

Slough Borough Council

Report To:	Cabinet
Date:	22 June 2026
Subject:	Recommendation/s to Cabinet from CISC
Councillors	Chair of Corporate Improvement Scrutiny Committee: Councillor Pavitar K.Mann
Chief Officer:	Sarah Wilson, Monitoring Officer
Contact Officer:	Natalie Carr, Statutory Scrutiny Officer Amy O'Brien, Scrutiny and Governance Officer
Ward(s):	All
Exempt:	NO
Appendices:	Appendix A – Budget Task and Finish Group Final Report Appendix B – Improvement and Recovery Task and Finish Group Final Report

1. Summary and Recommendations

- 1.1 This report sets out the recommendations arising from the Corporate Improvement Scrutiny Committee on the 28 April 2026, and the recommended response for Cabinet to consider. It seeks a response to each recommendation (Table 1) according to the options set out in Section 2.6.
- 1.2 These recommendations were approved by the Committee from the reports of the Budget Task and Finish Group (Appendix A) and the Improvement and Recovery Task and Finish Group (Appendix B)

Recommendation:

That the Cabinet approves the recommended response (Table 1 Column iv) to each recommendation (Table 1, column i) with reference to the options set out in Section 2.4.

2. Report

Introduction

- 2.1 The key roles and functions of Scrutiny in Slough are set out in Article 6, Sections 2-6 of the constitution and include (6.2.ii):

“make reports and/or recommendations to the full Council and/or the Executive and/or any other Committee in connection with the discharge of any functions;”

- 2.2 Table 1 below sets out:

- i. The recommendations to Cabinet agreed by CISC at its meeting on 28 April 2026
 - ii. A link to the relevant source document or minutes for each recommendation as well as the relevant Cabinet Member and Director.
 - iii. Explanatory notes and any links to formal report to Cabinet (either at this meeting or expected at a future meeting) that address the recommendations and their implementation or otherwise.
 - iv. The Cabinet's recommended response;
 - v. A link to any formal report to the Cabinet (either at this meeting or expected at a future meeting) that addresses the recommendations and their implementation or otherwise.
 - vi. The Relevant Cabinet Member and Director
- 2.3 The Cabinet is asked to respond accordingly, following the options set out in Section 2.4.
- 2.4 There are 5 response options available to the Cabinet as follows:
- a. The Cabinet rejects the recommendation, on the grounds that [insert rationale].
 - b. The Cabinet accepts the recommendation and can report that it has already been implemented on [date];
 - c. The cabinet accepts the recommendation and requires the recommendation be implemented by [a named director] by [date];
 - d. The cabinet accepts the recommendation in principle but asks [a named director] to evaluate options to implement and report back to cabinet for final decision by [date].
 - e. The Cabinet accepts the recommendation in part. [insert the wording of option 1,2 or 3 here, indicating to which part of the recommendation this applies]. The cabinet rejects [describe which part of the recommendation] on the grounds that [insert rationale].

Table 1. Recommendations requiring Cabinet response.

i. Recommendation	ii. Source of recommendation (link to CISC report/minutes)	iv. Explanatory notes provided by Cabinet Member (with link to any relevant cabinet report)	iii. CABINET RESPONSE (from options a-e below)	v. Name of Cabinet Member and Executive Director
<p>Any budget-related executive decisions or those that are considered outside of the budget scrutiny timetable that have a direct impact on the budget proposals (i.e. significant savings or reductions in services), should be considered by the scrutiny committee. The format of this scrutiny to be decided in consultation with Committee members, the Chair, and finance colleagues.</p>	<p>Agenda Document for Corporate Improvement Scrutiny Committee, 28/04/2026 -</p>	<p>CISC has the ability to call in any decision taken by Cabinet when Members believe it may be contrary to the normal requirements of decision making, contrary to the Council's agreed policy framework and/or budget, or need further information as to why the decision was taken.</p> <p>Officers will work with Cabinet and CISC to identify decisions that would benefit from prior engagement with Scrutiny and agree the format, in line with the recommendation.</p>	<p>C</p>	<p>Cllr Ejaz Ahmed, Lead Member for Corporate Resources</p> <p>Ian O'Donnell, Chief Operating Officer</p>
<p>That the budget setting timeline and process, including scrutiny involvement be agreed and consulted on as early as is practical in the municipal year to ensure there is dedicated and sufficient opportunity for key</p>	<p>Agenda Document for Corporate Improvement Scrutiny Committee, 28/04/2026</p>	<p>A timetable for setting the 2026/27 budget was presented to Cabinet on the 20th April 2026.</p> <p>Links: Timetable Covering Report</p>	<p>B</p>	<p>Cllr Ejaz Ahmed, Lead Member for Corporate Resources</p> <p>Ian O'Donnell, Chief Operating Officer</p>

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stakeholders to engage with the budget setting.		<p>Appendix - Detailed Timetable</p> <p>The same timetable was taken to Corporate Improvement Scrutiny Committee on 28th April 2026.</p> <p>The timetable allows for sufficient opportunity for stakeholder engagement, however more work is to follow on the nature and detail of the CISC work programme and areas of focus.</p> <p>In addition, a stakeholder (including resident) engagement plan is under development.</p>		
Equality Impact Assessments to be undertaken and completed at the earliest stage in the process of the budget. This is with the aim of informing decisions made around the budget and to consider the impact of budget decisions on all residents, particularly those who might be	Agenda Document for Corporate Improvement Scrutiny Committee, 28/04/2026	<p>Equality Impact Assessments are considered as part of the decision-making process, by the appropriate decision-maker.</p> <p>Where proposals are still under development, business cases should fully assess equality impacts and identify the need for</p>	B	<p>Cllr Ejaz Ahmed, Lead Member for Corporate Resources</p> <p>Ian O'Donnell, Chief Operating Officer</p>

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<p>adversely affected. This impact should always be considered as part of the budget-making process, not an afterthought once decisions have effectively already been made.</p>		<p>and carry out consultation as required.</p> <p>The 2026/27 budget included a Cumulative EIA, as follows:</p> <p>2026/27 Budget and MTFS (Section 19)</p> <p>Appendix - Cumulative Equality Impact Assessment</p> <p>This report considered the cumulative equality impacts relating to the budget and Medium-Term Financial Strategy (MTFS) for approval by Full Council.</p> <p>Additional focus will be given to EIA during the 2027/28 budget setting process.</p>		
<p>That Lead Members have stronger oversight and ownership of their budget portfolios, demonstrate much stronger political ownership of</p>	<p>Agenda Document for Corporate Improvement Scrutiny</p>	<p>The timetable for developing the 2027/28 budget and MTFS presented to Cabinet on 20th April 2026 sets out Cabinet involvement throughout the</p>	<p>C</p>	<p>Cllr Ejaz Ahmed, Lead Member for Corporate Resources</p>

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their portfolios and that they attend budget scrutiny meetings regularly	Committee, 28/04/2026	<p>process and includes commentary on key areas of Lead Member oversight and ownership.</p> <p>The timetable notes “Lead Members ownership of portfolio-specific position, in collaboration with Executive Directors and CLT.”</p> <p>Lead Member attendance at Scrutiny should be driven by the the agenda items, so that the relevant Member attend when portfolio-specific items are discussed.</p>		Ian O'Donnell, Chief Operating Officer
That the Budget Task and Finish Group be commissioned for the 2026/27 municipal year and that the work is thoroughly scoped with the involvement of scrutiny members and finance colleagues.	Agenda Document for Corporate Improvement Scrutiny Committee, 28/04/2026	Reflecting on the work of the 205/26 task and finish group, the continuation of the Budget task and finish group for the next municipal year would be positive, subject to appropriate scoping and alignment with the wider budget timetable. A clearly defined remit, agreed early with scrutiny members and relevant	C	<p>Cllr Chahal -Lead Member for Improvement, Transformation, Strategic Planning and Governance</p> <p>Natalie Carr, Statutory Scrutiny Officer</p>

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		finance officers, will be important to ensure the group's work is focused, manageable and able to add value to the overall scrutiny of budget development.		
That the scoping process is reviewed to ensure that topics for task and finish groups are tangible, realistic, and that the group has a clear structure by which to carry out the review.	Agenda Document for Corporate Improvement Scrutiny Committee, 28/04/2026 18:30	A robust scoping process is important to ensure task and finish groups are focused on realistic, outcome-driven topics and are supported by a clear methodology, timescale and evidence gathering approach. Reviewing the current process should help improve the effectiveness of future groups and ensure that member and officer capacity is directed toward work that is both achievable and impactful.	C	Cllr Chahal - Lead Member for Improvement, Transformation, Strategic Planning and Governance Natalie Carr, Statutory Scrutiny Officer
That training and guidance is provided for members and appropriate officers on effective task and finish group work, to lay out the roles and	Agenda Document for Corporate Improvement Scrutiny Committee,	Clear training and guidance for members and relevant officers would help establish a shared understanding of the purpose of task and finish groups, respective roles and responsibilities and the expected approach	C	Cllr Chahal – Lead Member for Improvement, Transformation, Strategic Planning and Governance

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responsibilities of the respective stakeholders.	28/04/2026 18:30	to evidence gathering, analysis and reporting. This should strengthen consistency and support more effective scrutiny outcomes.		Natalie Carr, Statutory Scrutiny Officer
That member attendance is monitored and included in the final report of all task and finish group reports	Agenda Document for Corporate Improvement Scrutiny Committee, 28/04/2026 18:30	The Cabinet Member acknowledges this recommendation and agrees that transparent recording of attendance can support accountability and good governance. Including attendance information with final task and finish group reports would provide a clear record of participation and help reinforce expectations regarding member commitment to the scrutiny process	C	Cllr Chahal –Lead Member for Improvement, Transformation, Strategic Planning and Governance Natalie Carr, Statutory Scrutiny Officer
That the Statutory Scrutiny Officer ensures that as part of the scoping, and investigative stages of the group’s work, key internal and external stakeholders are identified and	Agenda Document for Corporate Improvement Scrutiny Committee,	Effective task and finish group work depends on the early identification and engagement of relevant stakeholders. This should include both internal officers and external stakeholders where appropriate, particularly	C	Cllr Chahal –Lead Member for Improvement, Transformation, Strategic Planning and Governance

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engaged with, with a particular focus on outward facing groups.	28/04/2026 18:30	those groups with direct experience of the issues under review. Strengthening stakeholder engagement at scoping and investigation stage should improve the quality of evidence considered and the relevance of resulting recommendations.		Natalie Carr, Statutory Scrutiny Officer