

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet

DATE: 23 January 2017

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WARD(S): All

PORTFOLIO: Councillor Munawar, Leader of the Council and Commissioner of Finance and Strategy

PART I KEY DECISION

FIVE YEAR PLAN 2017 – 2021

1. **Purpose of Report**

1.1 To recommend to the Council to agree the new Five Year Plan.

2. **Recommendation(s)/Proposed Action**

2.1 The Cabinet is requested to recommend the Council to agree the refresh of the Five Year Plan attached as Appendix A.

3. **The Slough Joint Wellbeing Strategy, the JSNA and the 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:

1. Slough will be the premier location in the south east for businesses of all sizes to locate, start, grow, and stay
2. There will more homes in the borough, with quality improving across all tenures to support our ambition for Slough

3. The centre of Slough will be vibrant, providing business, living, and cultural opportunities
4. Slough will be one of the safest places in the Thames Valley
5. More people will take responsibility and manage their own health, care and support needs
6. Children and young people in Slough will be healthy, resilient and have positive life chances
7. The Council's income and the value of its assets will be maximised
8. 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 2017/18 to 2021/22.

(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 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 Five Year Plan is therefore an important element of our strategic narrative in explaining our ambitions for Slough's future. It also describes the role of the Council in achieving this, recognising the importance of working with our communities and putting people first in everything we do.
- 5.3 The 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. The Leader and Cabinet have worked with officers 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

6 Measuring progress

- 6.1 We produce an Annual Report of progress with case studies and performance indicators setting out how we are delivering our priority outcomes.
- 6.2 The refresh of the Five Year Plan includes a summary of the success measures that will be used to keep track of how we are achieving the outcomes. We are particularly keen to ensure that we meet Members' requirements expressed at both Cabinet and Overview and Scrutiny Committee to improve performance reporting. We are working on a new format for the performance report to focus on a high level set of measures.
- 6.3 Cabinet will also receive an Annual Report of progress against the Five Year Plan and this will reflect the comments made at Overview and Scrutiny and any views of Cabinet.

7 Comments of Other Committees

- 7.1 We have worked with the Leader and all Commissioners to ensure that the priority outcomes reflect the political priorities of the new Administration.
- 7.2 Overview and Scrutiny Committee considered the draft Five Year Plan at its meeting on 20 December. The Council's Scrutiny function will challenge and track progress of the outcomes and Members reiterated their comments about performance and how we measure the outcomes. Between now and publication we will therefore check and add to the actions and success measures in the outcome plans section of the Five Year Plan. Other comments at Scrutiny asked for more

examples of what we have done and what we will do to deliver the Five Year Plan; how we will work together as a Council and with partners; how we will ensure we listen to and engage with communities including community groups; more explanation of the values; and more clarity on a number of service specific issues. We have addressed the majority of these comments in the attached draft and will continue to look to add further examples before the document is published.

8 **Conclusion**

8.1 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.

9 **Appendices Attached**

'A' Five Year Plan 2017-2021

10 **Background Papers**

None.