

SLOUGH BOROUGH COUNCIL

REPORT TO: Overview and Scrutiny Committee

DATE: 20th December 2016

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WARD(S): All

PART I **FOR COMMENT & CONSIDERATION**

FIVE YEAR PLAN 2017-2021

1. Purpose of Report

To consider the draft review of the Five Year Plan before it is submitted to Cabinet on 23 January 2017.

2. Recommendation(s)/Proposed Action

2.1 The Overview and Scrutiny Committee is requested to:

- a) Comment on the draft of the Five Year Plan which has been developed following consultation with Commissioners (Appendix A),
- b) Consider how the new outcomes in the Five Year Plan can help to shape the work programme of the Committee and Scrutiny Panels (sections 5.9 – 5.12) and how the Committee wants to measure performance and evaluate progress against implementation of the Plan, and
- c) Recommend any changes to the draft for Cabinet to consider on 23 January 2017 when it is asked to recommend the Five Year Plan to Council for approval.

3. The Slough Joint Wellbeing Strategy, the JSNA and the Council's Five Year Plan

3a. Slough Joint Wellbeing Strategy Priorities and Joint Strategic Needs Assessment

The Five Year Plan relates to all aspects of the Slough Joint Wellbeing Strategy's priorities as set out below:

1. Protecting vulnerable children
2. Increasing life expectancy by focusing on inequalities
3. Improving mental health and wellbeing
4. Housing

The Five Year Plan has been developed using the evidence base of the Joint Strategic Needs Assessment and the Slough Story.

3b. **Council's Five Year Plan Outcomes**

The review of the Five Year Plan proposes streamlining the outcomes down to five to replace the previous eight which were:

- Slough will be the premier location in the south east for businesses of all sizes to locate, start, grow, and stay
- There will more homes in the borough, with quality improving across all tenures to support our ambition for Slough
- The centre of Slough will be vibrant, providing business, living, and cultural opportunities
- Slough will be one of the safest places in the Thames Valley
- More people will take responsibility and manage their own health, care and support needs
- Children and young people in Slough will be healthy, resilient and have positive life chances
- The Council's income and the value of its assets will be maximised
- The Council will be a leading digital transformation organisation

4. **Other Implications**

- (a) Financial - the Five Year Plan is important in determining the priority outcomes against which resources will be allocated. The time frame for the Five Year Plan is aligned with our medium term financial planning and will roll forward each year, i.e. the new Plan looks ahead for the five years 2017 to 2021.
- (b) Risk Management - There are no identified risks associated with the proposed actions.
- (c) Human Rights Act and Other Legal Implications - There are no direct legal implications. The specific activity in the Strategy and other plans may have legal implications which will be brought to the attention of the Council's Cabinet separately. There are no Human Rights Act Implications.
- (d) Equalities Impact Assessment - There is no requirement to complete an Equalities Impact Assessment (EIA) in relation to this report. EIAs will however be completed on individual aspects of any actions produced to sit underneath the Strategy, as required.

5. **Supporting Information**

- 5.1 The Five Year Plan was launched in 2015 to define the Council's ambition; the opportunities and challenges we face; the role of the Council in meeting these and the priority outcomes against which resources will be allocated.
- 5.2 The introduction of the Five Year Plan was important in providing clarity of vision and direction, explaining how and why the council is changing and, given that we are all working with the same population, identifying more effective and efficient ways of working together.

- 5.3 The Five Year Plan is updated every year and we also produce an Annual Report so that we can check progress. Last year, 2016, we carried out a light-touch refresh of the Five Year Plan to update the actions in the Outcome Plans and set out how we will work with our partners and communities.
- 5.4 This year there has been a more in-depth review. We have worked with the new Leader and Cabinet to define their political priorities and revised the outcomes to reflect these. The Leader has been clear in his Foreword about his priority to put people first. We have reduced the number of outcomes from eight to five, combining some where there was overlap and duplication and removing others where they were more about ways of working than tangible outcomes.
- 5.5 The Plan therefore sets out our vision, priority outcomes and how we will make this happen:

VISION: GROWING A PLACE OF OPPORTUNITY AND AMBITION

Our priority outcomes – putting people first

- Our children and young people will have the best start in life and opportunities to give them positive lives
- Our people will become healthier and will manage their own health, care and support needs
- Slough will be an attractive place where people choose to live, work and visit
- Our residents will have access to good quality homes
- Slough will attract, retain and grow businesses and investment to provide jobs and opportunities for our residents

Making this happen – how we will do this

- We will listen to and work with our communities, customers and partners
- We will work towards being self-sufficient through innovation, income generation and maximizing the value and effective use of our resources
- We will use digital technology to provide smarter services for people and businesses
- We will recruit, retain and develop high quality people who are committed to Slough and supported to do their job

Measuring progress

- 5.6 We produce an Annual Report of progress with case studies and performance indicators setting out how we are delivering our priority outcomes.
- 5.7 Cabinet and Overview and Scrutiny already receive a regular update of the Corporate Balanced Scorecard which includes a more detailed set of outcome measures. The refresh of the Five Year Plan includes a summary of the types of success measures that will be used to keep track of how we are achieving the outcomes.
- 5.8 We are particularly keen to ensure that we meet Members' requirements in improving performance reporting and are working on a new format for the report to

focus on a high level set of measures. Overview and Scrutiny Committee and Panel Members may want to comment on what they would find useful in this respect.

Scrutiny – Allocation of Outcomes

5.9 At the meeting on 9th July 2015, the Overview and Scrutiny Committee decided that the 8 outcomes of the Five Year Plan should be divided between itself and the 3 Scrutiny Panels.

5.10 The 5 outcomes in the revised Five Year Plan have some clear similarities. For example, the outcome regarding children and young people would still appear most suited to the Education and Children’s Services Scrutiny Panel. Equally, health, care and support needs is a close match for the remit of the Health Scrutiny Panel, whilst housing is a central part of Neighbourhoods and Community Services Scrutiny Panel’s work. The remaining two have wider implications and also considerable economic focus, and therefore should remain with the Overview and Scrutiny Committee.

5.11 The table below shows the previous allocation of outcomes and proposed allocation of new outcomes.

Committee	Allocation of previous outcomes	Proposed allocation of new outcomes
Overview and Scrutiny Committee	<ul style="list-style-type: none"> • Slough will be the premier location in the south east for businesses of all sizes to locate, start, grow, and stay • There will more homes in the borough, with quality improving across all tenures to support our ambition for Slough • The centre of Slough will be vibrant, providing business, living, and cultural opportunities • The Council’s income and the value of its assets will be maximised • The Council will be a leading digital transformation organisation 	<ul style="list-style-type: none"> • Slough will be an attractive place where people choose to live, work and visit • Slough will attract, retain and grow businesses and investment to provide jobs and opportunities for our residents
Neighbourhoods and Community Services Scrutiny Panel	<ul style="list-style-type: none"> • Slough will be one of the safest places in the Thames Valley 	<ul style="list-style-type: none"> • Our residents will have access to good quality homes
Health Scrutiny Panel	<ul style="list-style-type: none"> • More people will take responsibility and manage their own health, care and support needs 	<ul style="list-style-type: none"> • Our people will become healthier and will manage their own health, care and support needs
Education and Children’s Services Scrutiny Panel	<ul style="list-style-type: none"> • Children and young people in Slough will be healthy, resilient and have positive life chances 	<ul style="list-style-type: none"> • Our children and young people will have the best start in life and

		opportunities to give them positive lives
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5.12 The previous decision had also been for committees to scrutinise each outcome every 6 months. The Overview and Scrutiny Committee is also asked to consider this matter.

6. **Comments of Other Committees**

6.1 Although other committees have not been involved in the review of the Five Year Plan we have worked with the Leader and all Commissioners to ensure that the priority outcomes reflect the political priorities of the new Administration.

7. **Conclusion**

7.1 The new Five Year Plan will provide the strategic direction for the Council over the next five years and will enable a clear focus of resources and activity.

8. **Appendices**

'A' - Five Year Plan 2017-2021

9. **Background Papers**

None.