

Date of issue: 17 July 2023

MEETING:	CORPORATE IMPROVEMENT SCRUTINY COMMITTEE (Councillors Manku (Chair), Shaik (Vice Chair), Escott, Hulme, Iftakhar, Mann, Matloob, Mohindra, O'Kelly and Stedmond)
DATE AND TIME:	TUESDAY, 25TH JULY, 2023 AT 6.30 PM
VENUE:	COUNCIL CHAMBER - OBSERVATORY HOUSE, 25 WINDSOR ROAD, SL1 2EL
DEMOCRATIC SERVICES OFFICER: (for all enquiries)	MANIZE TALUKDAR 07871 982 919

NOTICE OF MEETING

You are requested to attend the above Meeting at the time and date indicated to deal with the business set out in the following agenda.



STEPHEN BROWN
Chief Executive

AGENDA

PART I

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ITEM

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APOLOGIES FOR ABSENCE

CONSTITUTIONAL MATTERS

1. Declarations of Interest

AGENDA
ITEM

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WARD

All Members who believe they have a Disclosable Pecuniary or other Interest in any matter to be considered at the meeting must declare that interest and, having regard to the circumstances described in Section 9 and Appendix B of the Councillors' Code of Conduct, leave the meeting while the matter is discussed.

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6. Date of Next Meeting - 26 September 2023

Press and Public

Attendance and accessibility: You are welcome to attend this meeting which is open to the press and public, as an observer. You will however be asked to leave before any items in the Part II agenda are considered. For those hard of hearing an Induction Loop System is available in the Council Chamber.

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Emergency procedures: The fire alarm is a continuous siren. If the alarm sounds Immediately vacate the premises by the nearest available exit at either the front or rear of the Chamber and proceed to the assembly point: The pavement of the service road outside of Westminster House, 31 Windsor Road.

Corporate Improvement Scrutiny Committee – Meeting held on Tuesday, 27th June, 2023.

Present:- Councillors Manku (Chair), Shaik (Vice-Chair), Hulme, Iftakhar, Mann, Matloob, Mohindra, O’Kelly and Stedmond

Also present under Rule 30:- Councillors Chahal and Smith

Apologies for Absence:- Councillor Escott

PART 1**1. Declarations of Interest**

No declarations were made.

2. Minutes of the Overview & Scrutiny Committee meeting held on 22 March 2023

Resolved – That the minutes of the Overview & Scrutiny Committee meeting held on 22 March 2023 be approved as a correct record.

3. Terms of Reference for the Committee

Resolved – That the scrutiny terms of reference contained in the constitution, be noted.

4. Electing the Chairs of Task & Finish Groups

The Chair stated that the following nominations had been received in respect of chairs of the Task & Finish Groups:

- 1) Cllr Christine Hulme (Labour)
- 2) Cllr Fiza Matloob (Labour)
- 3) Cllr Mohindra (Conservative)
- 4) Cllr Sheik (Conservative)
- 5) Cllr O’Kelly (Liberal Democrat)

The nominations were seconded and agreed unanimously.

Resolved – To note the appointment of the above Committee Members to the Task & Finish Group pool.

5. Improvement & Recovery Update Report

The Chair welcomed scrutiny committee Members, the Lead Member for Improvement and Recovery, the Lead Member for Financial Oversight,

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Council Assets, Procurement, & Revenues and Benefits, and officers to the inaugural meeting of the committee.

He asked the Lead Member for Improvement and Recovery to speak to the report, advising that scrutiny Members would be focusing on the following three, key lines of enquiry in their questioning:

- How well the improvement plans were progressing.
- Confidence in the future of the recovery process; and
- Financial details relating to the above.

The Lead Member for Improvement and Recovery highlighted key areas of the report and made the following points:

- Scrutiny would play a key role in the recovery process and its contribution would be valued and welcomed by Cabinet and officers;
- The ministerial response in the report related to a previous administration, and officers would discuss this later in the meeting;
- DLUHC had expressed concern regarding the slow pace of progress in the delivery of the recovery and improvement plans. Key areas identified as requiring improvement were Finance, HR, IT and 'culture change'. Progress in these areas had been slowed down by the need to build senior officer capacity.
- His administration was focussed on delivering the current year's savings' targets and formulating a viable MTFP (Medium term financial plan). The Corporate Plan had also been refreshed and this would have an impact on the MTFP, which was in development.
- It was crucial that all internal audit actions be implemented. Cabinet, working closely with the Audit and Corporate Governance Committee, would play a key role in financial oversight at the Council.
- He was confident that the Commissioners and their advisers would bring their extensive knowledge and experience to bear in guiding the Council to produce a balanced, 3-year financial plan;
- A recent LGA survey of Slough residents showed diminished levels of trust on the part of residents, and Slough had received a low performance rating compared to other local authorities. His administration would be resident-focussed and would work to re-build trust with the community and would demonstrate Slough's commitment to the recovery process, to the Commissioners and Central Government; and deliver, at pace, the requisite changes for the improvement and recovery journey.

The SBC Executive Director of Strategy & Improvement advised that the previous administration had agreed that quarterly update reports be submitted to the Commissioners at the Improvement and Recovery Board (IRB) and these reports had subsequently been submitted to the scrutiny Committee.

The slow pace of change was partly because it had taken some time to embed the senior leadership team.

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She added that Members should pay particular attention to slide five of the May report in the agenda. This provided a progress milestone chart on all recovery items, inclusive of an action timeline. Slides 6-9 listed each individual direction and these had been RAG rated (red, amber, green) with latest the updates in terms of their delivery and discharge, with further explanatory detail provided below the table. The Executive Director of Finance & Commercial advised that all matters reported to the Finance Board were also provided to the Improvement and Recovery Board.

The Lead Member for Financial Oversight, Council Assets, Procurement, and Revenues & Benefits stated that the Commissioners had emphasized that effective scrutiny was crucial to fulfilling the Council's 'Best Value' duty. The Commissioners expected Lead Members to take an active role in scrutinising the recovery process. Cabinet was working closely with officers to build relationships and ensure a unified direction of travel to tackle the challenges facing the Council.

Members asked the questions below, and received the following responses:

- Could he provide details of 'culture change' that had been or would be implemented and provide timelines for implementation and detail how success would be measured?

The Lead Member for Improvement and Recovery emphasised the need for culture change, citing the external auditors' comments on the 2018/2019 accounts. In the past, the Council had failed to maintain the appropriate levels of financial records. Professional practice had not been followed, and there had been insufficient scrutiny and challenge of decision-making. The Commissioners had been clear that 'culture change must be an integral part of the recovery process. Accountabilities and transparency needed to be strengthened and staff should be encouraged and empowered to contribute ideas to improvement and recovery process and feel confident to flag up areas of concern. Poor performance was often due to not getting things right first time.

- Regarding the Commissioners comment about the slow pace of change, which area did this relate to as none of the items in the report had been rag rated red.

The Lead Member responded that the comment had initially come from DLUCH as well as the DFE (Department for Education) in relation to children's services. The slow pace of implementation had been a result of the restructure process, where key vacant posts that needed to be filled. He added that, there were areas yet to be tackled, for example, there was no plan in place to reduce the number of agency staff, was a significant area of expenditure and numerous internal audit recommendations that had not been followed up.

- A Member sought reassurance that the key milestones in the report with May and June deadlines had been achieved. She asked whether the

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allocation of centrally held budgets had been completed by the May deadline and whether there were any unanticipated virements?

The SBC Director of Finance and Commercial advised that the allocation of central budgets, was work in progress and these would be formally allocated by the end of September and be reported through the Cabinet reporting cycle. Some actions listed in the report related to the finance team and good progress had been made on these. The report did not currently include the formal Cabinet reporting timelines as the papers had been produced for the Finance Board, however, this would be rectified in future scrutiny reports.

- Was the revenues and benefits projects on track as it had significant savings associated with it?

The Director of Finance and Commercial advised that some projects had delivered while others had run into technical problems, nevertheless, she anticipated that the savings associated with those would be delivered in a different way.

The Director of Finance and Commercial added that the scrutiny report had initially been submitted to the IRB in early May and therefore some of the activity listed may well have been completed.

Action1: The Director of Finance and Commercial undertook to provide the most up to date information on delivery of actions to Members after the meeting.

- In Q2, asset disposal programme was forecast to achieve £92M, however, elsewhere in the report it was cited as £53M.

The SBC Director of Finance and Commercial advised that these figures referred to quarter 2 of the financial year (July, August & September) and not the calendar year. This data was updated on a regular basis following each sale. The predicted sum was £92M, however, this would change over time. Her team were considering how to better display this information in future reports. She added that some items, where the sale had been agreed, would remain rated amber until monies from the sale had been received.

The SBC Director of Strategy & Improvement advised that the slide on page 5 set out the target and the information on slide 15 provided the actual sum achieved - both figures were accurate and future scrutiny reports would clarify this.

The Lead Member for for Financial Oversight, Council Assets, Procurement & Revenues and Benefits stated that he and officers were working on a dashboard which would provide a more accurate picture and better control of the asset disposal strategy.

- To date, how much had been received from each individual sale?

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The Director of Finance & Commercial advised that the asset disposal strategy was the responsibility of the Director of Housing and she did not have those figures to hand. She advised that these figures in question were predictions for potential sales in Q2.

She further clarified that the debt to the Council was separate from the Capitalisation Directive (the amount a council was allowed to be in deficit when setting its budget). The amount of the Council's debt changed daily. Asset sales were contributing to reducing the amount of money Slough paid out on a revenue basis to service the Council's borrowing. Slough had been permitted to set a deficit budget by special dispensation from the Secretary of State. This allowed for the income gained from asset sales to be used as revenue expenditure due to the special circumstances. She added that further training on budget and finance scrutiny would be provided to Members in the autumn.

- Following the review of the Council's subsidiary companies, a number of external bodies had contacted Members regarding a few issues such as bills not being paid and lack of communication from council staff. Had this occurred due to the recovery plan? She sought reassurance that these were being dealt with appropriately.

The Director of Finance & Commercial stated that some of the issues had been due to staff turnover and bounce backs from council email accounts. She had met with the Director of Housing and a legal officer to discuss how to resolve these issues.

- The DISH contract was due to be reviewed June – had this taken place?

The Lead Member for Improvement and Recovery advised that this had not been undertaken, however, he was expecting a report from the Director of Housing regarding the matter.

- In relation to procurement and contract management items in the action plan, what was being done to ensure social value was captured in those contracts and how would the KPIs (key performance indicators) and performance management be ensured in all core contracts? To what extent would the committee be able to scrutinise these? With regard to temporary staff, many of these were contractors - how would their performance and value for money be evaluated?

The Director of Finance and Commercial advised that a significant amount of work had been undertaken to improve the foundations of contract and performance management. To date, officers had prioritised improvement and recovery, and social value would be included at the next review.

Action 2: She added that Members could request the inclusion of KPIs in the scrutiny work programme at appropriate times during the procurement and commissioning cycle, and officers would be available to help Members shape their key lines of enquiry.

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The Director of Improvement & Recovery clarified that interims were contracted to either fill an established post, for example, to provide maternity cover; or on time-limited projects, which required additional capacity. Financial and recruitment procedures around these were being tightened up, and managers were responsible for ensuring budgets, KPIs, deliverables accountabilities. Currently there was no central monitoring by individual service areas, and it would be necessary to implement better management of the Council's total use of agency spend.

The Director of Finance & Commercial added that budget management meetings between strategic finance managers and budget holders would provide the requisite checks and balances.

The Director of Improvement & Strategy stated that currently they meant to be read separately, plan on page were milestones. The reporting below RAG and detailed information relating to the Directions, were more outcome focussed. **Action 3:** She asked Members to provide feedback about how future such scrutiny reports could be better structured.

- Why had Slough Children's services not been included in this report?

The Director of Strategy and Improvement advised that the scrutiny report had focussed on the Directions from DLUHC. Children's services were subject to a separate intervention, overseen by the DFE (Department for Education), which had been in place for some time. Senior officers were considering integrating the reporting of this alongside improvement and recovery items. This could be discussed further at the forthcoming scrutiny work programming workshop.

- Would partner confidence be factored into the recovery process?

The Lead Member for Improvement & Recovery concurred that it would be included at the next review.

- Savings delivery risk assessment was listed as £750k in red?

The Director of Improvement & Recovery advised that the figure related to a corporate saving on a review of the Council's strategic commissioning capacity, a function used to decide what services would be used for social care and health. External consultants had been appointed to help identify weaknesses in the process and with development and implementation. This was at risk currently and the sum in the report had been determined on a part year basis. Risks had been assessed and the matter was in hand.

The Director of Finance and Commercial stated that when dealing with figures in the millions, there would inevitably be rounding of some amounts. She expected better more transparent reporting in the future.

- The report stated that there were 160 outstanding queries in 2022/23 - what was the nature of these outstanding queries?

The Director of Finance & Commercial advised that internal audit had been an area of focus for her team. Many these had been delivered but were not being followed up to ensure completion of actions. The outstanding queries could relate to a key financial system, a service area, or to other lower priority items.

She added that the internal audit team now attended all departmental management team meetings and were following up on all actions, particularly high priority ones. These had previously been delivered by an external body. She further clarified that some actions may no longer be relevant, as service provision may have changed. Her team were in the process of closing off all previous actions, which would be separated out from the current ones and that this information would be provided to Members.

- Why did the graph on slide 15, (projected disposal) flatten out?

The Director of advised that the flattening off reflected the cumulative total receipts from asset disposals. This was the amount forecast to be achieved from the sale of assets. The Council needed to sell £400M and could use those capital receipts to fund the deficit. However, this was not part of the budget or the MTFP. The IRB would undertake budget monitoring, in-year, once were processes were established.

- The Commissioners had mentioned that the purchase of the Axa Noble site had been flawed. Why was Nova House not being looked into? The matter needed further investigation and accountabilities established.

Action 4: The Lead Member for improvement and Recovery undertook to investigate the matter and request that an update report be provided to a future meeting of the Committee.

The Chair proposed the recommendation below be added to those in the officer report:

- d) That the Committee continue to receive quarterly reports on all aspects of improvement and recovery, including the up-to-date financial position, and that this should be reflected in the draft work programme; and that the Lead Member improvement & Recovery, the S.151 officer and relevant Executive Director meet with the Chair and the Vice Chair in early July to help formulate a more detailed plan for inclusion in the committee's work programme.

The motion was seconded and agreed.

Resolved –

- a) To note the progress made by the Council, since the previous report, in addressing the Directions of the Secretary of State;

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- b) To note the content of the Commissioners report and letters from the Secretary of State;
- c) To agree to the next steps to deliver against the issues raised by Commissioners and the Secretary of State as set out in the action plans and other workstreams that have been developed to address the Directions.
- d) That the Committee continue to receive quarterly reports on all aspects of improvement and recovery, including the up-to-date financial position, and that this should be reflected in the draft work programme; and that the Lead Member, the S.151 officer and Executive Director meet with the Chair and the Vice Chair in early July to help formulate a more detailed plan for inclusion in the committee's work programme.
- e) The report be noted.

6. Date of Next Meeting - 25 July 2023

25 July, 2023.

Chair

(Note: The Meeting opened at 6.30 pm and closed at 8.27 pm)

Asset Disposal Programme
Corporate Improvement & Scrutiny Committee
25 July 2023

Adele Taylor – Executive Director (Finance)
Pat Hayes - Executive Director (Property, Planning & Housing)
Mark Halligan – Assistant Director (Property)

1. Introduction

1.1. The paper responds to the following questions from the Chair – Cllr Manku:

- How confident are we that asset disposals will do what we need for our improvement and recovery?
- How well has the asset disposals programme gone so far?
- What will be the impact on residents of selling these assets?

1.2 The information below is accurate to the day that this paper has been produced, but will continue to change as properties are brought to the market as well as respond to the changing nature of the property market

1.3 The need to sell assets, is well documented as part of Slough’s recovery journey and underpins the financial modelling towards financial sustainability.

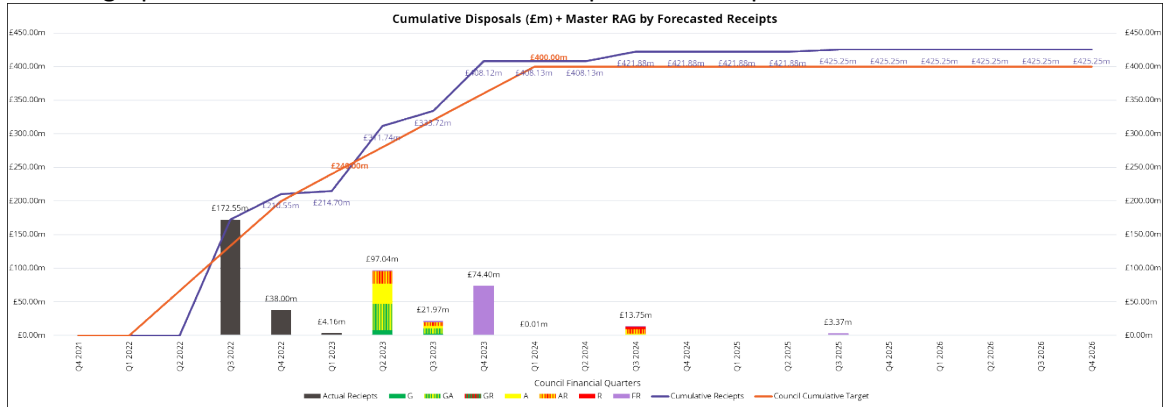
1.4 Normally, the capital receipts from asset sales in a Local Authority can only be used to support capital expenditure, but through a multi-year capitalisation direction from Central Government, the Council is being allowed to use the capital receipts to support revenue costs, otherwise the Council would have been in a deficit/negative budget position which it is not legally allowed to be in when setting it’s budget.

1.5 One of the main factors for the council having to set a deficit budget was the fact that the true cost of borrowing money to fund asset purchases had not been included in prior years accounts including interest payments as well as paying back the principal amount of the loans. These costs in a council's accounts are charged to the revenue account and therefore the need for a capitalisation directive from Central Government is necessary.

1.6 In allowing the Council to use the capital receipts against revenue expenditure, the council is able to reduce the deficit budget over time and alongside other actions to reduce revenue expenditure, the council can move to a financially viable position. Therefore the oversight of asset disposals is an important part of our overall financial management processes at officer and councillor level (as well as reporting to commissioners as part of our improvement and recovery boards)

2. Results to Date

2.1. The graph below shows the capital receipts that have been



secured to date (£220m) and the forecast profile for other assets that may be sold as part of the programme.

2.2. £211m was secured in the last financial year (2022/23) against a target of £200m.

2.3. The sales secured in 2022/23 were generally the larger assets in the disposal programme and likely to be easier to dispose of than many of the remaining assets. The table below provides a breakdown of the capital receipts secured in 2022/23.

Property	Completion Date	Capital Receipt (£)
SUR - North West Quadrant site (former Thames Valley Uni) P1	17/03/2023	£23,000,000
SUR - Montem	24/02/2023	£15,000,000
129 Stoke Road, Gosport, Hampshire	16/12/2022	£1,700,000
Lavender Farm	15/12/2022	£1,775,000
Wickes Wolverhampton	09/12/2022	£6,800,000
Odeon, Churchill Way West, Basingstoke	25/11/2022	£3,620,000
Akzo Nobel (Unconditional Sale)	24/11/2022	£143,750,000
21 Roydsdale Way Euroway Bradford	15/11/2022	£14,900,000
		£210,545,000

3. Forecast

3.1. There are significant challenges in delivering the remainder of the Asset Disposals Programme. Section 4 (below) outlines the delivery risks impacting on the programme. The risks can impact on the price that will be achieved from a sale and/or the speed at which the sale can be completed. RAG ratings have been applied to each asset in the programme for both 'price' and 'time'.

3.2. The table below and the graph above (2.1) quantify the level of risk associated with each of the remaining disposals and, therefore, the level of confidence that can be taken from the forecasted figures.

	2022/23	2023/24	2024/25	Totals
Green Green	£172.55m	£14.96m	£0.00m	£187.50m

Green Amber	£0.00m	£47.20m	£1.00m	£48.20m
Green Red	£0.00m	£0.00m	£0.00m	£0.00m
Amber Amber	£0.00m	£33.52m	£1.90m	£35.42m
Amber Red	£0.00m	£24.45m	£6.44m	£30.89m
Red Red	£0.00m	£0.00m	£3.28m	£3.28m
Further Review	£0.00m	£77.45m	£1.13m	£78.59m

- 3.3. The 'Further Review' category is for operational or community assets, where decisions have not yet been made to dispose of them. It is highly unlikely that all of the assets in this category will be sold and, therefore, the associated figure of £79m is unlikely to be fully achieved however there are other assets not on the list that may come forward as further work is undertaken.
- 3.4. The position indicated in the table of the RAG rating of the properties is at the date that this paper has been produced, but is not static. It continues to evolve, particularly the 'Further Review' category where assessment of those properties continues at pace. Sales of assets is a market sensitive activity and therefore remains under constant review. This is why asset disposals remains an important area for senior managers to keep under constant review.

4. Delivery Risks

- 4.1. There are a number of key risks to this programme that need to be carefully managed. The graphic below provides a snapshot on the current status of these risks.

RAG	Risks
●	Records
●	Market / Economy
●	Skills / Capability
●	Protocol / Process
●	Slough Narrative

- 4.2. Records – Record keeping in this area is extremely poor. Even key paper-based records can be missing or difficult to access. This can delay marketing/sales and/or create a risk for the purchaser, which gets reflected in the price that they are willing to pay. A data audit is underway. An improvement plan is part of this commission.
- 4.3. Market/Economy – Market conditions are worsening, with increasing interest rates etc, which are generally favouring purchasers. Some of the assets acquired by SBC within the last 10 years, may now have a lower value than when they were acquired. This makes it even more critical to be able to proceed dynamically during the marketing, negotiating and transaction, to limit the risk of price reductions.
- 4.4. Skills/Capability – The legacy Property team's primary function was to deliver capital projects. There is very little of the skills needed to deliver an asset disposals programme. There is now, however, a Property Director in place, with experience of this work; a surveyor who is

dedicated to the asset disposals programme and a senior manager within Finance focused on this programme.

There have also been issues with the inherited supply chain who have been used on the programme. These issues have been raised with the legacy suppliers and there has been some broadening of the supply chain with additional companies now being used.

- 4.5. Protocol/ Process - The process that was included in the 2022 Disposal Strategy doesn't work as well as it needs to for the remainder of the programme – i.e. with higher volume, high complexity disposals, in a declining market. For example, the requirement for independent Red Book valuations for every sale is unnecessary where an open market exercise has been carried out. The issues with the current process can create delays and put SBC on the back foot in commercial negotiations.
- 4.6. Slough Narrative - Slough has a poor reputation in the development and investment industry. This can result in lower levels of interest for opportunities that SBC present to the market and lower quality organisations bidding.

We have been seeking to change the historic narrative by actively engaging with this market and promoting Slough more generally, as well as the sites that we are seeking to dispose of. An example of this is a SiteMatch event that was held in London in May, which was attended by key industry players.

5. Resident Impact

- 5.1. The assets that have been sold to date are sites that were owned by SBC for development or investment purposes – i.e. not for operational or community purposes. Therefore, the sale of these assets will have had very little citizen impact, other than the positive indirect financial benefits associated with the disposals.
- 5.2. Many of the remaining assets in the programme, identified for disposal, are also development or investment sites, so again, the sale of these will have limited citizen impact.
- 5.3. There are assets that require 'further review' (as per 3.3 above) to determine which ones could/should be disposed of. These are assets that are currently used for operational purposes (e.g. offices) or community purposes (e.g. sports clubs). An overarching Estate Strategy is in development which will drive the decision making in this area. It will determine the size and shape of the retained estate and the operational and community assets that will be included in the Asset Disposal Programme. This work (Estate Strategy) will include Member and community engagement as these stakeholders will clearly have a strong interest in this.

Slough Borough Council

Report To:	Corporate Improvement Scrutiny Committee
Date:	25 July 2023
Subject:	Forward Work Programme of the Corporate Improvement Select Committee
Chief Officer:	Stephen Taylor, Monitoring Officer
Contact Officer:	Alexander Polak, Statutory Scrutiny Officer Kunwar Khan, Democratic Services and Scrutiny Manager
Ward(s):	All
Exempt:	No
Appendices:	Appendix A – Draft Forward Work Programme 2023-24 for Corporate Improvement Scrutiny Committee Appendix B – ‘Scrutiny and Work Programming’ – Centre for Governance and Scrutiny (2022) Appendix C – Healthy Life Expectancy – Adult Social Care Improvements’ Task and Finish Proposal

1. Summary and Recommendations

- 1.1 This report sets out a draft Work Programme for the Corporate Improvement Scrutiny Committee (CISC). The report explains how Members and officers have shaped the draft work programme. CISC Members are invited to agree it as a starting point, noting that it will continue to change as the year gets underway.
- 1.2 This report recommends launching the committee’s first Task and Finish Group immediately, as per appendix C, to:
 - explore the causes of the gap in healthy life expectancy between Slough residents and their neighbours,
 - explore how the Council’s Adult Social Care services contribute to addressing this issue, and how well they do this (using a framework against which the council will be publicly reviewed from September 2023 onwards); and
 - make recommendations to Cabinet.

Recommendations:

The CISC is recommended to:

- 1. Review and agree the Forward Work Programme (Appendix A) subject to any amendments by the committee; and**
- 2. Commission a ‘Healthy Life Expectancy – Adult Social Care Improvements’ Task and Finish Group as per Appendix C by electing a Chair and, if possible, agreeing its members.**

Commissioner Review

[Due to compressed timescales for the work programming process, commissioner comments may not be available at the time of publication – they will be added ASAP.]

2. Report

Best Practice for Work Programming

- 2.1 Appendix B explains why work programming is necessary and how to do it well. It is guidance provided by the Centre for Governance and Scrutiny, who have been assisting Slough Borough Council by providing induction and training for councillors and officers, and who have assisted with the production of the draft work programme presented at appendix A.
- 2.2 The process followed by Slough this year has been based on this guidance, adapted for Slough's situation.
- 2.3 The document states that a strong and effective work programme underpins the work and approach of Scrutiny. Thought and time has to be given to developing a work programme that reflects the issues important to the local population but also gives provides times and space for horizon scanning on big, long-term, cross-cutting issues and trends.
- 2.4 The Centre for Governance and Scrutiny conclude that ultimately, this comes down to the need for clarity on scrutiny's role, ie what scrutiny exists to do at the council.
- 2.5 In Slough, the role of the Corporate Improvement Scrutiny Committee has been very clearly defined, as part of the Council's response to the [improvement directions it has received from the Secretary of State](#).
- 2.6 The [new terms of reference of this committee](#), which were agreed at the Council's Annual Meeting in May 2023 and noted by this committee in June 2023, state:

“The Corporate Improvement Scrutiny Committee shall:

 - (i) Monitor and drive improvement against any Directions by the Secretary of State and other external or internal inspections, reviews, performance information at their own discretion.
 - (ii) Monitor and drive progress of major corporate improvement initiatives.
 - (iii) Scrutinise and contribute to the council's budget-setting cycle and monitor the council's financial recovery
 - (iv) Scrutinise proposals for, and delivery of, major savings initiatives, including their impact on partners and residents.”

Improvement & Recovery Context

- 2.7 The Council's Improvement and Recovery Plan sets out the corporate priorities to be delivered to ensure that it addresses the key areas of concern as set out by Government directions. Much of this committee's work this year will relate to this plan.

2.8 This plan also includes actions for the improvement of scrutiny itself. The following areas of the Scrutiny Improvement Action Plan are relevant to work programming:

- a. Reframe the main committee's focus – ideally no more than two items per meeting and focussing on improvement and recovery.
- b. Doing more in-depth work via Task and Finish groups.
- c. Developing a cohesive work programme, concentrated on the council's plans for financial and organisational recovery.
- d. Continuing and improving the council's whole-year focus on financial management in scrutiny.

2.9 Therefore, the work programme for the committee must both contribute to the improvement and recovery of the council AND represent an improvement in the way Slough Borough Council does overview & scrutiny.

How Topics Were Identified

2.10 The following process has been followed to generate Appendix A:

- A workshop was held for outgoing Overview and Scrutiny Committee (OSC) Members in March 2023. Their recommendations for future overview and scrutiny topics were published in the [Scrutiny Annual Report 2023 which was noted by Full Council in March 2023](#).
- A series of sessions for 'Extended CLT' (all Exec Directors and their direct reports) to generate proposals for constructive scrutiny topics including:
 - Presentation by officers who supported last year's Task and Finish Groups
 - Training session delivered by Sunita Sharma, an associate with Centre for Governance and Scrutiny
 - Longlist of topics circulated to CLT for comments
- A workshop for CISC Members on 4 July, designed by Sunita Sharma, to review the longlist generated from the above exercises, add items from this year's scrutiny members, make a shortlist and prioritise the items.
- A CLT item on 5 July to feed back the committee's priorities
- Draft Forward Work Programme developed by Democratic Services with the assistance of Sunita Sharma, in discussion with CISC Chair.

2.11 The process encouraged officers and Members to have a strategic focus on:

- The Council's Improvement and Recovery Plan (I&RP);
- Service Areas – Best Value Plans;
- Budgetary Control;
- Capital Receipts Plan; and
- Critical Service resilience (Children and ASC&H).

Shortlisting and Creating the Work Programme

2.12 To aid discussion and prioritisation of topics a grading table with a scoring system was developed and provided to officers and Members using the following headings (additionally some members scored how much value scrutiny of each topic could add).

Corporate Recovery and Improvement	Other Council Priorities / Corporate Plan	Strategic, Significant and Timely	Residents / Service Delivery	Final score
(1-10)	(1-5)	(1-5)	(1-5)	(Max: 25)

- 2.13 The scoring was weighted in favour of topics that were important to and impacted on the delivery of the improvement and recovery plan.
- 2.14 Suggestions were made for both the main committee and for task and finish groups.
- 2.15 At the 4 July workshop, Members suggestions were underpinned by the need to balance the tension in supporting the Council's in its challenges and addressing the concerns and issues raised by residents.
- 2.16 The draft Forward Work Programme at appendix A is the culmination of the discussions and feedback received on 4 July in-person workshop held at Observatory House. A degree of judgement has been needed – for example it has not been possible to schedule items exactly in the priority order indicated by Members, for various practical reasons. However the work programme is felt to be very much in the spirit of the discussions had by CISC members on 4 July.
- 2.17 Further prioritisation needs to take place throughout the year to maintain a strategic focus, and it can be expected that issues will arise throughout the year, as suggestions from Cabinet Members, other Members and officers. Therefore the work programme will be updated continuously through the year, led primarily by the Chair with input periodically from the Committee.
- 2.18 CISC's time is limited and Members have been advised to prioritise ruthlessly. An issue not appearing on the work programme does not mean that CISC members feel it is unimportant. It maybe that some issues can be pursued by Members through other routes outside of the Committee's work programme.

2.19 Eight topics emerged from the 4 July workshop as being significantly more highly rated by councillors than the others. Some topics which were similar have been combined. The eight shortlisted issues were:

- The budget and finances of the council, including delivery of savings
- Asset Disposals Programme
- Future of the Housing Repairs Contract
- Special Educational Needs and Disabilities (SEND)
- Health Inequality (The life expectancy gap / Public Health / Adult Social Care Assurance Programme)
- Resident Engagement and Building Trust
- Slough Children First – journey to improvement
- Children Missing Education

2.20 These topics generated the most interest while being reasonably strategic, relevant and timely for the council's improvement and recovery plans and decision-making timetable.

- 2.21 These topics have been included in the draft work programme at Appendix A, either as whole-committee items or as Task and Finish Group proposals. Members are invited to consider whether this satisfactorily represents their wishes.

Phasing the Work – the Task and Finish ‘taxi rank’

- 2.22 It is suggested that Members phase in their task and finish work through launching the first topic for consideration at this meeting. This will be followed by the next topic being launched at the September meeting and the third at the October meeting. This way the work of launching and closing T&Fs is reasonably spread out to make best use of resources.
- 2.23 The committee may run a maximum of three T&Fs at any one time, subject to the availability of Member and Officer resources. As each T&F completes its work there is the possibility of launching the next T&F in the list. This has been referred to as the ‘taxi rank’ approach.
- 2.24 A so-called ‘taxi rank’ of task and finish group topics is presented in appendix A. This list can be expected to grow and change as the year progresses.

3. Task and Finish Group Launch: Healthy Life Expectancy – Adult Social Care Improvements

- 3.1 Ideally the committee would be in a position to launch its first task and finish group at this July 2023 meeting, however time has been very short between the member workshop and the deadline for papers, limiting the choice of which topic could be launched, for practical reasons.
- 3.2 Happily, the officers involved in supporting one topic from the committee’s shortlist – ‘Health Inequality (life expectancy gap) and Adult Social Care Improvement’ – were keen to demonstrate the value of their proposal to councillors and have produced a scoping document (appendix C) extremely quickly.
- 3.3 The appendix sets out how well this topic meets the criteria by which the committee chooses its priorities. In particular, it is notable that the opportunity to do this work will soon expire as the current review of Adult Social Care in line with the incoming CQC inspection regime will be completed by the autumn.
- 3.4 If the committee wishes to commission this T&F to commence now, it must elect one of the councillors from its ‘pool of chairs’ to lead the work. The most important criteria for this choice is: “which councillor is most enthusiastically interested in the subject matter?” Experience has shown that this is by far the greatest determinant of a T&F group’s success.
- 3.5 Ideally, the committee would also agree membership of the T&F group at this meeting. There must be a minimum of three to proceed. These do not have to be CISC Members – T&F members may be drawn from any councillor except members of the Cabinet. Again, enthusiasm should be the strongest criterion for inclusion in the group, however it is also desirable to ensure a degree of political proportionality ie members of at least two Groups being on the T&F.
- 3.6 Since this T&F is being launched with a shorter lead-in period than most will be in future, there may not have been time for Group Leaders to seek volunteers to join

this T&F. In this case the committee may opt to allow the Chair to agree membership of the T&F over the coming weeks on this occasion, in order to allow the work to get underway swiftly.

4. Implications of the Recommendations

4.1 Financial implications

4.2 This is not a decision-making report so there are no direct financial implications. Where further work is required to respond to the issues identified, any recommendations from CISC will be made to the Cabinet.

4.3 Legal implications

4.4 The Local Government Act 2000 introduced a new political management system for local councils in England and Wales, requiring them to have a separate 'executive' in the form of a leader, or elected mayor, and cabinet. To provide a counterweight for this, the Act also introduced the concept of 'overview and scrutiny' – sometimes referred to simply as 'scrutiny' – whereby every council with an executive management structure is required to have an overview and scrutiny committee. This enables the rest of the council to scrutinise the executive by investigating their decisions and policies, and issuing reports and recommendations where any shortcomings are identified.

4.5 Risk management implications

4.6 Overview and Scrutiny, commonly referred to as Scrutiny, is a statutory function and is currently subject to government direction in Slough. Failure to develop and approve a Forward Work Programme for Corporate Improvement and Scrutiny (the main and only Overview and Scrutiny Committee) would increase the risk of challenge and criticism.

4.7 Equality implications

4.8 The FWP covering report includes reference to the CfGS scrutiny principles, which together with the general Public Sector Equality Duty and Nolan's principles, includes provisions that are linked to the Equality Act duties, including, inter alia, a requirement to maintaining integrity, respect the rule of law, ensuring openness and comprehensive stakeholder engagement.

5. Appendices

Appendix A – Draft Forward Work Programme 2023-24 for Corporate Improvement Scrutiny Committee

Appendix B – [‘Scrutiny and Work Programming’ – Centre for Governance and Scrutiny \(2022\)](#)

Appendix C – Healthy Life Expectancy – Adult Social Care Improvements' Task and Finish Proposal

Appendix A - Draft Forward Work Programme (FWP) 2023-24 for Corporate Improvement Scrutiny Committee (CISC)

All proposed dates are subject to engagement with the services named, to confirm availability of officer resource.

CISC Meeting Date	Subject	Purpose	Type of Scrutiny	Responsibility
25 July 2023	<ul style="list-style-type: none"> Approve CISC Work Programme for 2023-24 Launch T&F 1 – Health Inequality (life expectancy gap) and Adult Social Care Improvement Asset Disposals 	<p>Agree CISC Work Programme</p> <p>Discuss and agree first T&F topic including scope</p> <p>Scrutinise progress, next steps and impact on residents</p>	<p>Forward Planning</p> <p>In depth review Pre-decision scrutiny</p> <p>Monitoring action against Improvement & Recovery Plan</p>	<p>Statutory Scrutiny Officer</p> <p>Marc Gadsby, Executive Director, Adult Social Care</p> <p>Pat Hayes, Executive Director, Property and Housing</p>
<p>26 September 2023</p> <p><i>NB Finance Scrutiny Training scheduled for 6 September</i></p>	<ul style="list-style-type: none"> Quarterly improvement and recovery item Early engagement – budget setting / savings 	<p>Scrutinise key areas and gain wider insight into progress of actions</p> <p>Strategic discussion on options and progress in development of budget setting /savings process</p>	<p>Oversight, monitoring and policy development</p> <p>Pre decision scrutiny</p>	<p>Stephen Brown Chief Executive, Adele Taylor Executive Director and S151 Officer and Sarah Hayward Executive Director Strategy and Improvement</p> <p>Adele Taylor, Executive Director and S151 Officer</p>

CISC Meeting Date	Subject	Purpose	Type of Scrutiny	Responsibility
	<ul style="list-style-type: none"> Launch T&F 2 – TBC Special Educational Needs and Disabilities (SEND) 	Agree topic and scope of the T&F work	In depth review	Sue Butcher, Exec Director Childrens Services & Chief Executive Slough Children First
24 October 2023	<ul style="list-style-type: none"> Budget setting – further engagement Slough Children First government intervention – journey to good Launch T&F 3 – TBC Resident Engagement and Building Trust 	<p>Build on September discussion; focus on key areas of budget setting / savings</p> <p>Receive latest update and holding to account against progress on SCF</p> <p>Agree topic and scope of the T&F work</p>	<p>Pre decision scrutiny Policy development</p> <p>I&R Plan monitoring</p> <p>In depth review</p>	<p>Adele Taylor, Executive Director and S151 Officer</p> <p>Sue Butcher, Executive Director – Children’s Services Chief Executive, Slough Children First</p> <p>Sarah Hayward Executive Director Strategy and Improvement</p>
28 November	<ul style="list-style-type: none"> Latest date for report back from T&F 1 (launched in July) Budget setting – Further engagement 	<p>Reporting progress to the parent committee</p> <p>Monitoring of budget setting process</p>	<p>Oversight, monitoring and policy development</p> <p>Pre decision scrutiny</p> <p>In depth review</p>	<p>Marc Gadsby, Executive Director, Adult Social Care</p> <p>Adele Taylor, Executive Director and S151 Officer</p>

CISC Meeting Date	Subject	Purpose	Type of Scrutiny	Responsibility
	<ul style="list-style-type: none"> Launch T&F 4 – TBC Future Housing Repairs Contract 	Agree topic and scope of the T&F work		Pat Hayes, Executive Director, Property and Housing
4 January 2024	<ul style="list-style-type: none"> Quarterly improvement and recovery item Draft Budget 2024-25 proposals 	<p>Scrutinise key areas and gain wider insight into progress of actions set out in update</p> <p>Draft budget scrutiny and any recommendations</p>	<p>Oversight, monitoring and policy development</p> <p>Pre decision scrutiny</p>	<p>Stephen Brown Chief Executive, Adele Taylor Executive Director and S151 Officer and Sarah Hayward Executive Director Strategy and Improvement</p> <p>Adele Taylor, Executive Director and S151 Officer</p>
30 January 2024	<ul style="list-style-type: none"> Health / Adult Social Care Transformation Programme Latest date for report back from T&F 2 (launched in September) Launch T&F 5 – TBC Children Missing education/not at school 	<p>Review key areas and gain wider insight into progress of the ASCTP/Health</p> <p>Reporting progress to the parent committee</p> <p>Agree topic and scope of the T&F work</p>	<p>Oversight, monitoring and policy development</p> <p>Oversight, monitoring and policy development</p> <p>In depth review</p>	<p>Marc Gadsby Executive Director, People</p> <p>Sue Butcher, Exec Director Childrens Services & Chief Executive Slough Children First</p> <p>Sue Butcher, Executive Director – Children’s Services, Chief</p>

CISC Meeting Date	Subject	Purpose	Type of Scrutiny	Responsibility
				Executive, Slough Children First
22 February 2024	<ul style="list-style-type: none"> • Latest date for report back from T&F 3 (launched in October) • Launch T&F 6 – TBC Asset Disposals 	<p>Reporting progress to the parent committee</p> <p>Agree topic and scope of the T&F work</p>	<p>Oversight, monitoring and policy development</p> <p>In depth review</p>	<p>Sarah Hayward Executive Director Strategy and Improvement</p> <p>Pat Hayes, Executive Director, Property and Housing</p>
26 March 2024	<ul style="list-style-type: none"> • Crime and Disorder/Policing (TBC) • Latest date for report back from T&F 4 	<p>To receive an update with a view to review or scrutinise decisions made, or other action taken, in connection with the discharge by the responsible authorities of their crime and disorder functions.</p> <p>Reporting progress to the parent committee</p>	<p>Monitoring and oversight</p> <p>Oversight, monitoring and policy development</p>	<p>Superintendent Lee Barnham</p> <p>Matthew Barber, Police and Crime Commissioner</p> <p>Pat Hayes, Executive Director, Property and Housing</p>
23 April 2024	<ul style="list-style-type: none"> • Quarterly improvement and recovery item 	<p>Scrutinise key areas and gain wider insight into progress of actions</p>	<p>Oversight, monitoring and policy development</p>	<p>Stephen Brown Chief Executive, Adele Taylor Executive Director and S151 Officer and Sarah</p>

CISC Meeting Date	Subject	Purpose	Type of Scrutiny	Responsibility
				Hayward Executive Director Strategy and Improvement

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Task & Finish Group Topics 'Taxi Rank' in priority order

Members' shortlist (not including issues scheduled for whole committee work)	Comments
Health Inequality (The life expectancy gap / Public Health / Adult Social Care Assurance Programme)	Is available to launch immediately and is time-sensitive
Special Educational Needs and Disabilities (SEND)	Pencilled to commence in September, ensuring adults' and children's services are both receiving early scrutiny attention (Note that SCF 'journey to good' is scheduled for the whole committee in October)
Resident Engagement and Building Trust	Pencilled to commence in October – this is a priority area for the Chair to develop the committee's own engagement practices as well as to support the council's overall resident engagement
Future Housing Repairs Contract	Pencilled to commence in January 2024 - Chair requests a written briefing from officers meanwhile
Children Missing education/not at school	Pencilled to commence February 2024 - Chair requests a written briefing from officers meanwhile
Asset Disposals	Subject to outcome of whole-committee item in July 2023

Longlist of other items considered but not shortlisted <i>Italics denotes new suggestions made at the workshop on 4 July by CISC Members.</i>	Comments
Property Data	Perhaps best suited to cover within scope of wider Asset Disposal Programme T&F if launched
<i>Member Casework Process and Communication</i>	Note the related T&F carried out at the end of last year on complaints process
<i>Air BnB Article 4 (Housing Policy)</i>	Need to explore the council's ability to influence this issue
Future Model of Libraries in Slough	
Tackling ASB in Council Housing	Possible link to work on Future housing contract and monitoring

Disaster Recovery and Business Continuity Planning	BAU Audit involvement – need to explore whether suitable for CISC
Childhood Obesity	
Preventing Exclusions and Alternative Provisions Policy and Development of Family Hubs	
<i>Corporate Culture</i>	
<i>Employment Restructure/High-paid Jobs/Improvement and Recovery</i>	
<i>Nova House</i>	
<i>Review/Inquiry of £760m Debt</i>	
<i>Working with the Voluntary Sector</i>	
<i>Air Quality & Environment</i>	
<i>Bus/Cycle Lanes – Restore Faith in the Council</i>	
<i>Housing Policy Gap Analysis</i>	
<i>Review of Complaints</i>	

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APPENDIX C

CORPORATE IMPROVEMENT SCRUTINY COMMITTEE TASK AND FINISH GROUP PROPOSAL:

'HEALTHY LIFE EXPECTANCY – ADULT SOCIAL CARE IMPROVEMENTS'

1 Proposed Scope (subject matter)

- Understand at a summary level the scale and causes of the healthy life expectancy gap in Slough, understanding which of these the Council can influence, and broadly how.
- Zoom in on one part of the picture, to explore the role of the Council's Adult Social Care services in addressing the healthy life expectancy gap, and challenges faced by the Council in doing so.
- Further zoom in to explore the urgent need for the council to assure itself about the quality of its own Adult Social Care services, partly because a new Care Quality Commission inspection regime begins in September 2023, and explore the outputs of that assurance process (which is already underway).
- Make recommendations to Cabinet, based largely on the Adult Social Care assurance (self-assessment) exercise taking place over the coming months, with the aim of assisting the Council's efforts to address the healthy life expectancy gap in Slough.

2 Background information

- 2.1 Healthy life expectancy in Slough is significantly worse than England and Southeast average, at 58.1 years for males and 60.3 years for females. This is also lower than most of our statistical neighbours. When considering inequalities in healthy life expectancy there is an 8.6 year difference for females and 7.4 year difference for males, meaning those living in our most deprived areas will live more years in poor health.
- 2.2 Healthy life expectancy is a measure of the average number of years a person would expect to live in good health based on mortality rates and prevalence of self-reported good health. Causes of poor health are numerous, from social determinants such as level of education and housing to health behaviours. Those living with musculoskeletal (MSK) conditions are more likely to report poor health than those without.
- 2.3 Locally, deaths from circulatory disease and cancer make the largest contribution to years of life lost and therefore these have the biggest impact locally on life expectancy. The gap in life expectancy is proportionately more attributable to circulatory diseases among women compared to men but the opposite is true for cancer.

- 2.4 Tobacco is the risk factor making the largest contribution to years of life lost for both sexes followed by high body mass index (BMI), high cholesterol and high blood pressure.

3 Context - The Council's role in Healthy Life Expectancy

- 3.1 As our plan for prevention and levelling up health inequalities bears fruit over time, our vision is that, although possibly fewer people may access Adult Social Care, a larger proportion are likely to have more complex needs.
- 3.2 This means that Adult Social Care and other council services need to be the best they can be to support those increased needs. Preparatory work for the forthcoming Care Quality Commission (CQC) inspection of Adult Social Care is helping us to make those improvements and identify what services need to be developed. Considering a health in all policies approach will ensure a common understanding of the inequalities and inequity within Adult Social Care and enable the services to address.
- 3.3 The inspection will be the first of Local Authorities in some twelve years. In addition to this extension of CQC's remit this Spring, they are introducing a new integrated method of inspection, the Single Assessment Framework, which will enable individual providers, the LA and ICB to be inspected against a total of 34 Quality Statements, and a view to be formed of care quality across the local area. The whole of England will be covered in this way, in local areas set out by CQC, often based around ICB areas.
- 3.4 CQC's Framework covers the breadth and depth of ASC's work and provides the opportunity to take stock, identify strengths, weaknesses and gaps and make improvements to benefit service users and unpaid carers. It is helping to crystallise longer term developments needed to support the forecast ageing population with more complex needs.
- 3.5 The two-year formal programme to assess LAs against the 9 Quality Statements which apply, using criteria from the Care Act 2014 Part 1, starts this September. Our preparatory work started last September. We have so far undertaken a wide-ranging initial self-assessment and have been implementing an action plan of significant size since November. This was updated at summary level in March and is currently being updated in detail, and action points and the evidence bank refreshed. This will be a continuous process until we are asked to supply the self-assessment by CQC in preparation for their visits. Interim staff have been brought in to assist and further resources are being requested.
- 3.6 Some of the work to date has been around getting key documents in place, which has also helped us to clarify the arrangements and plans they describe. Some has been about improving working arrangements to increase efficiency and effectiveness but also to support smoother pathways for service users and carers. Other work has been addressing gaps identified, some of which requires significant strategic developments to provide the full range of services needed locally.
- 3.7 The CQC inspection regime DOES NOT cover all of the areas of the council's work which impact on healthy life expectancy, and furthermore there are a vast range of other factors which impact on healthy life expectancy which are outside of

the council's control. However, a focus on this area at this particular point in time would be a good way for the committee to have an impact on this important issue.

4 What is the source of this issue (how did it come to Members' attention)?

4.1 At their work programming event on 4 July 2023 Members considered the following sources, all of which raised this issue in one form or another:

- The (draft) refreshed Corporate Plan received by Cabinet in May 2023
- Feedback from last year's outgoing scrutiny members, drawn from the Scrutiny Annual Report 2023.
- New input from new CISC members; one group raised and assessed this subject area and recommended it to the other groups as one of several priority areas.

5 How strategic, significant and timely would this work be, including how it contributes to the Council's corporate improvement and recovery, the corporate plan and/or other corporate priorities?

5.1 The main ambition of the corporate plan is to improve health life expectancy, so the issue is highly strategic and significant for the council. Reviewing our plan and levers to address this issue would be very timely

5.2 This review would be very timely – the opportunity for carrying out the work in this way will soon expire because it is linked to a specific piece of work with a new inspection regime starting in September 2023. While officers would be undertaking the assurance review even if Members were not involved, the involvement of scrutiny members would bring the outcome of that process into the political domain with an opportunity for a cross-party group of members to learn about the issues and to provide a steer to Cabinet on priority areas.

5.3 It is unusual for scrutiny members to be able to 'piggyback' on an existing exercise in this way, and for there to be a 'burning platform' in the form of a new inspection regime which will give weight to the work. This is one of the reasons why this issue has been prioritised for recommendation to the committee, despite not being the top issue in terms of members' interest at the 4 July work programming workshop.

5.4 The size of the CQC Assessment and the publicised score we will be given lends strategic importance to our preparations. In addition, preparation supports the changes the Transformation programme is bringing, and it also puts care quality and people's experiences firmly at the heart of developments, providing balance to the overriding financial focus of a council in s114 measures. It clearly therefore link to the council's improvement mission and has also already led to a strengthening of the links between Corporate and ASC priorities.

5.5 The programme also provides the opportunity to crystallise longer term developments likely to be needed to ensure that people with increasingly complex needs can access the care and support they need locally.

6 What resources and sources are available to the T&F?

- 6.1 The Task and Finish Group would be primarily supported from a subject matter perspective by Amanda Halliwell, CQC Project Manager and by Kelly Evans, Deputy Director for Public Health. Amanda is away for much of August and October, so the T&F's time will need to be carefully planned around this.
- 6.2 There is good availability of Public Health data in various forms.
- 6.3 The Adult Social Care assurance exercise underway will provide an excellent source of information to members about the detailed aspects of the T&F scope.
- 6.4 The T&F will be facilitated and supported in terms of good scrutiny practice and coordination of meetings etc by Democratic Services.

7 How would scrutiny of this issue add value?

- 7.1 This is an excellent opportunity for scrutiny members to make informed recommendations to Cabinet about areas for improvement of healthy life expectancy, primarily via improvements to Adult Social Care based on a structured assessment of service provision.

8 Terms of Reference

- 8.1 To run in accordance with the Scrutiny Procedure Rules, including but not limited to the following points:
 - Chair to be agreed by Corporate Improvement Scrutiny Committee (CISC) from the 'pool of T&F Chairs'
 - Membership of between 3-7 councillor volunteers, to be put forward by Group Leaders, on a broadly politically proportionate basis (eg there should be representation from at least 2 Groups). Membership would ideally agreed by CISC when launching the T&F but, if time does not allow for that this time, they could be appointed later with agreement of the Chair of CISC.
 - If quorum cannot be met (two members plus the Chair) then the T&F shall not proceed.
 - T&F Members should work within the above scope however they do have the ability to adjust their focus in response to the information they find along the way – it is often good practice to narrow down the initial scope and focus on one specific area of it in order to make more concrete and impactful recommendations.
 - The T&F should run for a maximum of four months. Extension is only possible with the agreement of the Chair of CISC. This T&F would therefore report at or before the November CISC meeting.
 - The T&F is at liberty to define its own methods of investigation within reason and within the bounds of officer capacity. It may call people to give them written or verbal information, seek to meet various people who may have a view on the subject matter, or even convene workshops etc.

- Meetings of the T&F will typically take place in private and may be highly informal, but the group's final report will come to a public, formal meeting of the CISC.
- Members should give regard throughout to the advice of the Statutory Scrutiny Officer with regard to scrutiny best practice, the mode and manner of the T&F investigation, and particularly the resources available to support the work.

9 Other public materials referred to:

- [Our purpose and role - Care Quality Commission \(cqc.org.uk\)](http://cqc.org.uk)
- [Our new single assessment framework - Care Quality Commission \(cqc.org.uk\)](http://cqc.org.uk)
- [Care Act 2014 \(legislation.gov.uk\)](http://legislation.gov.uk)

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MEMBERS' ATTENDANCE RECORD 2023/24
CORPORATE IMPROVEMENT SCRUTINY PANEL

	COUNCILLOR	Meeting date: 27 June 2023
1.	Manku (Chair)	P
2.	Shaik (Vice-Chair)	P
3.	Escott	AP
4.	Hulme	P
5.	Iftakhar	P
6.	Mann	P
7.	Matloob	P
8.	Mohindra	P
9.	O'Kelly	P
10.	Stedmond	P

P = Present for whole meeting
P* = Present for part of meeting
Ap = Apologies given
Ab = Absent, no apologies given

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