



Five Year Plan 2015-2019

Growing a place of opportunity and ambition

Our ambition

By 2019 we want Slough to be:

- A place where people can make good choices about where to live and work and where children can grow up to achieve their full potential
- One of the most attractive places to do business in the country, with excellent communications, business accommodation and a skilled, and available workforce

Our challenges and opportunities

We have reviewed the evidence about the people and place of Slough and have identified the following opportunities and challenges facing the town:

- A young, growing and dynamic population
- An unhealthy population, inequality in healthy lives
- A critical need for housing and improved places to live
- Importance of continuing growth of the healthy economy of the town
- Community safety and safeguarding our most vulnerable residents
- Improving the identity and vibrancy of the centre of the town

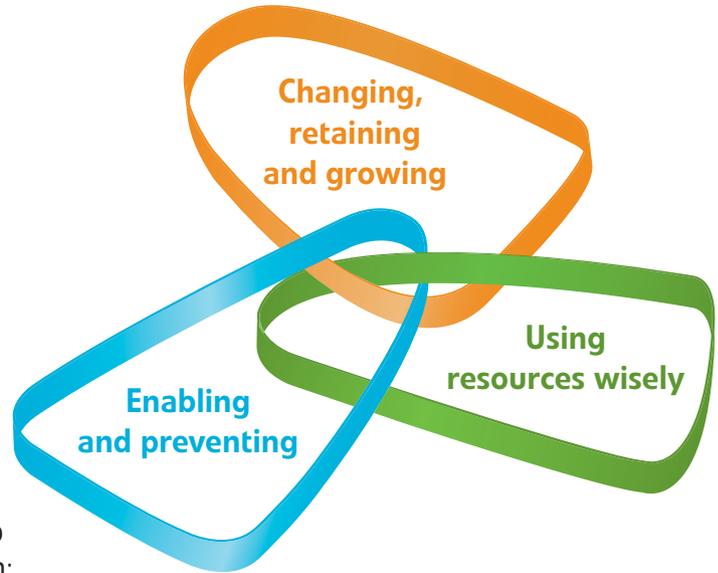
Role of the council

Slough Borough Council will meet these challenges and opportunities by:

- Demonstrating community leadership
- Shaping and managing the changing place
- Supporting the most vulnerable
- Enabling people to help themselves

Our approach

We have grouped our response to Slough's opportunities and challenges in three themes - shown below. We will focus our activity on the first two themes and the actions required to achieve the stated outcomes. **Resources will primarily be allocated to achieve these outcomes.** Resource allocation will be evidence based - there will need to be a demonstrable, evidenced link between the outcome and the key action.



Our outcomes

The following outcomes will shape the work of the council to respond to the opportunities and challenges facing the town:

Changing, retaining and growing

- Slough will be the premier location in the south east for businesses of all sizes to locate, start, grow, and stay
- There will be more homes in the borough, with quality improving across all tenures to support our ambition for Slough
- The centre of Slough will be vibrant, providing business, living, and cultural opportunities

Enabling and preventing

- Slough will be one of the safest places in the Thames Valley
- More people will take responsibility and manage their own health, care and support needs
- Children and young people in Slough will be healthy, resilient and have positive life chances

Using resources wisely

- The council's income and the value of its assets will be maximised
- The council will be a leading digital transformation organisation

How we will deliver our outcomes

- By working with local people and helping them to do more for themselves
- By working with a range of partners in the public, private and voluntary sectors.
- Through our staff by recruiting, retaining and developing a skilled workforce
- We will consider the needs of businesses in everything we do

How the five year plan will be used

- To drive the decisions made in the medium and long term financial strategy
- To focus on delivery of outcomes by prioritising reducing resources
- As a basis on which to have discussions with partners about the services they provide
- To develop a performance framework to which services and staff will be held accountable

Outcome plans

Each of our outcomes will be delivered through key actions delivered by the council in partnership with a range of organisations and the community. The following pages show a summary of those actions. The detail of delivery, including performance measures, is set out in individual plans for each outcome.

| Our outcomes - by 2019 | Key actions - to achieve the outcome SBC will ... | Partners who will contribute to the outcome | Success measures |
|--|--|--|---|
| Changing, retaining and growing | | | |
| <p>1. Slough will be the premier location in the south east for businesses of all sizes to locate, start, grow, and stay</p> | <ol style="list-style-type: none"> 1. Establish a business inward investment and retention function 2. Ensure a fit for business transport infrastructure 3. Enable partners to support residents to develop skills to meet local employers' needs 4. Develop planning policies which deliver more high value business properties to meet modern needs 5. Agree a coordinated plan to prepare for the impact of Crossrail and Western Rail Access to Heathrow 6. Develop a more mutually-beneficial relationship with Heathrow Airport 7. Ensure that the gateways to the town, prominent places and green spaces are clean and well-maintained | <ul style="list-style-type: none"> • Public and private transport providers • SEGRO • Thames Valley Berkshire Local Enterprise Partnership • Slough Aspire • East Berkshire College • Key landlords, developers and commercial property agents • Heathrow Airport Limited • Slough Regeneration Partnership • Secondary schools | <ul style="list-style-type: none"> • Business rate income grows 1% per annum over the period of the medium term financial strategy (2015-19) |

| | | | |
|---|--|---|--|
| <p>2. There will more homes in the borough, with quality improving across all tenures to support our ambition for Slough</p> | <ol style="list-style-type: none"> 1. Higher quality private sector housing will be a valued housing option and will reduce long term health problems 2. Make best use of existing housing stock 3. Utilise land and resources in and outside of our direct control to develop new homes across all tenures to meet local need 4. Make better use of land including using opportunities for new high quality, family and high density residential developments through the Local Plan 5. Prevent homelessness where possible through early intervention and using a range of housing options | <ul style="list-style-type: none"> • Private rented sector landlords • Private sector developers • Registered Providers • Slough Regeneration Partnership | <ul style="list-style-type: none"> • Increase in council tax base (1.5% pa) and new homes bonus • An average of 550 new homes will be built per year compared to the current target of 315 |
| <p>3. The centre of Slough will be vibrant, providing business, living and cultural opportunities</p> | <ol style="list-style-type: none"> 1. Define and establish the centre of the town as a destination 2. Develop gap sites to stimulate the local economy by introducing a mix of residential, retail and office space 3. Understand through consultation and intelligence the current and future retail and business needs and expectations of the High Street 4. Cultivate a vibrant town centre 5. Expand the evening economy 6. Deliver a One Public Estate Strategy 7. Ensure the Curve continues to be operationally successful 8. 'Slough the place of innovation' | <ul style="list-style-type: none"> • Retailers • Developers • Land owners • Slough CCG • Public sector partners | <ul style="list-style-type: none"> • Increase in town centre business rate income |

| Our outcomes - by 2019 | Key actions - to achieve the outcome SBC will ... | Partners who will contribute to the outcome | Success measures |
|--|---|--|---|
| Enabling and preventing | | | |
| <p>4. Slough will be one of the safest places in the Thames Valley</p> | <ol style="list-style-type: none"> 1. Build on success in making Slough safer 2. Build on success in tackling anti-social behaviour 3. Deliver the council's community cohesion strategy | <ul style="list-style-type: none"> • Members of the Safer Slough Partnership • Schools • Community organisations | <ul style="list-style-type: none"> • Total crime per 1000 is in the top quartile of the similar group of local authorities |
| <p>5. Children and young people in Slough will be healthy, resilient and have positive life chances</p> | <ol style="list-style-type: none"> 1. Develop more preventative approaches to ensure children, young people and families are safe, independent and responsible 2. Be one of the best providers of children's social care in the country, providing timely, purposeful support that brings safe, lasting and positive change 3. Ensure vulnerable children and young people are safe and feel safe 4. Ensure children and young people are emotionally and physically healthy 5. Ensure children and young people enjoy life and learning so that they are confident about the future and aspire to achieve to their individual potential 6. Ensure children and young people with SEND and their families receive comprehensive, personalised support from childhood to adulthood 7. Secure sufficient school age places to meet the needs of Slough residents | <ul style="list-style-type: none"> • The new Children's Services Organisation • Members of the Children and Young People's Partnership • The Local Children's Safeguarding Board • Schools | <ul style="list-style-type: none"> • Establishment of a 'good' children's service • Reduction in children's referrals |

6. More people will take responsibility and manage their own health, care and support needs

1. Encourage all residents to manage and improve their health
2. Target those individuals most at risk of poor health and wellbeing outcomes to become more active, more often
3. Develop preventative approaches to ensure that vulnerable people become more able to support themselves
4. Build capacity within the community and voluntary sector to enable a focus on supporting more people to manage their own care needs
5. Put in place new models of social care for adults where direct payments will be the norm
6. Develop existing safeguarding arrangements to ensure people are at the centre of the safeguarding process and are supported to manage any risks

- Social care providers
- Voluntary and community organisations
- Slough CCG
- Thames Valley Police
- Probation Service
- Leisure provider and sports' agencies
- Slough Safeguarding Adults Board

- Reduction in the average spend per head of population (adult social care users)
- Reduction in total spend on adult social care from 2014 base
- Reduction of the total number of people supported by adult social care and the council

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|---|---|---|--|
| Using resources wisely | | | |
| <p>7. The council's income and the value of its assets will be maximised</p> | <ol style="list-style-type: none"> 1. Increase the collection rates of Council Tax and Business Rates 2. Maximise the use of its capital resources to increase revenue savings and make the capital strategy affordable 3. Remove subsidies where appropriate and maximise revenue from fees and charges 4. Maximise income from investment properties 5. Use new approaches to revenue and asset maximisation through Slough Regeneration Partnership and other delivery options 6. Rationalise the operational property estate, through disposals and shared use 7. Maximise savings from procurement, commissioning and contract management 8. Ensure that a revolutionised approach to household waste collection is in place | <ul style="list-style-type: none"> • Arvato • Slough Regeneration Partnership | <ul style="list-style-type: none"> • An overall Council Tax collection rate of at least 98.4% by 2016-17 • An in year Business Rate collection of at least 97% by 2016-17 • All SBC funded capital schemes to have a revenue break-even of 10 years • Fees and charges will rise by at least inflation over the life of the MTFS • Generate £8m of additional capital receipts by 2019 • 30% reduction in net property/assets running costs • All schools and highways capital spend to be contained within the respective capital grants • Reduce costs of waste collection service and increase income from recycling and commercial waste |

8. The council will be a leading digital transformation organisation

1. Use technology to redefine the way customers contact the council
2. Streamline customer journeys to deliver savings
3. Invest in technology to enable staff to work smartly wherever they are located

• Arvato

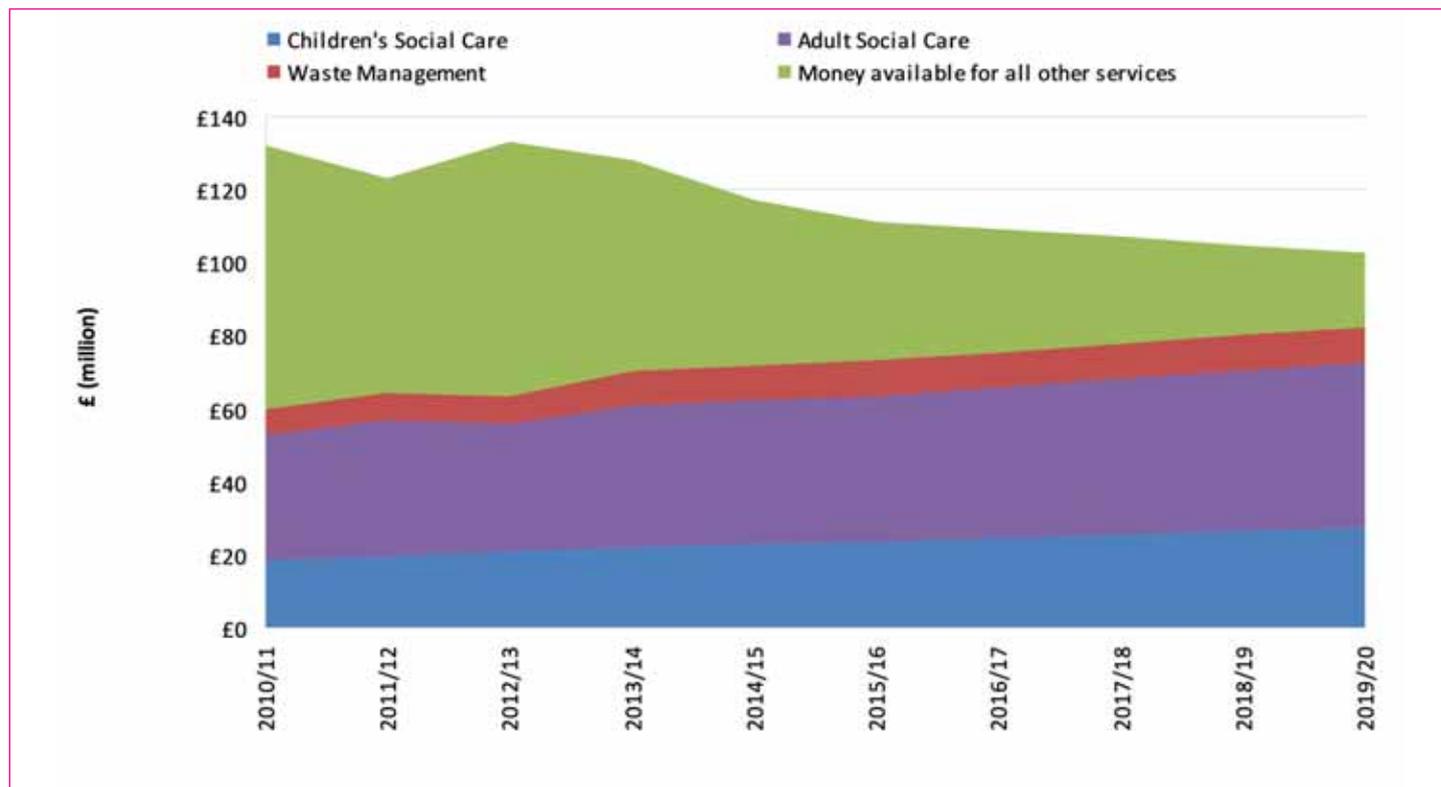
- 80% of all transactions completed online
- Paying the council online will be the prime method of payment for most services (direct debit for Council Tax etc.)
- Council Tax and Business Rates direct debit payments of 60%
- 30% reduction in comparative contract expenditure

Note: a number of the key actions will contribute to delivering more than one outcome

The budget profile

If the council continues on the current budgetary trajectory, the relative size of the council's budget will look like the below. The Five Year Plan will help to shape the council's budget to avoid the default position and shape its future resources around the key outcomes it wishes to achieve.

We are facing some significant financial challenges during the five year plan period. With large reductions in government funding, we are becoming increasingly reliant on Council Tax and Business Rates income to provide services. We will also see some challenges to service expenditure, especially with increasing demand for many of our services from our rapidly growing population, as well as some major government reforms to the funding of adult social care and welfare reforms such as universal credit.



Five Year Plan 2015-2019