

Corporate Improvement Scrutiny Committee (CISC)

Forward Work Programme (FWP) 2023/24

Chair: Cllr Manku | Statutory Scrutiny Officer: Alex Polak | Democratic Services and Scrutiny Manager: Kunwar Khan

Meeting Date	Priority Area Reference / Directions	Topic / Issue	Purpose	Type of Scrutiny	Responsibility
26 September 2023	<p>Council-wide Improvement and Recovery monitoring following Government Directions.</p> <p>Financial sustainability; closure of long-term budget gap across the Council’s Medium Term Financial Strategy (MTFS); and balanced financial forecast for 2023/24. (Annex A, Paragraph 3a of Government Directions to Slough on 1 September 2022</p>	<p>Scrutiny Challenge – Quarterly Improvement and Recovery</p> <p>Budget Monitoring Q1 23/24 and Budget Outturn 22/23</p>	<p>To receive a report – scrutinise key areas and monitor progress of actions relating to improvement and recovery.</p> <p>Strategic scrutiny and budget monitoring of 23/24 and 22/23 Outturn as this will inform the Council’s Medium Term Financial Strategy for 24/25 and beyond which will underpin the Council’s budget proposals.</p> <p>To agree the revised CISC Forward Work Programme after Commissioners’ feedback.</p>	<p>Holding to account – oversight, monitoring and scrutiny</p> <p>Holding to account – oversight, monitoring and scrutiny.</p> <p>Critical friend role.</p> <p>Forward Planning</p>	<p>Stephen Brown, Chief Executive</p> <p>Sarah Hayward, Executive Director, Strategy and Improvement</p> <p>Adele Taylor, S151 Officer and Executive Director</p>

	Proper functioning of scrutiny. (Annex A, Paragraph 3c of Government Directions to Slough on 1 September 2022)	Revised Scrutiny Forward Work Programme			Alex Polak, Statutory Scrutiny Officer Kunwar Khan, Democratic Services and Scrutiny Manager
24 October 2023	<p>Implement an ICT strategy that enables service delivery and communications with residents.</p> <p>Improvements in relation to the proper functioning of the procurement and contract management function. (Annex A, Paragraph 3e of Government Directions to Slough on 1 September 2022)</p> <p>To meet the Council's statutory responsibility to publish equality information and objectives.</p>	<p>Direction Deep Dive on:</p> <ul style="list-style-type: none"> • ICT; and • Procurement <p>Public Sector Equality Duty (PSED) and Council Decision-making (compliance and new objectives)</p>	<p>To receive a report about the Council's ICT and procurement (including contract management) functions as identified in the priority area/reference column by the Government and Commissioners.</p> <p>To receive a report providing assurance to CISC on the Council's specific duties under the Equality Act to help comply with the public sector equality duty. Public authorities must publish equality information at least once a year to show how they've complied with the</p>	<p>In-depth review of the progress against the directions. Holding to account – oversight, monitoring and scrutiny.</p> <p>Pre-decision scrutiny and policy development. Critical friend role.</p>	<p>Sarah Hayward, Executive Director, Strategy and Improvement</p> <p>Clare Priest, Head of Commercial Services</p> <p>Sarah Hayward, Executive Director, Strategy and Improvement</p>

			equality duty; they must prepare and publish equality objectives at least every 4 years.		
28 November 2023	<p>Financial sustainability; closure of long-term budget gap across the Council's Medium Term Financial Strategy (MTFS); and balanced financial forecast for 2023/24. (Annex A, Paragraph 3a of Government Directions to Slough on 1 September 2022)</p> <p>ASC CQC new inspection regime – The ASC assurance programme touches a number of key improvement and recovery areas. CQC will place a lot of emphasis on the importance of good Leadership and Culture as well as on Customer Service and experience. The initial internal assessment suggested</p>	<p>Scrutiny of Council's 2024/25 Budget setting process</p> <p>Adult Social Care and the new CQC Regime – Report back from T&F 1</p>	<p>To receive a report about the budget setting process 2024/25. Seeking assurance in line with Directions relating to finance, MTFS and budget. Final details of the item to be confirmed by finance.</p> <p>To receive a report with recommendations from the ASC T&F as the parent committee before it goes to Cabinet.</p>	<p>Oversight, monitoring and policy development.</p> <p>Pre decision scrutiny, oversight and monitoring.</p>	<p>Adele Taylor, Executive Director and S151 Officer</p> <p>T&F Chair Marc Gadsby, Executive Director, Adult Social Care</p> <p>Amanda Halliwell, CQC Project Manager</p>

	<p>that this area requires attention and therefore a focussed T&F can add value by reviewing the methodology and outputs from the ASC/CQC workstream.</p> <p>Improving public trust and engagement with residents to enable better service delivery as part of wider organisational change.</p>	<p>Launch T&F 2 – Resident Engagement and Building Public Trust</p>	<p>To agree topic and scope of the T&F work.</p>	<p>Policy development; in-depth review and critical friend role.</p>	<p>Sarah Hayward, Executive Director Strategy and Development</p> <p>Caroline Adlem, Head of Communications and Resident Engagement</p> <p>CLlr Manku – Chair of CISC</p>
4 January 2024	<p>Council-wide Improvement and Recovery monitoring following Government Directions.</p> <p>Assurance that HR function is fit for purpose</p>	<p>Quarterly Scrutiny Challenge – Improvement and Recovery</p> <p>Deep Dive on Human Resources – Direction of travel and ‘fit for purpose’</p>	<p>To receive a report – scrutinise key areas and monitor progress of actions relating to improvement and recovery.</p> <p>To receive a report providing assurance and progress ensuring that business support services such as HR are ‘fit for purpose’</p>	<p>Holding to account – oversight and monitoring</p> <p>Holding to account – oversight and monitoring.</p>	<p>Stephen Brown, Chief Executive</p> <p>Sarah Hayward, Executive Director, Strategy and Improvement</p> <p>Sarah Hayward, Executive Director, Strategy and Improvement</p>

<p>30 January 2024</p>	<p>To mitigate the risk of poor CQC inspection outcome for Adult Social Care (ASC) services.</p> <p>Financial sustainability; closure of long-term budget gap across the Council's Medium Term Financial Strategy (MTFS); and balanced financial forecast for 2023/24. (Annex A, Paragraph 3a of Government Directions to Slough on 1 September 2022)</p>	<p>Adult Social Care Transformation Programme</p> <p>Scrutiny of Council's Draft Budget Proposals 2024/25 (Capital and Revenue – Savings, Growth, EqIA, Risks and MTFS)</p>	<p>To scrutinise key areas and seek assurance that Adult Social Care Service is undertaking the necessary improvement work to reduce the risk of poor CQC inspection outcome.</p> <p>To receive a report about the Council Draft Budget Plan 2024/25.</p>	<p>Oversight, monitoring and critical friend. Policy development.</p> <p>Pre decision scrutiny Critical friend and budget recommendations to Cabinet.</p>	<p>Marc Gadsby Executive Director, Adults (People)</p> <p>Adele Taylor, S151 Officer and Executive Director</p>
<p>22 February 2024</p>	<p>Practice improvement for Children with SEND – Ofsted</p> <p>Improving public trust and engagement with residents to enable better service delivery as</p>	<p>Children with Special Educational Needs and Disabilities (SEND).</p> <p>Report from the T&F 2 (Resident engagement and building public</p>	<p>Report on practice improvement for children with SEND – monitoring of actions taken and progress made to address the priorities identified by Ofsted and CQC in their inspection report</p> <p>Reporting progress to the parent committee.</p>	<p>Oversight and monitoring.</p> <p>In depth review; policy development and monitoring</p>	<p>Sue Butcher Executive Director – Children's Services Chief Executive, Slough Children First</p> <p>Sarah Hayward, Executive Director, Strategy and Improvement</p> <p>Chair of T&F</p>

	part of wider organisational change.	trust) launched in October 2023.			<p>Cllr Manku, Chair of CISC</p> <p>Sarah Hayward, Executive Director, Strategy and Improvement.</p>
26 March 2024	<p>Ofsted inspection report and improvements in Children Services.</p> <p>Participation/engagement is identified as an area of development by Ofsted.</p> <p>Implementation of an estates strategy to make clear how the Council will use its assets to enable service delivery. (Annex B, 2b of Government Directions to Slough on 1 September 2022)</p>	<p>Launch of Task and Finish Group 3 – Journey to Good – SCF</p> <p>Scrutiny of Council’s Estate Strategy and its implementation</p>	<p>To provide input to develop community involvement plan and engagement in improving children services.</p> <p>To receive a report on the implementation of the Council’s estates strategy to review how the Council is using its assets to enable service delivery; value for money; impact on resident and council’s finances – what external validation or checks are in place; what have been/are the key challenges and opportunities.</p>	<p>Policy development and critical friend role.</p> <p>Oversight, monitoring and critical friend.</p>	<p>Sue Butcher Executive Director – Children’s Services, Chief Executive, Slough Children First.</p> <p>Chair of CISC, Cllr Manku</p> <p>Patrick Hayes, Executive Director Housing and Property</p>
23 April 2024	Council-wide Improvement and Recovery monitoring following Government Directions.	Quarterly Scrutiny Challenge – Improvement and recovery progress	To scrutinise key areas and gain wider insight into progress of actions relating to improvement and recovery.	Oversight, monitoring and policy development.	Stephen Brown, Chief Executive

	<p>Statutory scrutiny responsibility for crime and disorder functions.</p>	<p>Crime and Disorder/Policing Report (Timing TBC, subject to all Member briefing)</p>	<p>To receive a report 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>Monitoring and oversight. Annual attendance at scrutiny.</p>	<p>Sarah Hayward, Executive Director for Strategy and Improvement</p> <p>Superintendent Lee Barnham</p> <p>Matthew Barber, Police and Crime Commissioner</p>
<p>May 2024 onwards</p>	<p>Annex A, Paragraph 6 of Government Directions to Slough on 1 September 2022</p>	<p>Governance and operation of subsidiary companies</p>	<p>To receive a report demonstrating that Council has compiled or adequately progressing with the letter and spirit of the Direction 6 relating to review by Authority of its companies, including any subsidiaries but excluding Slough Children First (SCF). For those companies that it is agreed to continue, make sure that the Directors appointed by the Authority are appropriately skilled in either technical or company governance matters to make sure each Board functions effectively. For those companies which it is determined not to continue with in this form, to establish a plan to internalise, close or sell as appropriate.</p>	<p>Oversight and Monitoring.</p>	<p>Patrick Hayes, Executive Director Housing and Property</p>

	<p>Annex A, Paragraph 7 of Government Directions to Slough on 1 September 2022</p>	<p>Data and Insight Report</p>	<p>To appraise and reassure the Committee as to what steps have been taken to enable evidence-based decision making, including enhancing the data and insight functions to enable more effective decision making.</p>	<p>Oversight and monitoring.</p>	<p>Sarah Hayward, Executive Director for Strategy and Improvement</p>
	<p>Annex A, Paragraph 3f of Government Directions to Slough on 1 September 2022</p>	<p>Progress against Directions: Scrutiny of ICT and HR improvements progress</p>	<p>To review and scrutinise progress relating to HR and ICT directions/commentary/report by Commissioners.</p>	<p>Oversight and monitoring.</p>	<p>Sarah Hayward, Executive Director for Strategy and Improvement.</p>
	<p>Monitoring of Corporate Performance</p>	<p>Quarterly Corporate Performance Report Organisational Culture Change Programme – <i>Flexibility to be taken as a report or a T&F.</i></p>	<p>To receive a quarterly performance report in order to review and scrutinise council's performance. A report to the main item or a T&F – TBC.</p>	<p>Oversight and monitoring.</p> <p>Policy development. Critical friend role.</p>	<p>Sarah Hayward, Executive Director for Strategy and Improvement.</p> <p>Sarah Hayward, Executive Director for Strategy and Improvement.</p>

Appendix 1 to Scrutiny Forward Work Programme

Task and Finish Group Topics 'Taxi-rank' in Priority Order	
Topic / Issue	Comments
Adult Social Care (ASC) Assurance Programme/New CQC regime	<p>The ASC assurance programme touches a number of key improvement and recovery areas.</p> <p>CQC will place a lot of emphasis on the importance of good Leadership and Culture as well as on Customer Service and experience.</p> <p>The initial assessment suggests opportunity for value to be added through scrutiny/T&F. Timely scrutiny engagement, through this Task and Finish Group will help assure that the service is focussing on the right priorities and making required improvements. This will also offer critical friend challenge around assurance programme and delivery of the outcomes through an action plan. Starting in September 2023.</p>
Resident Engagement and Building Trust	<p>Building and maintaining public trust through resident engagement is an important component for SBC. Agreement in principle with the service.</p>
Journey to Good – Slough Children First	<p>Participation/engagement is identified as an area of development by Ofsted so a T&F can add real value.</p> <p>A Task and Finish Group focussing on developing community and faith groups involvement in improving children services. This will ensure that enhanced partnerships bring different skillsets and experiences. Agreement in principle with the service.</p>

<p>Organisational Culture Change Programme – <i>Flexibility to be taken as a report to the main committee if it was felt more appropriate.</i></p>	<p>Paragraphs 5 of the Commissioners’ letter of 14 August 2023 as well as Government Directions to Slough on 1 September 2022</p> <p>Culture and behaviour change Task and Finish Group to review progress and provide input to comply with implementation of a programme of cultural change to rebuild trust between officers and members, to the satisfaction of the Commissioners. This should make sure both Members and Officers understand the scale of the challenge and their respective roles in driving improvement and the way in which the Authority and its activities are regulated; governed and the way in which this is monitored, and breaches rectified. Introduction/review of (a credible and comprehensive) culture change programme with targets and measures of success (5f). Timing and the form to be confirmed in consultation with the service.</p>
<p><i>Any appropriate deep dive items can be suggested as a proposal for a future T&F Group subject to the following:</i></p> <ul style="list-style-type: none"> • <i>Alignment with the Directions/Council’s Corporate Plan (Improvement and Recovery Plan);</i> • <i>Slough’s progress and direction of travel;</i> • <i>Commitment and support from the CISC Chair and relevant Executive Director to enable effective and efficient delivery to add value – ‘But-For/So-What’ test.</i> • <i>Statutory guidance/constitution/remit.</i> 	<p>TBC.</p>