CISC meetings with agenda items relating to the Improvement and Recovery Programme such as:

- Relevant strategic, measurable outcomes arising from the action plan;
- The relevance and impact on residents and associated communication regarding delivery of the action plan;
- The interplay between the Council's governance, strategic management and operational delivery arrangements and those of the Improvement and Recovery programme;
- The practical management of risks and CISC access to information not in the public domain to enable meaningful scrutiny; as well as

Other issues such as

- The role of the Managing Director Commissioner
- The potential impact of the re-organisation of local government white paper (link in Section 4)

3. Implications

Financial implications

1.1. There are no financial implications arising from this report

Legal implications

1.2. There are no legal implications arising from this report

Equalities

1.3. There are no legal implications arising from this report

Risk management implications

1.4. Effective scrutiny is a key function in enabling the Council's management of risk

Environmental implications

1.1. There are no environmental implications arising from this report.

4.0 Additional Background Information

- [Agenda and Minutes of the Extraordinary CISC 13 March 2024](#)
- [Overview of Best Value Commissioners and relevant bodies and publications](#)
- [letter-to-the-managing-director-commissioner-20-november-2024](#)
- [English Devolution White Paper](#)