


Improvement & Recovery Programme Dashboard Exec Summary

Political Leadership & Governance


Exec summary



Objective	Status	Key Message
<p>Councillors fulfil governance roles effectively</p>		<p>Progress Update Member training programme approved for the 2026/27 municipal year, following review by Standards Committee. The review by Centre for Governance and Scrutiny in relation to effectiveness of scrutiny work is complete, with workshops to inform next steps planned during June 2026.</p> <p>Next Steps By end of June 2026</p> <ul style="list-style-type: none"> • New Monitoring Officer to establish working relationship with group leaders and support groups with nominations for Annual Council • Introduce fortnightly informal Cabinet meetings • Schedule mandatory Cabinet / CLT away days (12-month programme) • Centre for Governance and Scrutiny workshops delivered. <p>By December 2026</p> <ul style="list-style-type: none"> • Approve updated Member Allowance Scheme for 2027/28. • Implementation of changes as a result of Centre for Governance and Scrutiny review. • Planning for new member induction programme • Cabinet–CLT away-day to review: Progress against improvement implementation , Priorities , Roles and responsibilities , Expected behaviours
<p>RAG Rating Explanation On target for completion of end of June 2026 actions. Planning is underway for new member induction post 2027 elections. Implementation of changes as a result of CfGS review expected to be complete by end of 2026.</p>		


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Objective	Status	Key Message
Strengthen member-officer relationships		<p>Progress Update Restructure of democratic services, member support and elections completed. Interim head of service appointed.</p> <p>Next Steps</p> <p>By June 2026</p> <ul style="list-style-type: none"> • Deliver officer governance learning programme. • Recruit to management vacancies, including leader, cabinet and member support roles. • Review arrangements for Leader and Cabinet support to ensure effective link between cabinet and senior officers. <p>By September 2026</p> <ul style="list-style-type: none"> • Member survey <p>By December 2026</p> <ul style="list-style-type: none"> • Planning for new member induction programme following May 2027 elections
<p>RAG Rating Explanation Recruitment underway to fill management vacancies, subject to suitable candidates, posts are expected to be filled by September 2026. Officer governance working group has been re-established and is meeting in June 2026 on development of a learning programme.</p>		


Exec summary



Objective	Status	Key Message
Promote high governance standards (officers)		<p>Progress Updates</p> <ul style="list-style-type: none"> • Directorate assurance statements in progress to inform annual governance review. • Internal audit report on officer decision-making in draft. <p>Next Steps</p> <p>By June 2026</p> <ul style="list-style-type: none"> • Re-establish officer governance learning programme. • Implement improvements in response to internal audit of officer decision-making, ensuring that there are up to date internal schemes of delegation and appropriate public records for officer decision-making. • Complete annual governance review to inform AGS. <p>By September 2026</p> <ul style="list-style-type: none"> • Development of a targeted succession and skills plan (leadership role) with HR <p>By December 2026</p> <ul style="list-style-type: none"> • Review effectiveness of governance interfaces (lead member / director briefings & private political meetings and Cabinet/CLT meetings)
<p>RAG Rating Explanation Officer governance working group re-established and planning for learning programme is underway. Work on development pathways and succession planning for leadership roles within Democratic Services is ongoing.</p>		

Exec summary




Objective	Status	Key Message
Develop clear governance systems and processes		<p>Progress Updates</p> <ul style="list-style-type: none"> Annual housekeeping review of constitution undertaken and changes agreed by Annual Council. Review of financial procedure rules and contract procedure rules to ensure thresholds are at appropriate level. Update Monitoring Officer record keeping systems to ensure corporate records for code of conduct complaints and whistleblowing cases. <p>Next Steps</p> <p>By June 2026</p> <ul style="list-style-type: none"> Implement system to check on compliance with officer decision-making rules. AGS and AGS action plan reported to Audit and Corporate Governance Committee for approval. <p>By December 2026</p> <ul style="list-style-type: none"> Continue to embed corporate forward planning. Support members to align CISC forward planning to corporate priorities.
<p>RAG Rating Explanation</p> <p>CfGS workshops and implementation of improvements coming from the scrutiny review will help support a more strategic approach to CISC forward planning.</p>		

Culture & Workforce Dashboard

Exec summary




Objective	Status	Key Message/Update
Building Brilliant Basics		<p>Progress Update</p> <ul style="list-style-type: none"> Key monthly MI packs are tabled to CLT and directorates monthly. The sickness, performance management and other policies have been reviewed, updated and approved through the Employment Committee before being embedded with managers. New reports are in place to enable continuous data quality checks. After completion of Y1 of the workforce strategy, feedback from DLTs and networks alike have been pleased with progress on delivery in line with the strategy and have made suggestions for Y2 which will be built into the programme. <p>Next Steps By September 2026 Continue to deliver in line with published workforce strategy with a focus on promoting high completion of check ins, end of year reviews and training.</p>

RAG Rating Explanation

Staff are better equipped with the tools and support needed to perform effectively. Data has been cleansed and aligned with the budget, improving managers' understanding of their position and training has been implemented to inform line managers how to maintain accurate records. HR policies have been updated, including changes to the Sickness Policy, with enhancements put into Agresso to support.

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Objective	Status	Key Message/Update
Empowering Leadership		<p>Progress Update</p> <ul style="list-style-type: none"> • CLT structure and leadership model has been implemented and has strengthened, clearer roles, new behaviours and added strategic support to drive improvement and transformation. • Baseline staff survey results (2024/25) identified leadership visibility, morale during change and confidence in senior leadership as priority areas for attention although there was an improvement compared with the staff survey in 2023. • Monthly workforce dashboards are now produced for each Executive Director’s area, providing regular visibility of vacancies, turnover, agency usage and key workforce risks. This represents a step change from previously fragmented and infrequent reporting. Leadership development (including the LEAD programme) has been rolled out with a focus on leading through change. • Annual overall turnover reduced from 10.5% in Dec 2024 to 9.8% in December 2025. • Coaching has been put in place to develop the Corporate Leadership Team and to further support this the Local Government Association has provided a Chief of Staff. <p>Next Steps By September 2026</p> <ul style="list-style-type: none"> • Improve line manager capability through ongoing line management training (LEAD) and basics of Unit 4 training • Reviewing the role of corporate leadership in line with improvement priorities and achieving consistency of leadership culture and behaviours are key priorities. • Implement outcomes from Corporate Leadership review

RAG Rating Explanation

The move of line management training inhouse has allowed the opportunity to use feedback to evolve the programme and make sure it is meeting requirements. The target for the number of managers to complete has not been met as such so a promotion campaign will sit alongside to widen the scope for staff to participate. Staff survey results are due to give an indication of which other initiatives are taking effect and also feed into the diagnostics for a clear culture programme of work. Work is on track for delivery, the results from the staff survey will demonstrate if these initiatives are delivering the expected impact.


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Objective	Status	Key Message/Update
Positive Culture		<p>Progress Update Staff feedback from interim smaller pulse surveys indicated early improvements in morale and confidence, although change fatigue remains a risk. The baselined staff survey results (2024) identified leadership credibility, morale during change and confidence in senior leadership as priority areas for improvement. These measures will be tracked annually to evidence cultural and leadership impact over time.</p> <p>Next Steps By September 2026</p> <ul style="list-style-type: none"> Review and co-produce clear values and expected behaviours for all staff. This includes how leaders demonstrate traits, remain visible and reinforce the desired culture. This includes targeted work at CLT level. Analysis of the next staff survey results, due in Q1 2026/27, will enable a focus on key areas and collaboration with staff to agree the Council's culture framework. Review of internal communication and engagement - how we engage our staff on culture and build trust Use of performance management to drive and illustrate cultural change Embed new leadership values and behaviours <p>By December 2026:</p> <ul style="list-style-type: none"> Review the values and behaviours with clear expectations and measurable indicators. Performance management will be used to drive and evidence cultural change - a higher completion rate, quality data and alignment to service objectives in end of year reviews will be key indicators that steps are being taken towards an improved performance culture.
<p>RAG Rating Explanation Pulse surveys have indicated an improvement in these indicators but there is more work to be done which will be led by the full staff survey results expected this quarter.</p>		

Exec summary



Objective	Status	Key Message/Update
Inclusive workforce		<p>Progress Updates</p> <ul style="list-style-type: none"> • Workforce Strategy was coproduced and approved in 2025 with a clear focus on developing an inclusive workforce. • Improvements have been made to the collection, use and management of <u>diversity data</u> to ensure we are attracting and retaining diverse talent. • Our communications plan continues to celebrate the diversity of staff and residents and is increasing its focus on council-wide engagement and events and the Council's diversity day for staff to celebrate the diversity of employees. • Staff have said they feel more supported with staff networks in place promoting diversity and inclusion across race, gender (women), LGBTQ+, disability, neurodiversity in addition to a Carers Café and a Menopause Café. All staff networks are sponsored by senior leaders, with representation on the Equalities Board. • Staff say they felt more valued and recognised for what they do in 2024 (55%) compared with 2023 (47%). • Training underway to implement schemes which will support becoming a more inclusive organisation for example ACAS run training on Mental Health Champions, Speak Up Guides and Mediation. <p>Next Steps By December 2026</p> <ul style="list-style-type: none"> • Develop diverse routes to recruitment further and develop approach to inclusive recruitment, underpinned by training • Work with the networks to develop career progression opportunities • Increased awareness in EAP programme support tools • Establish ACAS supported training • Establish 'your voice in action' through regular staff feedback mechanisms, survey, Our People Forum, networks

RAG Rating Explanation


The programme of work is delivering 53 active apprenticeships during 2025/26 an approximately increase of over 50%, strengthening entry routes into the Council as well as events held in schools and establishing university entries.

Existing policies, procedures and ways of working have been refreshed (for example, bringing in culturally appropriate trauma support - trauma informed practice has been run for 100 staff - and a more flexible approach to leave reflecting diverse religious holidays)

Corporate Strategy Dashboard

Exec summary




Objectives	Status	Key Message/ Update
<p>Embed Strategic Planning & Continuous Improvement - Strengthen corporate planning, performance frameworks, and service strategies, with regular review and alignment to leadership vision.</p>		<p>Progress update</p> <ul style="list-style-type: none"> • Storyboards have been adopted for each directorate that sets out priorities in the context of evidence of need and demand. • Benchmarked performance data showing progress against key corporate plan and improvement priorities is reported publicly to Cabinet Member four times a year. • Decision-making is being supported with an integrated forward plan for decisions that informs corporate agendas and executive decision making cycle. • Corporate plan update will be reported to Cabinet early in 2026/27 <p>Next steps:</p> <p>By end of September 26:</p> <ul style="list-style-type: none"> • Ensure storyboards and service plans are in place across Council to show alignment between corporate plan and budget and service delivery, performance management and staff objectives <p>By end December 26:</p> <ul style="list-style-type: none"> • Performance management to be boosted by a deeper, more probing review of issues- to better understand what actions are needed to make the impact needed. • The quality and consistency of data remain a focus, particularly as systems like Microsoft Fabric and Power BI at proof-of-concept stage. • Consistent service improvement plans linked to corporate priorities • Strategic Communications Plan embedded

RAG Explanation: Amber RAG rated because: 1) there have been significant changes in corporate leadership and alignment of corporate plan through to staff objectives is still variable across the organisations. Refresh of story boards is under way and so strategic alignment should be stronger by end of Sept. 2) Performance management is yet to be mature in terms of tackling underlying issues proactively- work set out by end of Dec is intended to address this.


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Objectives	Status	Key Message/ Update
<p>Enable Evidence-Based Decision Making - Develop a robust, shared evidence base and analytical capability to support policy, strategy, and operational decisions.</p>		<p>Progress update</p> <ul style="list-style-type: none"> □ Stronger collaboration between Strategy & Performance, Public Health and Digital, Data & Technology has improved the availability and use of insight in corporate discussions- e.g. poverty insight profile has been used to inform the Council's approach to financial inclusion □ The quality and consistency of data remain a focus, particularly as systems like Microsoft Fabric and Power BI at proof-of-concept stage. <p>Next steps:</p> <ul style="list-style-type: none"> □ Implementation of the Council's data strategy to improve data quality, access and usability and roll out of training in strategic thinking and data literacy. □ Introduction of a clearer evidence matrix to strengthen transparency and decision making
<p>RAG Explanation Rated red because whilst plans are under development, data quality is immature and there is not yet a consistent approach in place to support evidence based decision making.</p>		


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Objectives	Status	Key Message/ Update
<p>Deliver Joined-Up Partnership Working & Place Shaping - Work collaboratively with partners and stakeholders to drive long-term outcomes and shape places that meet local needs.</p>		<p>Progress update</p> <ul style="list-style-type: none"> In line with the review of the 2040 vision, a launch of a refreshed approach to partnership working has been launched. This complements good practice in partnership working e.g. the refresh of the Health and Wellbeing Strategy, informed by a review of what is driving Healthy Life Expectancy. <p>Next steps:</p> <p>By end of Dec 26:</p> <ul style="list-style-type: none"> Complete review of statutory partnership working, underpinned by an audit of current partnership working <p>By end of Mar 27:</p> <ul style="list-style-type: none"> Co-creation of a refreshed long term vision for Slough with residents, partners and investors throughout 2026, which will support corporate strategy for a new administration from 2027. Adoption of refreshed approach to partnership working aligned to a partnership delivery plan to be adopted from 2027 –with stronger corporate oversight and leadership from the Council
<p>RAG Explanation Amber because whilst refresh of partnership working is underway, it has taken time to put resources in place due to Council's financial position and this delayed start date from summer 2025 to November 2025,</p>		


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Objectives	Status	Key Message/ Update
<p>Strengthen Resident Engagement & Insight - Use meaningful engagement and data to understand community needs, assets, and experiences, and ensure resident insight directly informs decision-making.</p>		<p>Progress highlights</p> <ul style="list-style-type: none"> • The introduction of a Resident Engagement Framework and forward plan to create consistency – backed by creating a One Slough Engagement group of Council officers to develop a more co-ordinated approach and share good practice, deepening and diversifying ways of engaging with Slough’s very diverse communities. • A resident engagement survey was undertaken in 2023, and repeated in 2025, giving credible benchmarked insight on a trend. This has informed the operating model as an Enabling Council. • A feedback loop has been set up e.g. this page where responses to consultation are logged. <p>Next steps:</p> <p>By end of Dec 26:</p> <ul style="list-style-type: none"> • Regular engagement in 2026/27 to test and develop resident views of budget and transformation • Continued focus on a consistent approach to resident engagement across the Council - with a focus on diversification of channels of engagement against clear intentions and rationales. • Focus on feedback loop- “you said we did” section on consultation hub • Adoption of new approaches to cohesion including a compact with faith partner • Pride in place resident led approaches to be in place in Britwell and Foxborough
<p>RAG Explanation: Rated green as resources and plans are being progressed and improvements are leading to more consistent ways of engaging residents across the Council.</p>		

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Objectives	Status	Key Message/ Update
<p>Build Trust, Transparency & Confidence - Rebuild trust in the Council through consistent communication, visible impact, and improved resident experience during organisational change.</p>		<p>Progress highlights</p> <ul style="list-style-type: none"> • Communications function is now aligned to Local Government Association good practice standards enabling more proactive media handling, clearer corporate narrative, and improved digital communications. A monthly distributed E-newsletter was launched now has 1095 subscribers. <p>Next steps:</p> <p>By end of Sept 26:</p> <ul style="list-style-type: none"> • Adoption of a more strategic annual Communications Plan that supports the agreed communications strategy and core narrative • Close working between communications and engagement to ensure we reach diverse communities through diverse channels that value face to face working and word of mouth
<p>RAG Explanation: rated Amber because plans to develop more strategic annual communications plan and core narrative have had to be deferred in order to be able to create capacity in team to take forward.</p>		

Finance Improvement Programme Dashboard

Exec summary





Outcome	Status	Key Message/ Update
<p>Theme 1: Financial Planning and Budget Setting</p> <p>Establish credible, transparent, and sustainable medium-term financial planning.</p>		<p>Progress update</p> <ul style="list-style-type: none"> • A balanced budget proposed for 2026/27 including a capital programme as part of the MTFS • Approved debt repayment strategy and reserves strategy has been aligned to the MTFS • Treasury management strategy approved alongside improved and strengthened treasury governance and operational management. • Cashflow forecasts now populated using PS Live <p>Next steps:</p> <ul style="list-style-type: none"> • Work to address reserve levels and resilience • Ongoing development and embedding of Financial sustainability messaging across the Council
<p>Theme 2: Financial Business Partnering and Budgetary Control</p> <p>Embed strong in-year budget control and financial accountability.</p>		<p>Progress update</p> <ul style="list-style-type: none"> • Savings monitoring is now operating under improved governance arrangements • Budget management practice improvements are planned to consolidate gains. Budget roles and responsibilities shared with budget managers as part of early reset for 2025/26 <p>Next Steps</p> <ul style="list-style-type: none"> • Finance Business Partner capacity and capability to be reviewed and optimised • Governance of trusts and grant funding to be formalised and controlled

RAG Explanation: The Finance Improvement Programme continues to deliver tangible incremental improvements working towards control and grip whilst continuing activity for medium and longer term requirements to deliver best practice in financial management, financial resilience and longer term sustainability. This includes the longer term aspiration to provide statutory accounts with an unqualified opinion and demonstrate value for money

Exec summary





Outcome	Status	Key Message/ Update
<p>Theme 3: Revenues and Benefits Transformation</p> <p>Strengthen income collection, recovery processes, and transactional resilience by transforming the revenue and benefits service</p>		<p>Progress Update</p> <ul style="list-style-type: none"> • Debt recovery improvements are well underway • Revenues and Benefits transformation has progressed substantially • Capacity and skills recovery remains a critical focus area <p>Next steps:</p> <ul style="list-style-type: none"> • Further system and process enhancements are planned through to 2027
<p>Theme 4: Systems, Controls, Reconciliations, Policies and Procedures</p> <p>Rebuild strong financial control foundations, improve data quality for decision making and embed effective policies and procedures</p>		<p>Progress update</p> <ul style="list-style-type: none"> • Core reconciliations are significantly advanced. Reconciliation and balance sheet processes improved by implementing the recommendations set out in external reviews by PWC and EY • Internal controls programme is underway. Internal controls on cost centre management, procurement approvals and HR establishment strengthened • System enhancements are progressing but remain a key delivery priority. • Monthly budget management and employee reports developed and automated to budget managers <p>Next Steps</p> <ul style="list-style-type: none"> • Refresh of Financial framework documentation • Embedding of CIPFA Code compliance

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


Outcome	Status	Key Message/ Update
<p>Theme 5: Final Accounts and Financial Reporting</p> <p>Restore credibility, timeliness, and transparency of financial reporting.</p>		<p>Progress Update</p> <ul style="list-style-type: none"> • Significant improvement in accounts production. Publication of six sets of accounts 2019/20 to 2024/25. Planning and timelines have been established to meet 2025/26 statutory publication deadlines • Alignment to Annual Governance Statement • Asset disposals monitoring strengthened including establishment of Assets Disposal Board <p>Next steps:</p> <ul style="list-style-type: none"> • Continued focus on embedding reporting best practice through 2026 • Continue Asset and liability identification work to ensure completeness and accuracy
<p>Theme 6: Procurement and Contracts</p> <p>Strengthen contract oversight and procurement governance.</p>		<p>Progress update</p> <ul style="list-style-type: none"> • Contract register continues to be updated • Implemented Procurement Act 2023 and system changes on Purchase Orders <p>Next Steps</p> <ul style="list-style-type: none"> • External resource to undertake a diagnostic to develop a procurement improvement programme in line with best practice

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


Outcome	Status	Key Message/ Update
<p>Theme 7: Culture, Capability and Resourcing</p> <p>Ensure sustainable capacity and organisational ownership of financial management.</p>		<p>Progress Update</p> <ul style="list-style-type: none"> • Training programmes are being developed and implemented • Workforce capability development is ongoing • Cultural shift towards shared financial accountability has commenced <p>Next steps:</p> <ul style="list-style-type: none"> • Training for all members and officers on Finance • Embedding financial awareness across services
<p>Theme 8: Risk Management and Value for Money</p> <p>Strengthen governance assurance and embed VfM culture.</p>		<p>Progress update</p> <ul style="list-style-type: none"> • Risk management systems have materially improved • VfM work is embedded as a long-term programme • Anti-fraud culture development continues • Internal audit alignment and insurance assurance improvements are progressing <p>Next Steps</p> <ul style="list-style-type: none"> • Discharging external and internal audit recommendations. Project plan being managed to address significant weaknesses. Red as work still required

RAG Explanation: The Finance Improvement Programme continues to deliver tangible incremental improvements working towards control and grip whilst continuing activity for medium and longer term requirements to deliver best practice in financial management, financial resilience and longer term sustainability. This includes the longer term aspiration to provide statutory accounts with an unqualified opinion and demonstrate value for money

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Outcome	Status	Key Message/ Update
<p>Theme 9: Companies and Group Governance</p> <p>Strengthen oversight and assurance of council-owned companies.</p>		<p>Progress Update</p> <ul style="list-style-type: none"> • Council entities protocol including conflicts of interest protocol contained within the council constitution completed • Shareholder Panel in place meeting every six weeks • Detailed project plan sighting the work to complete improved and strengthened governance, oversight and financial management <p>Next steps:</p> <ul style="list-style-type: none"> • Shareholder assurance through improved and strengthened company governance • Company exit strategies to be developed and progressed
<p>RAG Explanation: The Finance Improvement Programme continues to deliver tangible incremental improvements working towards control and grip whilst continuing activity for medium and longer term requirements to deliver best practice in financial management, financial resilience and longer term sustainability. This includes the longer term aspiration to provide statutory accounts with an unqualified opinion and demonstrate value for money</p>		

New Priorities

Exec summary



Priority	Status	Key Message
<p>Medium-Term Financial Strategy & Financial Sustainability</p>	<p>New priority – So no RAG rating</p>	<p>Progress Update</p> <ul style="list-style-type: none"> • MTFS to 2028/29 approved with £40m savings and transformation plan. • Finances remain pressured; EFS agreed in principle for 2026/27. • Key service pressures addressed through budget re-basing. • Stronger financial controls, forecasting, and spending oversight in place. • Aim to be financially sustainable without EFS by 2028/29. <p>Next Steps</p> <p>By June 2026:</p> <ul style="list-style-type: none"> • Establish and track financial benefits – operational and financial • External resource to undertake a diagnostic to develop a procurement improvement programme in line with best practice <p>By September 2026:</p> <ul style="list-style-type: none"> • Finance Business Partner capacity and capability to be reviewed and optimised <p>By December 2026:</p> <ul style="list-style-type: none"> • Company exit strategies to be developed and progressed • Work to address reserve levels and resilience <p>By End of 26/27</p> <ul style="list-style-type: none"> • Balanced 2027/28 budget with reduced dependency on EFS • Refreshed MTFS aligned to Transformation Plan • £15m savings for 26/27 on track; £40m savings by 28/29 in progress • Clear accountability by budget holders

Exec summary



Priority	Status	Key Message
<p>Transformation Programme</p>	<p>New priority – So no RAG rating</p>	<p>Progress Update</p> <ul style="list-style-type: none"> • A cross-Council Transformation Programme (approved Feb 2026) is underway, aiming to deliver over £30m in savings over three years and aligned to the Target Operating Model. • Governance and delivery arrangements are being strengthened, with new boards, a readiness assessment, and plans to procure a delivery partner for added capacity and expertise. • A dedicated transformation team is now in place, supporting key service areas including adults, housing, children, and customer services. <p>Next Steps</p> <p>By July 2026</p> <ul style="list-style-type: none"> ☐ Anticipated contract commencement with a delivery partner on 20 July 2026. The delivery partner will be expected to establish an independent Portfolio Office, PMO, assurance, commercial and financial advisory capability from July – November. ☐ To maintain momentum, the Transformation Board and the in-house PMO will continue to oversee delivery and monitor progress across all current projects. <p>By November 2026:</p> <ul style="list-style-type: none"> ☐ The delivery partner is embedding and accelerating key transformation workstreams with support from a strengthened PMO. In addition, separate lots will be let for specialist support for transformation in areas such as Adults, Children’s, Housing, and digital technology.

Exec summary



Priority	Status	Key Message
Internal Audit	New priority – So no RAG rating	<p>Progress Update</p> <ul style="list-style-type: none">• Audit assurance is improving, with increased Internal Audit delivery, stronger Counter Fraud performance, and progress recognised by Commissioners and the Minister.• Audit coverage and planning are strengthening (more reviews completed/underway, 2026/27 plan in development), alongside better tracking and reporting of recommendations.• Financial transparency and governance are improving, with published accounts, progress on audit recommendations, and a structured plan to fully resolve issues by 2028/29. <p>Next Steps</p> <ul style="list-style-type: none">• Audit Plan delivered to quality and timescale• Audit recommendations implemented promptly• Embedded counter-fraud culture with measurable impact• Reliable assurance environment

RAG Definitions

Definitions for BRAG status

	What is the overarching meaning of the rating given?	Are there any Financial Implications?	Is it on track to deliver to time?	Are there any changes in the expected quality?	Are there clear expected benefits in place?	Any changes in the resources needed?	Is the agreed scope still suitable?	Next steps
Red	Has deviated from baselines, intervention required	Predicted to overspend by more than 10%	Significant delay	No improvement in quality being seen	There is no plan in place for benefits realisation	Significant shortage i.e. key role has left	A change in scope has been put forward that will impact time/quality/cost – needs to be properly analysed but expected to be beyond tolerances	Requires immediate management attention
		Not expected to achieve savings by more than 10%	Will have negative knock-on impact to other workstreams	Significant improvement in quality requested that will impact time/cost	Not expected to deliver at least 80% of benefits and no plan in place to address shortfall	More resource than anticipated needed – needs authorisation		Investigate causes – reprofile
Amber	Has some issues but should finish successfully	Predicted to overspend by more than 5%	Some delays anticipated but mitigation in place	Potentially some quality issues but needs to be monitored	Expected benefits identified and monitored	Concerns of resource shortage i.e. a lot of deliverables with same date	A change in scope has been put forward that will impact time/quality/cost – needs to be properly analysed but not expected to be beyond tolerances	Anticipated to complete within tolerances
		Not expected to achieve savings by more than 5%	Not on critical path so no concerns with interdependencies		Not expected to deliver at least 80% but plan in place to address			Ensure mitigations in place to address
Green	Proceeding as planned	Expected to stay within budget	On schedule to deliver	Practice improving	Plan in place and monitored to maximise benefits	As expected	No changes	Possibility of coasting and not properly assessing if still on track
		Savings as expected			Over 80% of benefits expected to be delivered			Ensure evidence will be able to be obtained to show when complete
Blue	Fully complete and evidenced	N/A	N/A	N/A	Evidence of impact	N/A	N/A	N/A