

SLOUGH BOROUGH COUNCIL

REPORT TO: Overview & Scrutiny Committee **DATE:** 11th January 2018

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WARD(S): All

PART I **FOR COMMENT & CONSIDERATION**

FIVE YEAR PLAN REFRESH FOR 2018/19 – 2022/23

1. Purpose of Report

- 1.1 To make recommendations on the allocation of key actions for the work programmes of scrutiny committees and how scrutiny can add value to the formation of Slough Borough Council's (SBC) strategy.

2. Recommendation(s)/Proposed Action

- 2.1 The Overview and Scrutiny Committee is requested to:

- a) Comment on the draft refresh of the Five Year Plan (Appendix A),
- b) Consider how the 4 scrutiny committees and panel should add value to the Five Year Plan in 2018 - 19, and
- c) Evaluate the impact of the scrutiny committees and panels on the Five Year Plan in 2017 – 18 and how this could be improved in future.

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 refresh of the Five Year Plan will consider all 5 outcomes of the Plan:

- 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

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 2018/19 to 2022/23. It will also be considered by Cabinet at the same meeting as the Budget.
- (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 Medium Term Financial Strategy and Five Year Plan are closely connected. The Five Year Plan is refreshed each year along with the budget to ensure we have clarity about the budget for the year ahead, and, through the Five Year Plan, clarity about the priority outcomes against which resources will be allocated.
- 5.3 Following a light touch refresh in 2016 there was a more in depth review by the new Cabinet in 2017 where the outcomes were streamlined from 8 to 5. This was taken as an agenda item by Overview and Scrutiny Committee on 20th December 2016.
- 5.4 This agenda item also allocated the 5 outcomes to the scrutiny bodies at Slough Borough Council (SBC). The allocation was as follows:

Overview and Scrutiny Committee:

Outcome 3 Slough will be an attractive place where people choose to live, work and visit.

Outcome 5 Slough will attract, retain and grow businesses and investment to provide jobs and opportunities for our residents.

Neighbourhoods and Community Services Scrutiny Panel

Outcome 4 Our residents will have access to good quality homes.

Health Scrutiny Panel

Outcome 2 Our people will become healthier and will manage their own health, care and support needs.

Education and Children's Services Scrutiny Panel

Outcome 1 Our children and young people will have the best start in life and opportunities to give them positive lives. [note the change in wording of this outcome to Slough will be a great place for children to grow up']

- 5.3 This year's refresh of the Plan provides the new Leader and Cabinet with an opportunity to set the strategic direction for the Council. There may therefore be some changes in emphasis. For example in setting out clearly in the narrative how the regeneration of the town will benefit local people with increased opportunities.
- 5.4 This report is seeking to reflect on the work undertaken to scrutinise the Five Year Plan in 2017 – 18 and how the impact of this could be increased in 2018 – 19. It is recognised that the reports taken by scrutiny this year have been introductory, as it is the first time they have been discussed. However, the manner in which scrutiny can move from gaining an understanding of the Five Year Plan to adding value to the process more consistently should be considered.
- 5.5 To start this discussion, the grid below outlines how each outcome has been discussed by the relevant committee this year. It also offers some highlights in each case:

To date all 5 outcomes have been introduced to the relevant Committee. 2 of these outcomes have had further 'deep dives' discussing specific key actions, with the other 3 having dates allocated in the remained of 2017 – 18.

Outcome	Committee	Dates on agenda & highlights
1 Our children and young people will have the best start in life and opportunities to give them positive lives	ECS Scrutiny Panel	Introduced to Panel 18 th July 2017 Key action 2: 25 th October 2017 Key action 3: 14 th March 2018 Key action 4: 8 th February 2018 Key action 5: To be taken in 2018 (Note: key action 1 to be taken by OSC) Panel to engage with issue of mental health for local children.

2 Our people will become healthier and will manage their own health, care and support needs	Health Scrutiny Panel	Introduced to Panel 31 st August 2017 Key actions 1, 3 and 5: 26 th March 2018 Key actions 2 and 4: 11 th Sept 2018
3 Slough will be an attractive place where people choose to live, work and visit	OSC	Introduced to OSC 13 th July 2017 Key actions 1, 3, 4, 7 and 8: 11 th January 2018 Key actions 2, 5 and 6: 12 th July 2018
4 Our residents will have access to good quality homes	NCS Scrutiny Panel	Introduced to Panel 26 th June 2017 Key action 2: 7 th September 2017 Key action 3: 2 nd November 2017 Key action 5: 16 th January 2018 Other key actions to be allocated Recommendation made regarding housing allocations policy; those offering to downsize their property be made more than 1 offer of new accommodation. Recommendation made that officers investigate the relative merits of targeting resources on rogue landlords rather than universal registration.
5 Slough will attract, retain and grow businesses and investment to provide jobs and opportunities for our residents	OSC	Introduced to OSC 14 th September 2017 Key actions 1, 3 and 5: 15 th March 2018 Key actions 2 and 4: 13 th Sept 2018

- 5.6 It is important to note that the scrutiny of the Five Year Plan has had an impact on policy formation. The grid above notes examples of specific recommendations made by scrutiny committees in areas where ‘deep dives’ on key actions have already been held; similar outcomes are anticipated where these reviews will be held later in 2017 – 18. However, it is also the case that the Five Year Plan sets the overall strategic context for SBC’s work. As a result, even where outcomes have only been introduced at this point (with no specific key actions appraised) the consideration of the Five Year Plan has established the backdrop for scrutiny work and assisted with selecting other policy areas for further work.
- 5.7 The future meetings where the Five Year Plan is to be scrutinised will need to note the new format and presentation for the outcomes. Rather than a series of tables for each outcome with a number of actions the new plan will provide more clarity and focus about the purpose of the outcome, priorities for the year ahead and longer term. This should also help scrutiny in planning their work:
- 5.8 The scrutiny committees may also want to consider how to have a greater impact on the Five Year Plan in future. Now that the first round of meetings is being

concluded, members should have greater clarity on the outcomes they would like to see achieved. Whether this takes the form of more recommendations, or even the formation of Task and Finish Groups to undertake in depth reviews of particular key actions, members should consider the most effective method of ensuring their views are incorporated into SBC's corporate priorities.

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 Cabinet members 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' - Draft framework and priorities for the refresh of the Five Year Plan

9. **Background Papers**

None.