

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
- o A critical need for housing and improved places to live
- o Importance of continuing growth of the healthy economy of the town
- o Community safety and safeguarding our most vulnerable residents
- o Improving the identity and vibrancy of the centre of the town

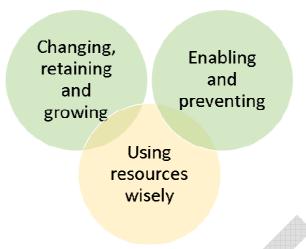
Role of the council

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.



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

Our outcomes

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 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. Below is 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	Success Measures
Changing retaining		outcome	
Changing, retaining 1. Slough will be the premier location in the south east for businesses of all sizes to locate, start, grow, and stay	 and growing Establish a business inward investment and retention function Ensure a fit for business transport infrastructure Enable partners to support residents to develop skills to meet local employers' needs Develop planning policies which deliver more high value business properties to meet modern needs Agree a coordinated plan to prepare for the impact of Cross Rail and Western Rail Access to Heathrow Develop a more mutually-beneficial relationship with Heathrow Airport Ensure that the gateways to the town, prominent places and green spaces are clean 	 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 	Business rate income grows 1% per annum over the period of the medium term financial strategy (2015 - 19)
2. There will more homes in the borough, with quality improving across all tenures to support our ambition for Slough	 and well-maintained Higher quality private sector housing will be a valued housing option and will reduce long term health problems Make best use of existing housing stock Utilise land and resources in and outside of our direct control to develop new homes across all tenures to meet local need Make better use of land including using opportunities for new high quality, family and high density residential developments through 	 Private rented sector landlords Private sector developers Registered Providers Slough Regeneration Partnership 	 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

	the Local Plan		
	 5. Prevent homelessness where possible through early intervention and using a range of housing options 		
3. The centre of Slough will be vibrant, providing business, living and cultural opportunities	1. Define and establish the	 Retailers Developers Land owners Slough CCG Public sector partners 	• Increase in town centre business rate income
Enabling and preven	ting		
4. Slough will be one of the safest places in the Thames Valley	making Slough safer 2. Build on success in teakling anti accial	 Members of the Safer Slough Partnership Schools Community organisations 	Total crime per 1000 is in the top quartile of the similar group of local authorities
5. Children and young people in Slough will be healthy, resilient and have positive life chances	 Develop more preventative approaches to ensure children, young people and families are safe, independent and responsible Be one of the best providers of children's social care in the country, providing timely, purposeful support that brings cafe, lasting and 	 The new Children's Services Organisation Members of the Children and Young People's Partnership The Local Children's Safeguarding Board Schools 	 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	 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 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 	 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
	 Develop existing safeguarding 		

7. The Council's income and the value of its assets will be maximised 1. Increase the collection in rates of Council Tax and Business Rates • Arvato • An overall Council Tax and Regeneration Partnership 1. Increase revenue savings and make the capital resources to increase revenue savings and make the capital strategy affordable • An in year • An in year 3. Remove subsidies where appropriate and maximise revenue from fees and charges • Maximise and asset maximise revenue from fees and charges • An iny ear • Business Rate collection of at least 97% by 2016-17 5. Use new approaches to revenue and asset maximisation through Slough Regeneration Partnership and other delivery options and shared use • Fees and charges will reed by at least inflation over the life of the MTFS 6. Rationalise the operational property estate, through disposals and shared use • Anvato • An invest an econe from net revolutionised approach to household waste collection is in place 8. The council will 1. Use technology to readitive that a resolution is on place • Arvato 8. The council will 1. Use technology to neable staff to work savings • Arvato 8. The council will 1. Use technology to neable staff to work savings • Arvato 8. The council will 1. Use technology to neable staff to work savings • Arvato 9. The solution is in place 0. Invest in technology to neable staff to work savings • Arvato	Using resources wis	ely		
 income and the value of its assets will be maximised assets will be maximised Maximise the use of its assets its capital strategy affordable Remove subsidies where appropriate and maximise income from fees and charges Maximise income from investment properties Use new approaches to revenue and asset maximisation through Slough Regeneration Partnership and other delivery options Rationalise the operational property estate, through disposals and shared use Maximise active and asset collection is in place State collection is in place State collection is in place Arvato State collection is and shared to waste State collection is in place State collection is and shared to waste State collection is in place Arvato State collection is and shared to waste State collection is in place State collection is and shared to waste State collection is and shared to waste State collection is in place Arvato State collection is contract the council will Streamline customer journeys to deliver are located 			Arvato	An overall
value of its assets will be maximised Business Rates Regeneration Partnership collection rate of at least 98.4% by 2016-17 2. Maximise the use of its capital resources to increase revenue savings and make the capital strategy affordable Remove subsidies where appropriate and maximise revenue from fees and charges Partnership Collection rate of at least 98.4% by 2016-17 3. Remove subsidies where appropriate and maximise revenue aftor fees and charges Partnership All Schools collection of at least 99.4% by 2016-17 4. Maximise income from investment properties Fees and charges will rise by at least inflation over the life of the MTFS 5. Use new approaches to revenue and asset maximise revenue aftor delivery options Fees and charges will rise by at least inflation over the life of the MTFS 6. Rationalise the operational property estate, through disposals and shared use 7. Maximise isong and contract management 8. All schools and highways capital spend to be contained within the respective capital grants 8. The council will be a leading digital transformation organisation 1. Use technology to redefine the way customers contact the council • Arvato 8. 80% of all transactions completed online will be the prime will be the prime cocuncil <th>income and the</th> <th></th> <th></th> <th></th>	income and the			
will be maximised 2. Maximise the use of its capital strategy asfordable Partnership at least 98.4% by 2016-17 affordable 3. Remove subsidies where appropriate and maximise revenue from fees and charges An in year 8. Maximise income from maximisation through Slough Regeneration Partnership and other delivery options Fees and charges 7. Maximise savings from procurement, commissioning and contract management Serverue that approaches to revolutionised approach to be contained within the respective capital grants 8. The council will be a leading digital transformation organisation 1. Use technology to reable staft bo work smartly wherever they are located • Arvato 8. The council will be a leading digital transformation organisation 1. Use technology to reable staft bo work smartly wherever they are located • Arvato			0	
 capital resources to increase revenue savings and make the capital strategy affordable Remove subsidies Remove subsidies Maximise revenue from fees and charges Maximise income from investment properties Use new approaches to revenue from Partnership and other delivery options Rationalise the operational property estate, through disposals and shared use Maximise avaings from procurement, commissioning and contract management Ensure that a revolutions in place Maximise collection is in place All schools and highwast collection service and increase income from revolutionised approach to household waste collection is in place Streamline customer journeys to deliver savings Invest in technology to reable at feating waste Streamline customer journeys to deliver avaing for operational property as a feating digital transformation organisation Streamline customer journeys to deliver avaing for be a leading digital transformation and contract the council Streamline customer journeys to deliver avaings Invest in technology to reable stafe to council Streamline customer journeys to deliver avaings Invest in technology to reable stafe to council Streamline customer journeys to deliver avaings Invest in technology to reable stafe to council Council tax and 				
 increase revenue savings and make the capital strategy affordable Remove subsidies where appropriate and maximise revenue from fees and charges Maximise income from investiment properties Use new approaches to revenue and asset maximisation through Slough Regeneration Partnership and other delivery options Rationalise the operation and shore the infe of the MTFS delivery options Rationalise that a revolutionised approach to household waste collection is in place Maximise contract management Ensure that a revolutionised approach to household waste collection is in place Streamline customer journeys to deliver savings Invest in technology to redefine the way customers contact the council Streamline customer journeys to deliver savings Invest in technology to reable staff to work smartly wherever they are located 			i artifership	<u> </u>
 savings and make the capital strategy affordable Remove subsidies where appropriate and maximise revenue from fees and charges Maximise income from investment properties Use new approaches to revenue and asset maximisation through Slough Regeneration Partnership and other delivery options Rationalise the operational property estate, through disposals and shared use Maximise savings from procurement, commissioning and contract management Ensure that a revolutionised approach to household waste collection is in place Straending digital transformation organisation Straendine customer journeys to deliver savings Invest in technology to redefine the way council will be a leading digital transformation organisation Straentine customer journeys to deliver savings Invest in technology to reable staff to work smartly wherever they are located Anvato 		•		
 capital strategy affordable Remove subsidies where appropriate and maximise revenue from fees and charges Maximise income from investment properties Use new approaches to revenue and asset maximisation through Slough Regeneration Partnership and other delivery options Rationalise the operational property estate, through disposals and shared use Maximise asvings from procurement, commissioning and contract management Ensure that a revolutionised approach to household waste collection is in place All schools and highways capital spend to be contract management The council will be a leading digital customers contact the council Streamline customer journeys to deliver savings I use technology to redefine the way customers contact the council Streamline customer journeys to deliver savings Invest in technology to enable staff to work smartly wherever they are located Arvato Bound of the least of the council to waste collection is in place Arvato Bound of all transformation organisation Cenerate Staff to work smartly wherever they are located Arvato Council tax and 				-
 affordable Remove subsidies where appropriate and maximise revenue from fees and charges Maximise income from investment properties Use new approaches to revenue and asset maximisation through Slough Regeneration Partnership and other delivery options Rationalise the operational property estate, through disposals and shared use Maximise savings from procurement, commissioning and contract management Ensure that a revolutionised approach to houseabld waste collection is in place Arvato Reduce costs of waste collection service and increase income from recycling and commercial waste Streamline customer journeys to deliver savings Invest in technology to reable staff to work samity wherever they are located Council tax and Council tax and Council ax and Council ax and Council ax and Council ax and 		•		
 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 8. The council will be a leading digital transformation organisation 1. Use technology to redefine the way customers to deliver savings 3. The council will be a leading digital customers to deliver savings 3. Invest in technology to enable staff to work smartly wherever they are located 4. Arvato 8. Bruest in technology to redefine the may customers to deliver savings 3. Invest in technology to enable staff to work smartly wherever they are located 4. Arvato 5. Council tax and 6. Council tax and 				
 All SEC funded capital schemes to frave a revenue break-even of 10 years Use new approaches to revenue and asset maximisation through Slough Regeneration Partnership and other delivery options Rationalise the operational property estate, through disposals and shared use Maximise savings from procurement, commissioning and contract management Ensure that a revolutionised approach to household waste collection is in place Streamline customer journeys to deliver savings Invest in technology to enable staff to work smartly wherever they are located 				
 maximise revenue from fees and charges Maximise income from investment properties Use new approaches to revenue and asset maximisation through Slough Regeneration Partnership and other delivery options Rationalise the operational property estate, through disposals and shared use Maximise savings from procurement, commissioning and contract management Ensure that a revolutionised approach to household waste collection is in place I use technology to redefine the way customers contact the council will Use technology to redefine the way customers contact the council or increase income from recycling and contract management Streamline customer journeys to deliver savings Invest in technology to enable staff to work smartly wherever they are located 				
 fees and charges Maximise income from investment properties Use new approaches to revenue and asset maximisation through Slough Regeneration Partnership and other delivery options Rationalise the operational property estate, through disposals and shared use Maximise savings from procurement, commissioning and contract management Ensure that a revolutionised approach to household waste collection is in place 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 Streamline customer journeys to deliver savings Invest in technology to enable staff to work smartly wherever they are located Council tax and 				
 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 8. The council will be a leading digital transformation organisation 9. Streamline customer journeys to deliver savings 3. Invest in technology to enable staff to work smartly wherever they are located 4. Maximise intechnology to enable staff to work smartly wherever they are located 6. Arvato 7. Council tax and 				
 investment properties Use new approaches to revenue and asset maximisation through Slough Regeneration Partnership and other delivery options Rationalise the operational property estate, through disposals and shared use Maximise savings from procurement, commissioning and contract management Ensure that a revolutionised approach to household waste Stree council will be a leading digital transformation organisation Use technology to redefine the way customers contact the council Streamline customer journeys to deliver savings Invest in technology to enable staff to work smartly wherever they are located Council tax and Council tax and 				
 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 8. The council will be a leading digital transformation organisation 1. Use technology to redefine the way customers contact the council 8. The council will 1. Use technology to redefine the way customers contact the council in the				
 revenue and asset maximisation through Slough Regeneration Partnership and other delivery options Rationalise the operational property estate, through disposals and shared use Maximise savings from procurement, commissioning and contract management Ensure that a revolutionised approach to household waste collection is in place The council will a service and increase income from recycling and commercial waste Streamline customer journeys to deliver savings Invest in technology to enable staff to work smartly wherever they are located 				-
 aximisation through Slough Regeneration Partnership and other delivery options Rationalise the operational property estate, through disposals and shared use Maximise savings from procurement, commissioning and contract management Ensure that a revolutionised approach to household waste collection is in place Musch et al. Use technology to redefine the way customers contact the council Streamline customer journeys to deliver savings Invest in technology to enable staff to work smartly wherever they are located 				
 Slough Regeneration Partnership and other delivery options Rationalise the operational property estate, through disposals and shared use Maximise savings from procurement, commissioning and contract management Ensure that a revolutionised approach to household waste collection is in place 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 Streamline customer journeys to deliver savings Invest in technology to enable staff to work smartly wherever they are located Council tax and 				
 Partnership and other delivery options Rationalise the operational property estate, through disposals and shared use Maximise savings from procurement, commissioning and contract management Ensure that a revolutionised approach to household waste collection is in place The council will be a leading digital transformation organisation I. Use technology to redefine the way customers contact the council Streamline customer journeys to deliver savings Invest in technology to enable staff to work smartly wherever they are located Partnership and other delivery options 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 Streamline customer journeys to deliver savings Invest in technology to enable staff to work smartly wherever they are located Council tax and 		•		
 delivery options Rationalise the operational property estate, through disposals and shared use Maximise savings from procurement, commissioning and contract management Ensure that a revolutionised approach to household waste collection is in place The council will be a leading digital transformation organisation Streamline customer journeys to deliver savings Invest in technology to enable staff to work smartly wherever they are located 				
 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 8. The council will be a leading digital transformation organisation 8. The council will 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 a. The council will wherever they are located b. The council tar and the council of the council the council the council of the council of the council o				
 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 8. The council will 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 4. 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. Waste collection service and increase income from recycling and commercial waste 9. Arvato 80% of all transactions completed online will be the prime method of payment for most services (direct debit for Council Tax etc.) Council tax and 				
 estate, through disposals and shared use Maximise savings from procurement, commissioning and contract management Ensure that a revolutionised approach to household waste collection is in place 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 Use technology to redefine the way customers contact the council Streamline customer journeys to deliver savings Invest in technology to enable staff to work smartly wherever they are located Arvato Council tax and 				-
 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 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 4. Arvato 5. The council approach to be contained within the respective capital grants 6. Arvato 7. Maximise savings 7. Maximise savings 7. Maximise savings 9. Arvato 9. Sove of all transactions completed online will be the prime method of payment for most services (direct debit for Council Tax etc.) 9. Council tax and 				
 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 				
 B. The council will be a leading digital transformation organisation 8. The council will 5. Streamline customer journeys to deliver savings 3. Invest in technology to enable staff to work smartly wherever they are located 				
 a. The council will be a leading digital transformation organisation a. The council will b. The council will c. The council will b. The council will c. Arvato e. Arvato e. Arvato e. Arvato e. Solve of all transactions completed online vaste council c. Streamline customer journeys to deliver savings c. Invest in technology to enable staff to work smartly wherever they are located e. Council tax and 				
 contract management Ensure that a revolutionised approach to household waste collection is in place Reduce costs of waste collection service and increase income from recycling and commercial waste The council will be a leading digital transformation organisation Streamline customer journeys to deliver savings Invest in technology to enable staff to work smartly wherever they are located 		·		running costs
 8. Ensure that a revolutionised approach to household waste collection is in place 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 8. The council tax and 				 All schools and
 revolutionised approach to household waste collection is in place Reduce costs of waste collection service and increase income from recycling and commercial waste Use technology to redefine the way customers contact the council Streamline customer journeys to deliver savings Invest in technology to enable staff to work smartly wherever they are located Arvato Streamline customer journeys to deliver savings Invest in technology to enable staff to work smartly wherever they are located 				highways capital
 to household waste collection is in place Reduce costs of waste collection service and increase income from recycling and commercial waste The council will be a leading digital transformation organisation Use technology to redefine the way customers contact the council Streamline customer journeys to deliver savings Invest in technology to enable staff to work smartly wherever they are located Arvato Contained within the respective capital grants Reduce costs of waste collection service and increase income from recycling and commercial waste Streamline customer journeys to deliver savings Invest in technology to enable staff to work smartly wherever they are located Council taked within the respective capital grants 		Additional Veneral Ven		spend to be
 collection is in place Reduce costs of waste collection service and increase income from recycling and commercial waste The council will be a leading digital transformation organisation 1. Use technology to redefine the way customers contact the council Streamline customer journeys to deliver savings Invest in technology to enable staff to work smartly wherever they are located Arvato 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 		Interest - Version		contained within
 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 Arvato 80% of all transactions completed online will be the prime method of payment for most services (direct debit for Council Tax etc.) Council tax and 				the respective
8. The council will be a leading digital transformation1. Use technology to redefine the way customers contact the council• Arvato• 80% of all transactions completed online2. Streamline customer journeys to deliver savings• Arvato• 80% of all transactions completed online3. Invest in technology to enable staff to work smartly wherever they are located• Arvato• Bo% of all transactions completed online9. Streamline customer journeys to deliver savings• Arvato• Council online will be the prime method of payment for most services (direct debit for Council Tax etc.) • Council tax and		collection is in place		capital grants
8. The council will be a leading digital transformation1. Use technology to redefine the way customers contact the council• Arvato• 80% of all transactions completed online2. Streamline customer journeys to deliver savings• Arvato• Paying the Council online will be the prime method of payment for most services (direct debit for Council Tax etc.)			>	Reduce costs of
8. The council will be a leading digital transformation1. Use technology to redefine the way customers contact the council• Arvato• 80% of all transactions completed online2. Streamline customer journeys to deliver savings• Arvato• Paying the Council online will be the prime method of payment for most services (direct debit for Council Tax etc.)				waste collection
8. The council will be a leading digital transformation organisation1. Use technology to redefine the way customers contact the council• Arvato• 80% of all transactions completed online2. Streamline customer journeys to deliver savings• Arvato• Paying the Council online will be the prime method of payment for most services (direct debit for Council Tax etc.)				service and
8. The council will be a leading digital transformation organisation1. Use technology to redefine the way customers contact the council• Arvato• 80% of all transactions completed online2. Streamline customer journeys to deliver savings• Arvato• Paying the Council online will be the prime method of payment for most services (direct debit for Council Tax etc.)				increase income
8. The council will be a leading digital transformation organisation1. Use technology to redefine the way customers contact the council• Arvato• 80% of all transactions completed online2. Streamline customer journeys to deliver savings• Arvato• Paying the Council online will be the prime method of payment for most services (direct debit for Council Tax etc.)				from recycling
 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 				and commercial
be a leading digital transformation organisationredefine the way customers contact the counciltransactions completed online2. Streamline customer journeys to deliver savings2. Streamline customer pourneys to deliver savingsPaying the Council online will be the prime method of payment for most services (direct debit for Council Tax etc.)				waste
transformationcustomers contact the councilcompleted online2. Streamline customer journeys to deliver savingsPaying the Council online will be the prime method of payment for most services (direct debit for Council Tax etc.)Paying the Council online will be the prime method of payment for most services (direct debit for Council Tax etc.)	8. The council will	1. Use technology to	Arvato	• 80% of all
organisationcouncilPaying the Council online will be the prime method of payment for most services (direct debit for Council Tax etc.)organisationcouncil2. Streamline customer journeys to deliver savingsPaying the Council online will be the prime method of payment for most services (direct debit for Council Tax etc.)				transactions
 2. Streamline customer journeys to deliver savings 3. Invest in technology to enable staff to work smartly wherever they are located 2. Streamline customer will be the prime method of payment for most services (direct debit for Council Tax etc.) 4. Council online 4. Council tax and 				completed online
journeys to deliver savings 3. Invest in technology to enable staff to work smartly wherever they are located bit for Council Tax etc.) • Council tax and	organisation			
 savings Invest in technology to enable staff to work smartly wherever they are located method of payment for most services (direct debit for Council Tax etc.) Council tax and 				Council online
3. Invest in technology to enable staff to work smartly wherever they are locatedpayment for most services (direct debit for Council Tax etc.)• Council tax and				
enable staff to work smartly wherever they are located are located are located				
smartly wherever they are located Tax etc.) • Council tax and				
are located Tax etc.) Council tax and				
Council tax and				
		are located		,
business rates				
direct debit				
payments of 60%				
30% reduction in				30% reduction in

|--|

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.

