



# Five Year Plan 2020-2025

Growing a place of opportunity and ambition



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# 1. Leader's foreword

The council's leadership is working to turn ambitions we have for our town into tangible reality. We are striving to make sure the growth Slough is enjoying is inclusive and Slough residents are able to access the opportunities and services to help them build good lives for themselves and their families.

The Five Year Plan sets out both our vision for Slough and the milestones towards delivering it, as we grow a place of opportunity and ambition - the plan is structured around our five priority outcomes:

Our priority outcomes - putting people first

1. Slough children will grow up to be happy, healthy and successful
2. Our people will be healthier and manage their own care needs
3. Slough will be an attractive place where people choose to live, work and stay
4. Our residents will live in good quality homes
5. Slough will attract, retain and grow businesses and investment to provide opportunities for our residents

We are working to grow our town in a sustainable way that delivers quality development and helps our communities to thrive. This is against a backdrop of a challenging financial situation facing local authorities up and down the country. Pressure on adults and children's social care budgets, alongside issues such as homelessness, place a real strain on our budget.

Despite these challenges over the past year we have:

- Won the prestigious Outdoor Media award for Social Impact for the Safer Slough Partnership's Modern Slavery campaign.
- Seen incremental increases in the attainment of a Good Level of Development across the Early Years Foundation Stage (EYFS) with the figure for Slough's children (74.3%) exceeding the national figure by 2.5%.
- Increased the proportion of people managing their own care needs through a Direct Payment to well above the national average.
- Refurbished temporary accommodation flats at Pendeen Court, providing much improved living and communal areas for some of the borough's most in need residents.
- Begun work on two hotels and 64 new apartments on the old library site, which will bring vitality to the area.
- Moved our council HQ back into the town centre at the heart of our community.
- Brought our customer services and IT back in house.

2020 brings fresh challenges, as Brexit becomes a real fact not an abstract notion for the national and local economy.



Maintaining a strong local economy which generates income from business rates is essential for the council's budget. In our favour we continue to attract developer interest as a result of our location and proximity to Heathrow, the connections Crossrail will provide, together with our international reputation as a place for business.

Growing a place of opportunity and ambition means maximising the success of Slough's economy to ensure inward investment, regeneration and infrastructure improvements bring real benefits to our place and our residents, from housing and jobs, to better transport, shopping and leisure facilities.

We are building the council's capacity and capability through the 'Our Futures' programme so our staff are able to fulfil their role, delivering the best outcomes for Slough.

During the course of this year we will be working with our partners and communities to align our ambitions for Slough for the next 20 years and beyond - establishing a longer-term shared 2040 vision to use our collective resources to deliver maximum benefit to the town.

**Councillor James Swindlehurst**  
Leader, Slough Borough Council





## 2. Introduction - Chief Executive

The Five Year Plan sets out the council's vision and 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.

As our corporate strategy the Five Year Plan is important as we use it to:

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

The Five Year Plan is also important in explaining how and why the council is changing.

### The role of the council

We have worked in recent years to meet the challenges and opportunities we face by:

- demonstrating community leadership
- enabling people to help themselves
- supporting the most vulnerable
- shaping and managing the changing place

We have known for a long time our capacity to provide people with support is under continued pressure because of cuts to our funding from central Government together

with an increase in demand. 70 percent of our budget is spent on social care and supporting those members of our community who are most vulnerable.

Our challenge is we know we can no longer provide services in the way we have in the past - we will not be able to provide everyone with everything. We need to rethink and change not only what we do but how we do it. It is brave decisions we make now that will sustain our ability to provide services in the future.

We believe we can do more to close gaps and reduce inequalities by enabling people to take more responsibility for their own lives, for example, by living healthier lifestyles. We will build on the strengths of our communities and partnerships to work as 'One Slough'. Wherever possible we will also look to manage future demand for services through targeted intervention and prevention. We will always ensure the most vulnerable in our community know how to get the support they need.

Not all of the issues we face are within our power to address directly which is why it is important we make the most of our network of communities and local partners. Our partners are facing the same twin challenges as the council - rising demand and diminishing resources. We will continue to work through the Slough Wellbeing Board to facilitate a wider partnership network to coordinate action and resources to achieve the best



results for Slough. We will work with residents and community groups to build confidence and skills to improve their own lives and communities. As well as working with the public and voluntary sectors we will maximise the opportunities from our partnerships with the private sector to attract investment and support delivery.

## Our Futures

Our vision for Slough Borough Council is - **we will be a world class organisation, we will be strong local leaders with our partners, we will deliver high quality and effective outcomes.**

Over the next two years and beyond we will be changing the way we work as a council - with our residents, communities, businesses, partners, members and colleagues - with new systems, processes and ways of doing things.

These changes will help us become the world-class organisation we want to be, delivering great outcomes for those we serve and providing rewarding opportunities for us all to develop - growing a place of opportunity and ambition.

To help us make this transformation, we have established the Our Futures programme.

The result of this will achieve new ways of working which:

**Make it easy:** We make self-service, independence and dealing with us easy

**Make it count:** We put our scarce resources where they do the most good today and tomorrow

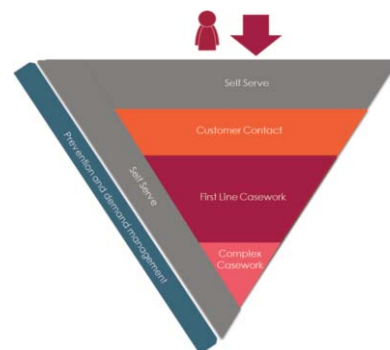
**Make it work:** We join up information and work with our partners to get the right outcome first time

**Make it rewarding:** Residents, businesses, communities and SBC employees benefit from Slough.

## What the council will look like

The image below shows how our new operating model will enable customers to do more for themselves. When people come to us for general advice we will direct them to the right information and enable them to self serve. Basic tasks, processes and decisions will be automated where possible. This frees up expert staff time to focus energy and attention on complex casework, where it's most needed and adds most value for our customers.

There are four levels of activity in the future operating model: self serve, customer contact, first line casework and complex casework.





## Changes

We have workstreams leading on six specific areas of change.

- Improved systems and digital technology
- More effective and efficient processes
- Tailored service offers for our localities
- Our people and organisation working in a new way
- Commercial models that help Slough and SBC thrive
- Working with our partners in the interests of Slough

## Localities

We are developing locality service offers across Slough to bring public and community services together to meet the needs of the different populations we serve. In designing this change to our ways of working we consider all services and partner services being delivered in a particular area including health, police and the voluntary and community sector. The first locality to be designed is the Chalvey and Cippenham locality in summer 2020. Working with our strategic partnerships we will maximise the potential to share assets and resources through the One Slough Public Estate initiative.

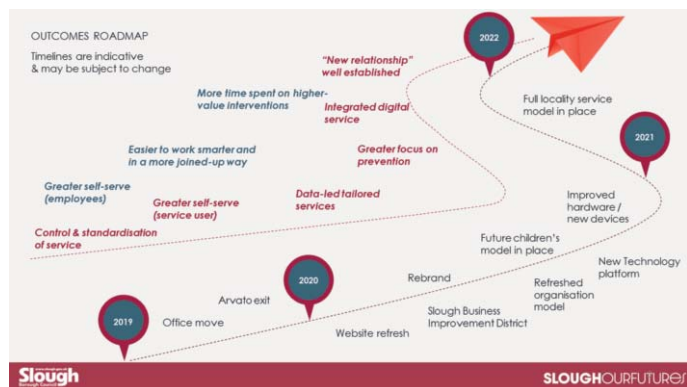
## Benefits

Some examples of the benefits these changes will achieve are:

- Streamlined corporate services
- Simpler transactional services
- Data and insight function
- More focus on prevention
- Skilled resources where they do most good
- Slough Business Improvement District (BID)
- Improved joint working
- New website and digital tools.

We strive to deliver high quality local services, supporting our residents as early as possible. We aim to make it easier for residents to access information and services online, helping us to make the best use of the resources we have. By engaging our residents more we want them to help us make Slough a better place and to take pride in our environment. We will support them to do their best to stay healthy, to live independently and to help our children to succeed. Through developing locality service offers across Slough we want to bring public and community services together to meet the needs of the different populations we serve across the Borough.

The roadmap below sets out our transformation journey.



## Towards 2040

Over the coming months we will be working with partners and communities across Slough to set our vision for the next 20 years to 2040.

## Our values

We will recruit, retain and develop high quality people who are committed to Slough and supported to do their job. Being clear about our values and behaviours means we can support our staff who want to continue to make a positive difference in their services to improve the lives of people in Slough.

Our five **values** are:

- Responsive
- Accountable
- Innovative
- Ambitious
- Empowering

We will use these to drive our behaviours and how we work. We will recruit and manage people by checking how they are performing against these.

We also have set a series of equality objectives to reduce inequalities and improve outcomes for local people in specific service areas. This is in line with our focus on putting people first as well as ensuring we meet our requirements under the Public Sector Equality Duty (Equality Act 2010).

**Josie Wragg**  
Chief Executive



### 3. Our priority outcomes - putting people first

#### Outcome 1:

Slough children will grow up to be happy, healthy and successful

#### Success stories from the last year

- Educational standards are continuing to improve, and remain consistently above national averages across all key stages, with particular progress made this year at Early Years Foundational Stage, where Slough is now in the top quartile nationally. With the support of the Slough Children's Services Trust's transformative Virtual School Service, Slough's looked after children have seen some amazing results, including exceptional progress for children from birth to age, good progress for those between the ages of 14-16, some of the best ever GCSE results and record numbers of our young people are now going to university.
- Slough has been successful in its bid with the Clinical Commissioning Group (CCG) for a Mental Health Support Team working with 13 schools and the children looked after cohort across Slough. The Education Mental Health Practitioners are in training at Reading University and will be ready to take on low intensity cases from the autumn.
- Slough has secured additional funds through the CCG for an early intervention project with Child and Adolescent Mental Health Services (CAMHS) referred to

as the Getting Help service. Both initiatives focus on the mental health and well-being needs of Slough's children and young people.

- 2019 saw the maturing of SENCO networks (established in 2018) from a simple information sharing event to one in which increasingly confident school staff are developing a collaborative model built on self-help/mutual support and the sharing of best practice. This is leading to improvements in practice in supporting children with SEN.
- The Slough Children's Services Trust has successfully increased the number of permanent fostering placements and Special Guardianship Orders granted, meaning greater stability and happiness for more of our vulnerable children.





## Why this is important

- Demand for children's services is increasing, while funding remains limited.
- The number of children with complex needs is increasing
- Levels of educational attainment are good but there remain challenges around closing the gap.
- While some progress has been made, Slough has high rates of preventable ill health amongst children including obesity, tooth decay and higher levels of hospital admissions for some long-term conditions such as asthma.
- Slough has a higher than average infant mortality rate and a high incidence of premature births and low birthweight births.
- Young people in Slough have also raised concerns around knife crime, mental health and homelessness.

## Our long-term priorities are to:

- Work with our partners to ensure excellent educational, health and wellbeing outcomes for children and young people in Slough.
- Work with partners to further develop our early help and early intervention offer for children and families.
- Support the creation and promotion of pathways to high quality employment for vulnerable young people - including reducing the numbers of children looked after, care leavers and young people with an Education Health and Care Plan who are not in education, employment or training.
- Provide children with safe, clean and enjoyable places to play.







## Outcome 2:

Our people will be healthier and manage their own care needs

### Success stories from the last year

- The proportion of people using Adult Social Care services who manage their own care needs through a Direct Payment has increased to well above the national average.
- The Adult Social Care Co-Production Network was launched, to ensure the views of social care users in Slough are considered during the design and running of social care services in Slough.
- We have expanded the provision of 'Active Movement' and it is now being delivered in 24 primary schools, all 10 Children Centres, seven early year settings, one secondary school and across Slough Borough Council itself.



### Why this is important

- We are experiencing increasing demand for health and social care services, at a time when resources are limited.
- Levels of physical activity are poor and Slough has particular challenges around cardiovascular health, obesity, diabetes and other preventable diseases, which cause both premature ill health and shorter lives.
- There are inequalities in health, primarily between different areas of the borough and between different ethnic groups, which need to be addressed.
- Our residents have less overall life satisfaction than in nearby boroughs and higher levels of anxiety, and we know there are also challenges around social isolation.
- Our social care services have improved in many areas, but we know that there is more to be done to improve care users' quality of life.



## Our long-term priorities are to:

- Improve the health and wellbeing of our residents and reduce health inequalities through supporting residents to look after themselves, improved prevention and early intervention.
- Increase levels of activity and improve health through use of our parks, play, outdoor activity areas, leisure facilities and sustainable travel.
- Improve mental health and wellbeing and reduce loneliness and isolation - more people - more connected - and happy.
- Reduce the need for long term social care by mobilising our community, engaging in effective partnership work, and ensuring care users are empowered to manage their own care needs.
- Work alongside our partners on the Slough Wellbeing Board to deliver the new Slough Wellbeing Strategy priorities - Workplace health, Integration, Starting Well and Community Resilience.



## Outcome 3: Slough will be an attractive place where people choose to live, work and stay

### Success stories from the last year

- The Safer Slough Partnership's Modern Slavery campaign won the prestigious Outdoor Media award for Social Impact.
- We've hosted many successful events in the borough, including the Slough Canal Festival, the Horticultural Show, our annual Bonfire and Fireworks Spectacular, the Great Get Together, Playday and a 5k Fun Run, plus regular events in our parks and libraries.
- Our Breaking Boundaries community cricket programme was showcased at the British Ethnic Diversity Sports Awards.

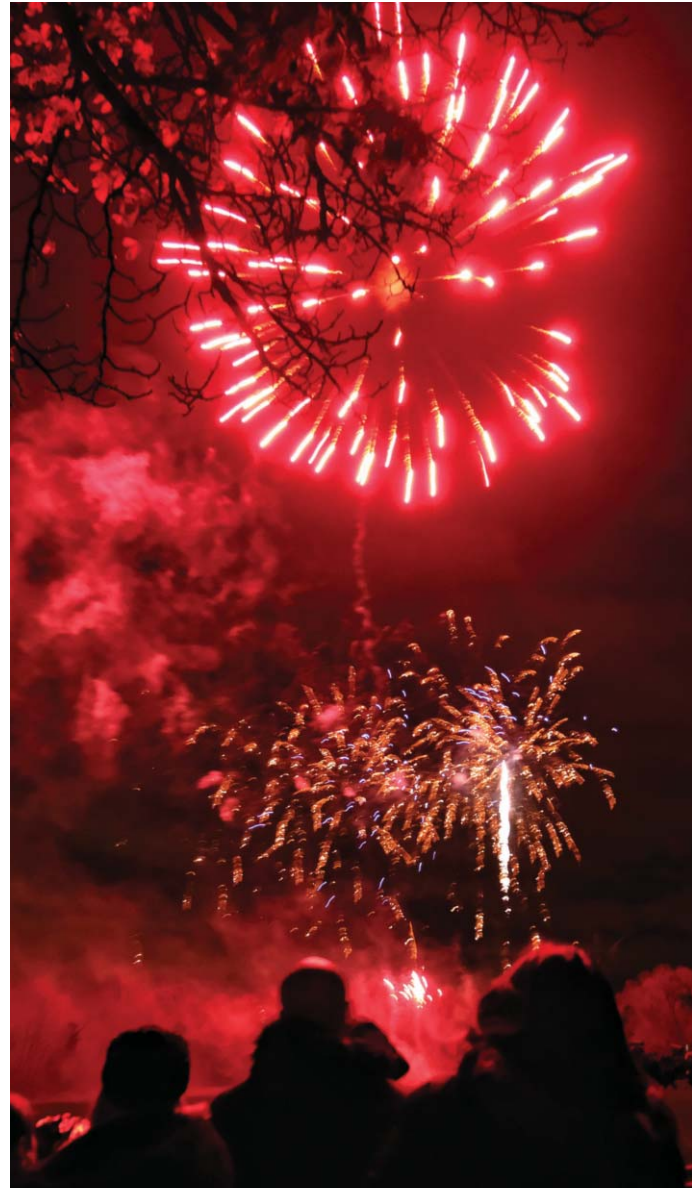


### Why this is important

- Though we have made substantial progress, more needs to be done to enhance the visual appeal of our public realm, deliver service standards and challenge stereotypes about Slough.
- We know we can do more to improve perceptions around levels of community safety, and Slough has particular challenges around 'hidden harms', such as modern slavery and domestic abuse.
- Slough has pockets of severe, multi-faceted deprivation, with some areas requiring greater levels of intervention and integration.
- Several areas of the borough have poor air quality with a lack of public awareness and understanding of air pollution being identified as a significant barrier to change.
- Recycling rates are substantially below the national average.

## Our long-term priorities are to:

- Invest in infrastructure to have a positive impact on the regeneration and development of the town so Slough remains a place where people can live, work, shop and enjoy.
- Improve the Slough brand and develop our identity as a safe place of opportunity and ambition, co-produced with our communities and partners.
- Improve air quality in the borough with innovative solutions.
- Encourage greater levels of recycling and sustainability.





## Outcome 4:

### Our residents will live in good quality homes

#### Success stories from the last year

- The number of mandatory licensed Houses of Multiple Occupation in the borough increased due to raised awareness of property licensing requirements and the implementation of a simplified online application system.
- The number of households successfully helped by the Housing team before they became homeless (known as prevention cases) increased by 42 percent.
- Work on refurbishing temporary accommodation flats at Pendeen Court is now complete, providing much improved living and communal areas for some of the borough's most in need residents.

#### Why this is important

- Levels of homelessness and rough sleeping have increased substantially, raising demand for temporary accommodation and social housing, which also impacts the health and the educational attainment of children.
- Slough has a high proportion of private rental properties and conditions of this stock need to be monitored.
- Owner-occupier and private rental affordability are key challenges for Slough.
- Space for new housing developments in Slough is severely limited.



## Our long-term priorities are to:

- Prevent and reduce the number of households in temporary accommodation.
- Drive up standards in the private rented sector.
- Make the best use of the borough's existing housing stock and provide a better match to needs and challenges.
- Rebalance the housing market to meet needs by increasing supply across all tenures.



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

### Success stories from the last year

- We've secured the approval of local businesses for a new Business Improvement District which will deliver £2 million in investment over the next five years.
- Work has begun on two hotels and 64 new apartments on the old library site, which will bring vitality to the area.
- We've moved to our new headquarters closer to the town centre, putting us back in the heart of Slough and bringing greater footfall to the high street.



### Why this is important

- Slough has high levels of personal car use, leading to congestion and exacerbating issues around air quality.
- The use of public transport is low compared to similar areas, such as Reading.
- Slough's retail offer is limited, but there is the opportunity to establish alternative uses for the centre of town to accommodate our rising population and create the business vibrancy that Crossrail has potential to bring.
- Though progress has been made in recent years, a below average proportion of Slough's population hold NVQ-recognised qualifications.
- As of 2019, the average gross weekly pay for residents of Slough working full time was £61.50 lower than the average for all those working here - although this figure has come down in recent years it implies those commuting in to the borough are generally in higher paid work
- Although employment levels are good overall, a notably larger proportion of women in Slough are unemployed than the national average.

## Our long-term priorities are to:

- Make the most of our location and the benefits of Heathrow expansion, Crossrail, proximity to London and integrated transport - to be the best place to do business.
- Engage with town centre communities, stakeholders and ward members to create a clear vision and masterplan for the 'Square Mile' centre of town, regenerating major sites and attracting investors and occupiers.
- Maximise growth potential beyond the town centre including Burnham, Langley and Colnbrook.
- Encourage modal shift to sustainable forms of transport - including walking, cycling and public transport - reducing traffic congestion and emissions and ensuring Slough is a disability-friendly town.
- Work with our partners to provide residents with opportunities to improve their skills and secure quality jobs - and to further reduce the difference in weekly pay for residents.





## 4. The budget

The Five Year Plan runs from 1 April in line with our budget so our service and financial planning are aligned. The Five Year Plan is refreshed each year along with the budget so we have as much clarity as possible for the year ahead.

This section explains the scale of the financial challenge and savings required and our approach to tackle this as set out in our medium term financial strategy.

### The challenge

2020/21 is set to be another difficult year financially for the council, with continued increased demand for services. The council has always sought to protect council services whilst ensuring there is sufficient budget for the next financial year to deliver its key outcomes.

There remain difficult years ahead for the council due to the financial pressures that it faces, but the budget for the 2020/21 ensures the council's finances are based on solid footings for the future.

### Key messages

We've set a budget for 2020/21. In summary Slough Borough Council has:

- Set a balanced budget for 20/21
- Increased investment in demand led growth for front line services - protecting the most vulnerable in Slough

- Used commercial income and efficiencies to offset government funding reductions thereby protecting front line services
- Strengthened the medium term financial position by improving general reserves towards the unitary average

The budget addresses and funds in year demand led pressures such as:

- Temporary accommodation
- Children's services
- Waste contract
- Home to school transport
- Adult social care

The budget also includes growth over the next three years to ensure additional service improvements can be met:

- Slough Academy
- Support for the Business Improvement District (BID)
- Offering skills training to Slough residents to improve employment opportunities
- Consolidating town centre management posts into the base budget

## Growth

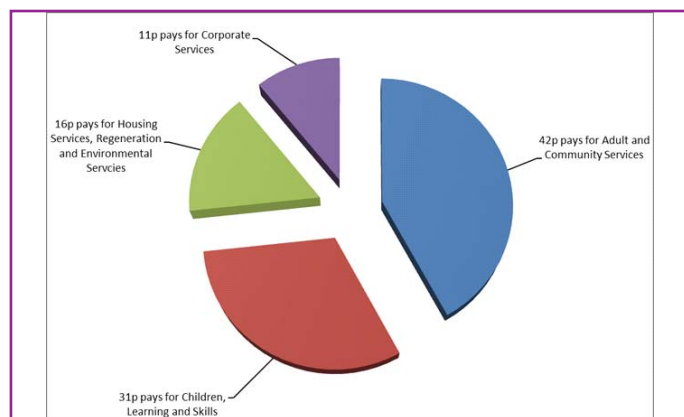
The budget includes

- £6.8 million of growth
- 72 percent of growth need is to meet demand - majority of which is adult social care and children's services
- £1.5 million of growth for contract inflation
- Within the budget there is £0.7 million of permanent growth to improve services

## Expenditure

The total net budget available to the council for 2020/21 is £124.2m.

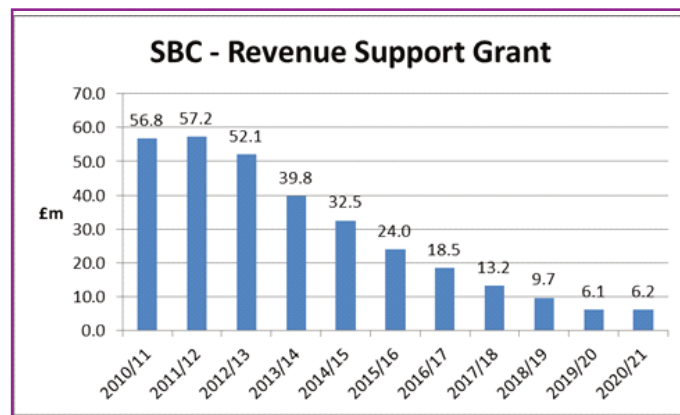
The chart below shows how our money is spent.



## Revenue Support Grant to Slough Borough Council

Under the government's deficit reduction programme, national funding for local government has significantly decreased. The local impact of these decisions has resulted in a reduction in the amount of central government revenue support grant funding we receive.

Slough has had the vast majority of its government grant removed. Although notionally we are due to receive £6.2m in 2020/21 this is tied into income received via Business Rates.



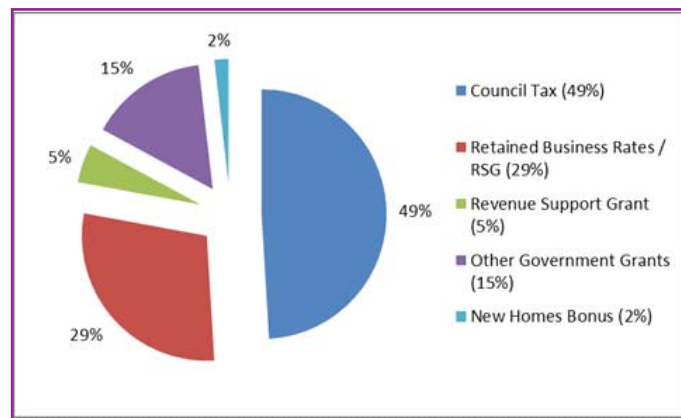
## Savings

Given the scale of the ongoing reductions in central government spend, the council has, and will increasingly need to, deliver public services in a more joined up, effective and efficient manner. Maintaining the current levels and delivery of existing services is unlikely to be an option to the council in the future.

The main sources of income for the council are retained business rates and council tax. To reflect this, the council has made retaining existing businesses and attracting new businesses, key outcomes within the Five Year Plan.



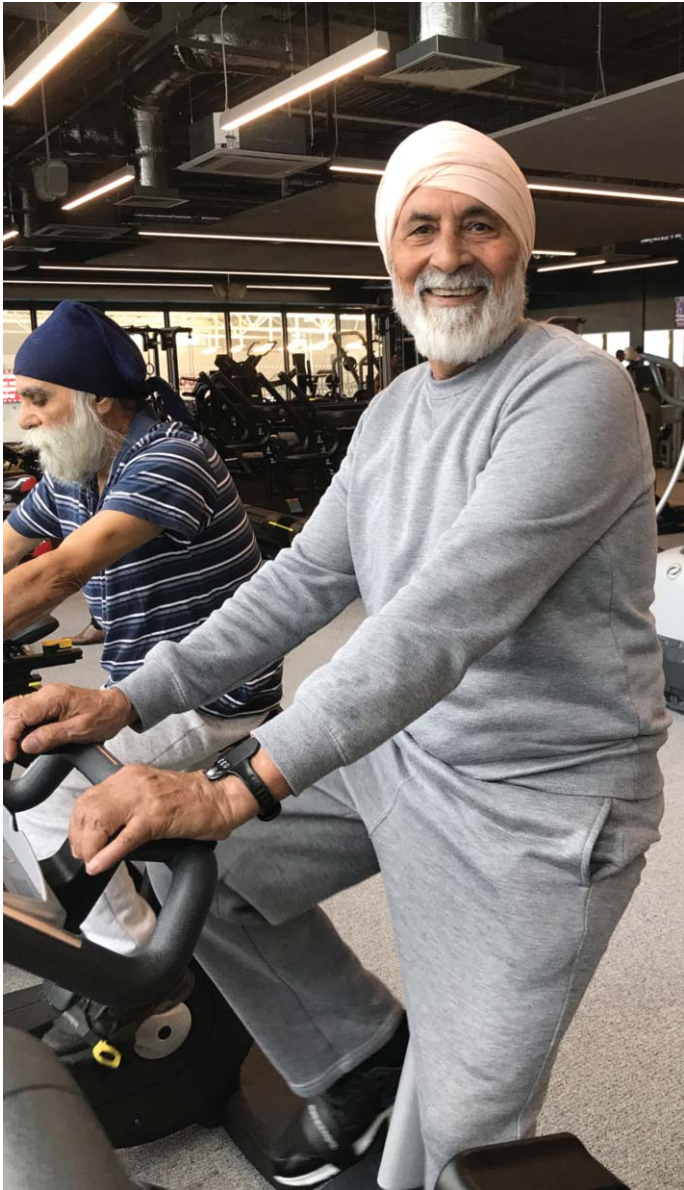
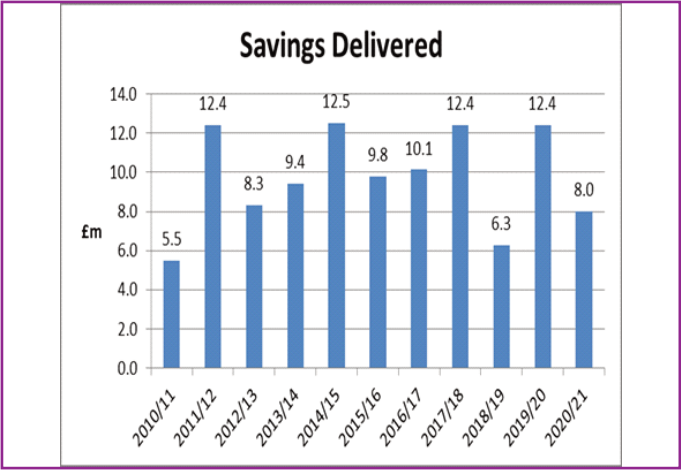
## Sources of Income



We have a history of ensuring a balanced budget is delivered, as well as over recent years increasing general reserves to a sustainable level to meet the future financial challenges.

- Since 2010 £107.0 million in savings has been made by Slough Borough Council
- £8.0 million required in this 2020/21 budget









## 5. Keeping track of progress - balanced scorecard

It is important that we are able to provide evidence of progress towards achieving better outcomes.

We have identified a high level set of key performance indicators in the table below. These performance

measures will help us to report and track performance so that we can spot trends and tackle issues to get us back on track where needed. The indicators will form part of our Annual Report of progress against the outcomes.





Five Year Plan outcome		Performance measure
Outcome 1	Slough children will grow up to be happy, healthy and successful	The percentage attainment gap between all children and bottom 20% at Early Years Foundation Stage
		The percentage gap between disadvantaged pupils and all others at Key Stage 2 in reading, writing and maths
		The gap between disadvantaged children and all others at Key Stage 4 percentage achieving grades 9-5 in English and maths
		Percentage of Child Protection Plans started in the past year that were repeat plans within 2 years
		Percentage of 16 to 17 year olds not in education, employment or training (NEETs)
		Young people's happiness
		Number of Reception aged children classified as obese in the National Child Measurement Programme (NCMP) as a proportion of all children measured.
		Number of Year 6 aged children classified as obese in the National Child Measurement Programme as a proportion of all children measured
Outcome 2	Our people will be healthier and manage their own care needs	Number of adults managing their care and support via a direct payment
		Uptake of targeted health checks
		The percentage of the eligible population aged 40-74 who received a NHS Health Check
		Number of people inactive The percentage of people aged 16 and over who do not participate in at least 30 minutes of sport at moderate intensity at least once a week
Outcome 3	Slough will be an attractive place where people choose to live, work and stay	Level of street cleanliness: Average score for graded inspections of Gateway sites (Grade options from best to worst are: A, A-, B, B-, C, C-, D)
		Crime rates per 1,000 population: All crime (cumulative from April) <i>*KPI under review*</i>
		Percentage of household waste sent for reuse, recycling or composting

Five Year Plan outcome		Performance measure
Outcome 4	Our residents will live in good quality homes	Number of homeless households accommodated by SBC in temporary accommodation
		Number of permanent dwellings completed in the borough during the year
		Number of licenced mandatory Houses in Multiple Occupation (HMOs)
		Number of empty properties brought back into use (by council intervention)
Outcome 5	Slough will attract, retain and grow businesses and investment to provide opportunities for our residents	Business rate income: Business rate in year collection (amount and percentage rate accrued)
		Access to employment Proportion of resident population of area aged 16-64 claiming JSA and NI or Universal credits
		Journey times Average journey time from Heart of Slough to M4 J6 (M-F 16:30-18:30)
Corporate health		SBC staff survey: Percentage of staff proud to work for the council
		SBC staff survey: Percentage of staff rate working for the council as either good or excellent
		Council tax in year collection (amount and percentage rate accrued)







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