

Slough Borough Council

Information needed	Details
Report To:	Cabinet
Date:	21 October 2024
Subject:	Recommendations to Cabinet from CISC of 24 September 2024 in relation to development of Slough BC's Target Operating Model
Chief Officer:	Sukdave Ghuman, Monitoring Officer
Contact Officer:	Alex Polak, Statutory Scrutiny Officer:
Ward(s):	All
Exempt:	NO
Appendices:	A and B

1. Summary and Recommendations

This report sets out Cabinet's proposed response to the recommendations arising from the [Corporate Improvement Scrutiny Committee's Meeting on 24 September 2024](#) and in particular the item relating to the Target Operating Model for Slough

Recommendation:

- A) That Cabinet approves the recommended responses (Table 1 Column iii) to each recommendation (Table 1, column i) with reference to the options in Section 2.4; and
- B) That Cabinet notes the related actions agreed by CISC in Section 2.5 below.

2. Report

Introduction

2.1 The key roles and functions of Scrutiny in Slough are set out in Article 6, Sections 2-6 of the constitution and include (6.2.ii):

“Make reports and/or recommendations to the full Council and/or the Executive and/or any other Committee in connection with the discharge of any functions;”

2.2 Table 1 below sets out:

Column

- i. The recommendations to Cabinet (or alternative body) agreed by CISC at its most recent meeting, on 24 September 2024;
- ii. A link to the relevant CISC source document or minutes for each recommendation;
- iii. The Cabinet's recommended response;
- iv. Notes and inks to any formal report to the Cabinet (either at this meeting or expected at a future meeting) that addresses the recommendations and their implementation or otherwise;

- v. The Relevant Cabinet Member and Director.
- 2.3** Table 2 provides additional key information and clarification regarding timing, the evidence informing the recommendation, the expected outcomes and CISCs view regarding the potential return on investment (RoI) of implementing the recommendation.
- 2.4** The Cabinet is asked to respond accordingly by adopting one of the five response options available to Cabinet, (drawn from Part 4.5, 17.2 of the Overview and Scrutiny Procedure Rules: The options are:
- a. NOTE BUT **NOT** AGREE the recommendation, on the grounds that [insert rationale];
 - b. NOTE AND AGREE the recommendation, or a specific part of the recommendation, noting whether action is already underway, and which named director will implement it and by what date;
 - c. REQUEST FURTHER WORK BY OFFICERS (Defer) in response to the recommendation (e.g. to evaluate options to implement and report back to cabinet for final decision by [date]).
 - d. REFER to or NOTE that the recommendation is being made to another body or institution (e.g. To Full Council or SBC committee or another public service organisation or partnership for action; or
 - e. For recommendations relating to operational matters and therefore directed to one or more members of the CLT, the Cabinet is invited to either ENDORSE the recommendation or CAUTION it.
- 2.5** CISC also agreed the following Actions, related to their recommendations, as follows:
- 1. That CISC will scrutinise the Communications and Engagement Plan and Slough Standards for Community Engagement prior to Cabinet sign off
 - 2. That CISC will seek to scrutinise the TOM again once more detail has been developed by Officers and that key partner organisations will be invited to attend this meeting of the CISC to understand the degree to which they are informed, involved and responding to elements of the TOM that may impact their services.

3.0 Appendices

Appendix A: Documents relating to CISC recommendations (Column i).

Table 1. Recommendations requiring Cabinet response.

i. Scrutiny Recommendation (See Table 2 for further defining information)	ii. Source of recommendation (link to CISC report /minutes)	iii. CABINET RESPONSE (from options a-e above)	iv. Explanatory notes provided by Cabinet Member	v. Name of Cabinet Member and Executive Director
1. That the Cabinet place Slough residents at the centre of the development of the TOM by asking for a Communications and Engagement plan to be developed and implemented as soon after its Cabinet meeting in November as is possible.	CISC minutes 24 September 2024	NOTE AND AGREE-responsible officer: Sonia Khan, Director of Strategy, Change and Resident Engagement.	No formal report to refer to as yet, but A Communications and Engagement Plan has always been planned and is under development. Details of planned engagement will be outlined in the operating model cabinet report Cabinet 18 November 2024: Agenda	Cllr Chahal Sonia Khan
2. That the Cabinet sets out its expectations for the quality of resident engagement, prior to that engagement commencing, by defining/adopting a set of community engagement standards. The [Scottish] National standards for community engagement offer a useful model for this purpose.	CISC minutes 24 September 2024	NOTE AND AGREE-responsible officer: Sonia Khan, Director of Strategy, Change and Resident Engagement.	Engagement principles have already been discussed as part of the development of the Communications and Engagement Plan and can be included in the Cabinet Paper. Cabinet 18 November 2024: Agenda	Cllr Chahal Sonia Khan
3. That the Slide Pack/any communications material is re-written in plain English for residents	CISC minutes 24 September 2024	NOTE AND AGREE-responsible officer: Sonia Khan, Director of Strategy, Change and Resident Engagement.	This is already planned – and is one of the priorities of the Communications and Engagement Project Director who has been appointed on a 9 month task and finish contract- funded by the Local Government Association.	Cllr Chahal Sonia Khan

Table 2: Key TERMS of each Recommendation (completed and approved by CISC)

REC. NUMBER (as above)	TIMING	EVIDENCE	ROI	MEASURABLE OUTCOME/S	Other SPECIFICS
1	As soon as possible after November Cabinet	CISC minutes 24 September 2024	This will be a precursor to a corporate approach and standard for resident engagement in the target operating model going forwards. Investment at this stage will bring dividends going forwards as relationships are built and officers gain experience.	This feeds into corporate performance outcomes in relation to 'resident focused' and 'building trust'	
2	As soon as possible after November Cabinet	The [Scottish] national standards are set out in the following: Participation Handbook	As above. The standards referred to are offered as best practice example.	This will deliver engagement and communication that exemplar Slough's approach going forward and will contribute to relevant corporate outcome indicators	
3	Once approach and standard signed off then this should be the first action before implantation of engagement		It is likely, once refined, the plain English version will become the reference text for members and officer and for SBC communications on this issue.		

APPENDIX B

1. [CISC Report 24 September 2024](#)
2. [CISC minutes 24 September 2024](#)
3. [Participation Handbook](#)