

Appendix B

Draft Action Plan in response to LGA Corporate Peer Challenge

Key recommendations

- Establish a stronger sense of where you want to get to – your vision
- Develop and deliver this vision which identifies what the future looks like for all parts of the community – for place and for people
- Consider and articulate what a 21st Century Council will look like for Slough to build unity around a common purpose
- Establish a more fundamental equilibrium between the council’s ambition for people and place, and communicate this
- Progress the emerging transformation agenda and invest more time in rooting this in culture change
- Develop your governance from ‘basic control’ to good

Recommendations on the five core themes of peer challenge

Recommendation	Response
Theme 1 Leadership of Place	
1. Spend more time with residents and partners to collectively understand what makes Slough unique	<p>Initial projects and approaches in place under the stronger, healthier and more attractive neighbourhoods programme.</p> <p>Reviewing the council’s partnerships and engagement with the voluntary sector by Summer 2019</p> <p>Building further customer insight into the council’s strategic evidence base.</p> <p>Follow up to Place Survey – key projects to be identified to address initial areas of concern</p> <p>Review where communities are well represented and identify gaps. Work with Members and partners to establish and maintain wide reaching local forums</p>
2. Consider creating two high level strategic forums – one for people	Review of Slough Wellbeing Board and ‘total place / One Slough’ agenda – initial

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<p>and one for place that the Leader and Chief Executive convene to bring together major stakeholders. This could unify resources and harness strategic efforts throughout Slough's partnerships.</p>	<p>preference is a stronger single forum to prevent a further sense of place / people separation</p>
<p>3. Develop an overarching vision for inclusive growth encompassing all neighbourhoods – for people and place</p>	<p>Priority to develop stronger vision and strategic narrative focussed on defining and understanding concept of inclusive growth.</p> <p>Initial research for the Skills and Inclusive Growth Strategy ready for Summer 2019.</p> <p>Develop an overarching Slough story, which informs the Slough Brand, with input from community, residents, schools and young people, stakeholders and business.</p> <p>The Slough story connects to the strategic vision as well as the inclusive growth vision.</p>
<p>4. Continue to invest in public realm improvements to improve the town centre</p>	<p>Collate information on current and planned activity – implement quick wins - and align plans for the town centre with an updated Public Realm Strategy - underpinned with a One Council, One Slough approach</p> <p>Review membership and scope of the Town Team Leaders Group to ensure joined up approach for public realm now and in the future</p>
<p>5. Keep up and extend the efforts to engage in place leadership to ensure Slough maximises the benefits of sub regional, regional and national engagement</p>	<p>Co-ordinated external engagement to promote Slough based on a strengthened narrative and vision</p>
<p>Theme 2 Priority setting</p>	
<p>6. Undertake a mapping exercise to understand voluntary and</p>	<p>See recommendation 1</p>

Recommendation	Response
community sector capacity	
7. Analyse the impact of partnership working and allocate resources against council priorities	See recommendation 2 – to include potential for co-commissioning with partners
8. Seek to improve and deepen effective external partnerships	<p>Exploring opportunities for greater data sharing (as well as qualitative insight) and shared customer insight with local partners.</p> <p>See also recommendation 2</p>
9. Invest in further exploring the human richness of Slough and how the community, partners and the council can collectively deliver thriving communities	<p>See recommendation 1 and 6</p> <p>Work already underway as part of delivery of Five Year Plan outcomes 2 and 3 as part of ‘stronger, healthier and attractive’ neighbourhoods</p> <p>Also linked with Asset Based Community Development.</p> <p>Customer Insight function will exploring further opportunities for taking a more preventative approach to addressing issues related to poverty.</p>
10. Consider greater use of customer insight to determine priorities and design service	<p>Publication of corporate evidence base on website April 2019. Has been used to set strategic priorities in refreshed Five Year Plan. Continue to develop approach to corporate and strategic insight including predictive analytics.</p> <p>Progress customer insight to share information held internally within the council about residents and service users. Including better quality resident and community perception surveys.</p> <p>Co-producing a Customer Promise with Slough residents as part of the upcoming Customer Experience Strategy.</p> <p>Progress business customer experience to improve quality and design of service to businesses</p>
11. Continue to progress	Incorporate current approach into review

Recommendation	Response
<p>collaboration building on the experiences of the local health system including further strengthening joint commissioning and provision of integrated care. There is scope for better integration of GP, community health, mental health and hospital services as well as home care and care homes through increasing partnerships of care providers and commissioners.</p>	<p>of Slough Wellbeing Board and strategic partnership / total place / One Slough.</p> <p>Collaboration and integration within local system is part of Transformation Programme Business Case for a new Operating Model</p> <p>We have recently submitted a bid for funding to establish a Mental Health Support Team for children and young people in Slough alongside the Bracknell Forest Council, the Royal Borough of Windsor and Maidenhead and East Berks CCG.</p> <p>See recommendations 2, 6 and 7</p>
<p>Theme 3 Financial Planning and Viability</p>	
<p>12. Continue to take measures to reduce the Dedicated Schools Grant high needs deficit</p>	<p>Agreed plan with DfE in place</p>
<p>13. Seek to fully accommodate potential pressures of demand led services within the MTFS</p>	<p>Include in scope for planning for 2020 MTFS and reflect in SBC long-term financial plans</p>
<p>14. Actively manage the potential financial risks to the council through the contractual relationship with the Children's Trust</p>	<p>Included in priority activity for Transformation Programme Phase A April – December 2019</p>
<p>15. Ensure regular monitoring of the appropriateness of balance of borrowing – short, medium and long term</p>	<p>Continue daily monitoring of long-term PWLB interest rates v short term borrowing via Treasury Management Advisors.</p>
<p>16. Strengthen the role of the Strategic Finance Board to oversee the implementation and delivery of planned budget savings</p>	<p>Terms of reference have been reviewed to incorporate the recommendation and regular reporting of savings information to CMT has also been strengthened.</p>
<p>17. Introduce a budget sign-off process to ensure all planned budget changes are fully owned</p>	<p>Agreed. A formal sign-off system will be implemented for the 2020/21 budget setting round.</p>

Recommendation	Response
18. More clearly articulate the risks that the council is potentially exposing itself to – the rewards to date have been extensive but there is a need for a clearer articulation and deeper understanding of the risks	Section 151 Statement on Robustness of Reserves in Revenue Budget report clearly articulates the risks.
19. Through this more clearly articulate the council's reserves strategy and how the council will increase its reserves in the short and medium term to provide financial resilience	Encapsulate in Section 151 Statement on Robustness of Reserves in Revenue Budget report and reflect in SBC long-term financial plans
Theme 4 Capacity to deliver	
20. Evaluate corporate capacity and consider if corporate grip needs strengthening to deliver the transformation needed	May 2019 review of Transformation Programme governance ahead of award of contract to external delivery partner to work with the Council on implementation
21. Align customer experience strategy with transformation programme and focus on being clearer about the customer journey and council offer	May 2019 review of current Transformation activity to align into a single programme with a single governance structure and approach
22. Continue the conversations with communities and be clear about how they impact on your priority setting	See recommendation 1 and 6
23. Invest in ICT and support services and processes to deliver the transformation programme	Business case for Transformation Programme approved by Cabinet 15 April 2019
24. Adequately resource transformation and ensure it is rooted in culture change as well as physical and system change	Business case for Transformation Programme approved by Cabinet 15 April 2019
Theme 5 Organisational leadership and governance	
25. Introduce regular meetings of statutory officers to review	To broaden this approach to senior managers

Recommendation	Response
<p>progress on good governance road map, consider current governance issues, and hold the ring on governance matters</p>	
<p>26. Consider the recommendations of recent report of Committee for Standards in Public Life on local government – and how they pertain to Slough</p>	<p>To incorporate into LGA governance review</p>
<p>27. Invite LGA to conduct a review of good governance and ethical standards, against CIPFA principles for good governance in local government (2016)</p>	<p>Already agreed and communicated in response to LGA</p>
<p>28. Establish a Slough vision and road map for good governance and ethical standards</p>	<p>To draft as part of self assessment for LGA governance review</p>
<p>29. Engage members/officers in discussion about good governance for Slough and how this should be embedded in member/officer development</p>	<p>To develop approach and draft self assessment ahead of LGA governance review</p>