

Five Year Plan 2017-2021

‘Growing a place of opportunity and ambition’

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1. Leader's Foreword

It's a great honour to have been elected to serve this town and an even bigger honour to lead Slough.

We sit on the cusp of a fantastic opportunity where the future of Slough is being shaped right around us, and I want to ensure that as a council we are working with residents so that they are involved in shaping our town's future.

Since becoming Leader of Slough Borough Council last year I have started a conversation with residents about the future of our town. They are the life blood of all we do and under my leadership this council will become a people focussed organisation.

This means listening to people and doing things with, rather than to, them. The council will become more inclusive and transparent in its decision making as well as being more accountable to the people we serve.

I want Slough to continue to grow and continue to be a world class destination to do business and I am proud to have some of the biggest names in global business based here. However we have to grow differently, and I will ensure we do. This includes looking at where we position ourselves in the world as well as looking to London and partnering with our West London neighbours who share many of the challenges we face. I want a growth that is inclusive for all. Slough has changed, and will continue to change, but local people must feel the full benefit of this change. I will ensure that we have an offer to local residents that guarantees their place and their children's place in Slough for years to come.

This means we have to have a housing offer that guarantees affordability for local people, when businesses come to Slough they take on local young people in high quality apprenticeships, and we must ensure we have an inclusive education system in Slough that drives forward attainment for all our children.

I am clear I want the economic opportunities and development that are coming to Slough to be shared by all our local residents. I will be relentless in driving an agenda that puts local people first, to secure their future and that of their children in Slough. An agenda that allows everyone in this great town to feel the council is working with them and for them.

To add:

- Key successes during the past year
- How we are supporting people who need us most, ensuring we have a healthy and active population to grasp opportunities and live well.

Councillor Sohail Munawar
Leader of the Council

2. Introduction and vision

The purpose of the Five Year Plan is to do three things –

- To set out our vision
- To be clear about our priority outcomes
- To explain how we will do this

VISION: GROWING A PLACE OF OPPORTUNITY AND AMBITION

Our priority outcomes – putting people first

- Our children and young people will have the best start in life and opportunities to give them positive lives
- Our people will become healthier and will manage their own health, care and support needs
- Slough will be an attractive place where people choose to live, work and visit
- Our residents will have access to good quality homes
- Slough will attract, retain and grow businesses and investment to provide jobs and opportunities for our residents

Making this happen – how we will do this

- We will listen to and work with our communities, customers and partners
- We will work towards being self-sufficient through innovation, income generation and maximizing the value and effective use of our resources
- We will use digital technology to provide smarter services for people and businesses
- We will recruit, retain and develop high quality people who are committed to Slough and supported to do their job

The Five Year Plan was launched in 2015 to define the Council's 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.

The introduction of the Five Year Plan was important in providing clarity of vision and direction, explaining how and why the council is changing and, given that we are all working with the same population, identifying more effective and efficient ways of working together.

The Five Year Plan is updated every year and we also produce an Annual Report so that we can check progress. Last year, 2016, we carried out a light-touch refresh of the Five Year Plan to update the actions in the Outcome Plans and set out how we will work with our partners and communities.

This year there has been a more in-depth review. We have worked with the new Leader and Cabinet to define their political priorities and revised the outcomes to reflect these. The Leader has been clear in his Foreword about his priority to put people first. We have reduced the number of outcomes from eight to five, combining some where there was overlap and duplication and removing others where they were more about ways of working than tangible outcomes.

Our ambition is for Slough to be:

- A place where people choose 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

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Opportunities and challenges

People are proud to live and work in Slough. We are ambitious for Slough's future and have bold plans in place to deliver the best outcomes for the town and its people.

The Leader has been clear about the opportunities for Slough's future. Our reputation and identity are strong. Heathrow and Crossrail are already attracting new development and investment into the town. If we can continue to attract growth and shape and manage it effectively we can ensure that we deliver benefits for local residents.

Our population of around 145,000 is young, growing and dynamic. We need to ensure their future from an early age and education, to local employment opportunities and the availability of housing to meet their needs. People are living longer today than ever before but this adds pressure on local services such as adult social care to meet more complex needs while enabling people to live independently for as long as possible. There are inequalities across our population including household income, living conditions, wellbeing and health.

As a council we need to have a strong local economy to generate income from business rates for our budget, particularly as our funding from Government disappears. Inward investment, regeneration and infrastructure improvements will bring real benefits to Slough, from housing and jobs, to better transport, shopping and leisure facilities.

Local government has become increasingly adept at managing growing demand for services against a backdrop of reduced resources. The introduction of the Government's austerity agenda hit us hard and we are increasingly having to make difficult decisions about our priorities and what we do. To put this in numbers, in ---- our budget was £.... This year our budget will be £... and by 20— it will be £... Over the next 5 years we need to save £....

[insert graph]

By the time our grant from Government disappears in ---- we will be almost entirely reliant on income from business rates and Council Tax. Developing these twin sources of income and other opportunities is essential to our finances and paying for services.

Given this context, we need to be clear about our priorities and how we will work to achieve these. That is why the Five Year Plan is so important as we will use it to:

- Drive the decisions made in the medium and long term financial strategy
- Focus on delivery of outcomes by prioritising reducing 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 Role of the Council

We will 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 believe that 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. Wherever possible we will also look to manage future demand for services through targeted intervention and prevention. We will always ensure that the most vulnerable in our community know how to get the support they need.

3. Our priority outcomes – putting people first

At the heart of everything we do are the people of Slough – they are our residents, customers, service users – the communities that together give Slough its identity. It is our responsibility to ensure that as we change the way we do things, we communicate and engage with people so that they understand what is happening around them and why – and that they have an opportunity to be part of the conversation.

Our response to the opportunities and challenges we face is to focus on five priority outcomes to improve the lives of people in Slough. **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 priority outcomes – putting people first

- Our children and young people will have the best start in life and opportunities to give them positive lives
- Our people will become healthier and will manage their own health, care and support needs
- Slough will be an attractive place where people choose to live, work and visit
- Our residents will have access to good quality homes
- Slough will attract, retain and grow businesses and investment to provide jobs and opportunities for our residents

To add an example under each outcome of the key change residents/customers will see during the next year to evidence what is happening next

These cross cutting outcomes are important in ensuring that we are joining up resources to focus on shared priorities – this approach means we will increasingly be seen to be working as ‘One Council’.

The Outcome Plans in section 5 set out in more detail the actions we will take to achieve these.

4. Making this happen – how we will do this

The Five Year Plan means that we are clear in Slough about our priorities and the Outcome Plans in the next section set out how we will work as a council and with others to achieve these.

The scale of financial savings required means that local authorities are having to ask difficult questions about what they can and cannot do. This is leading many to ask fundamental questions about the future role of the Council - Slough is no exception.

Our capacity to provide people with support is under growing pressure. We know that we can no longer provide services in the way that 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.

Our outcomes approach means that we are already working across teams in a more collaborative way which makes sense for many reasons, not least of which where we are working with the same people in our community.

This section explains how we will work to make the Five Year Plan happen and achieve the outcomes.

Making this happen – how we will do this

- We will listen to and work with our communities, customers and partners
- We will work towards being self-sufficient through innovation, income generation and maximizing the value and effective use of our resources
- We will use digital technology to provide smarter services for people and businesses
- We will recruit, retain and develop high quality people who are committed to Slough and supported to do their job

As with the outcomes –
we will add an example of one key change over the next year under each of these headings

- **We will listen to and work with our communities, customers and partners**

Listening to people, genuine community engagement and communication between the Council, communities and partners will be a key focus for us. By working with local people and helping them to do more for themselves we can reduce the demand on the council.

Many of our partners are facing the same twin challenges as the Council – rising demand at a time when resources are diminishing. Like us, they cannot deliver their outcomes without additional support. But what we also have in common is that we are all working with the same communities.

We will work through the Slough Wellbeing Board to facilitate a wider partnership network across the public, private and voluntary sectors to coordinate action and resources to achieve the best results for Slough. In September 2016 we launched a new Slough Wellbeing Strategy at the first in a series of annual partnership conferences to build collaboration across the borough.

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- **We will work towards being self-sufficient through innovation, income generation and maximizing the value and effective use of our resources**

As a Council we will need to be more commercially minded and innovative to make the best use of our resources. We all need to think, act and work differently. We want to establish a reputation for innovation.

- **We will use digital technology to provide smarter services for people and businesses**

Our services need to be smarter and relevant to the way in which people want to access them. We need to think about the customer and what they need rather than what suits us.

- **We will recruit, retain and develop high quality people who are committed to Slough and supported to do their job**

In keeping pace with all these changes we need to support our staff to acquire new skills and capabilities. Change is fast becoming a constant and the new normal. This is about more than just how we develop our staff – it means a change in the culture of the organisation and a mind-set that is about working differently.

We have reviewed our values as an organisation and 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. Our five **values** are:

- Responsive
- Accountable
- Innovative
- Ambitious
- Empowering

5. 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 these actions. The detail of delivery, including performance measures, is set out in individual plans for each outcome. The table below therefore includes a summary of the types of success measures that will be used to keep track of how we are achieving the outcomes.

Check the actions and also ensure we have specific measures for these with targets where possible

Our outcomes	Key actions - to achieve the outcome SBC will ...	Partners who will contribute to the outcome	'SMART' Success Measures will include
<p>Outcome 1:</p> <p>Our children and young people will have the best start in life and opportunities to give them positive lives</p> <p>N.B There is a responsibility for all children and young people in the borough and a duty towards vulnerable groups.</p>	<ol style="list-style-type: none"> 1. Enable children and young people have physically and emotionally healthy lives. 2. Ensure children and young people are supported to be "safe, secure and successful" 3. Enable children and young people to enjoy life and learning, to feel confident about their futures and aspire to achieve to their individual potential. 4. Support young people into employment, education and training. 5. Provide young people with opportunities to have their voice heard and to shape service planning and delivery. 	<ul style="list-style-type: none"> • Slough Children's Services Trust • Slough Borough Council / Young People's Services • Public Health • Joint Corporate Parenting Panel, • The Local Children's Safeguarding Board • Schools • Voluntary and Community Sector • Youth Forum • Children in Care Council 	<p>Establishment of a 'good' children's service judged good by Ofsted by the end of 2018</p> <p>Health targets (healthy start, oral health, child obesity, health inequalities)</p> <p>Social care data (children on child protection, children in need, children in care, contacts and referrals, early help)</p> <p>Education outcomes (Key stages, GCSE, Pupil Premium benchmarking, LAC attainment, SEN attainment,)</p> <p>Levels of those not in education, employment or training (NEETs)</p>
<p>Outcome 2:</p> <p>Our people will become healthier and will manage their own health, care and support needs</p>	<ol style="list-style-type: none"> 1. Target those individuals most at risk of poor health and wellbeing outcomes to become more active, more often. 2. Develop preventative approaches to enable our residents to become more able to support themselves. 3. Build capacity within the community to enable a focus on supporting more people to manage 	<ul style="list-style-type: none"> • Social care providers • Voluntary and community organisations • Residents • Slough CCG • Thames Valley Police • Probation Service • Leisure provider and sports' agencies • Slough Safeguarding 	<p>Smoking levels</p> <p>Increase in NHS health checks</p> <p>Levels of physical activity</p> <p>Reduction in the number of people receiving long term care.</p> <p>Increase in people receiving short term care and direct</p>

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Our outcomes	Key actions - to achieve the outcome SBC will ...	Partners who will contribute to the outcome	'SMART' Success Measures will include
	<p>their own health, care and support needs.</p> <p>4. Deliver a new model of public service that empowers residents to live independent and healthy lives.</p> <p>5. Ensure people are at the centre of the adult safeguarding process and are supported to manage any risks.</p>	<p>Adults Board</p> <ul style="list-style-type: none"> • Slough Children Services Trust • Local Safeguarding Children's Board • Schools • Business community 	<p>payments</p> <p>Increase in those people supported by voluntary and community sector</p> <p>Levels of social isolation</p> <p>Increased number of people involved in their safeguarding enquiries</p>
<p>Outcome 3:</p> <p>Slough will be an attractive place where people choose to live, work and visit</p>	<p>1. Work with members to conduct a residents survey on perceptions and combine with other survey data to create a clear understanding of peoples current perception of Slough (baseline)</p> <p>2. Work with the Safer Slough Partnership and other stakeholders (e.g. Town Centre Group) to ensure that crime prevention and community safety is at the heart of an attractive and vibrant Slough</p> <p>3. Work to promote Slough as an attractive, safe and vibrant place with opportunities for all</p> <p>4. Work with SBC teams and stakeholders to enhance and promote Slough's open space, leisure, arts and culture, residential and visual offer and identify strategic improvements e.g. gateways to the town, and other strategic locations</p> <p>5. Ensure that gateways to the town, prominent places and green spaces</p>	<ul style="list-style-type: none"> • Safer Slough Partnership • Schools • Community organisations • Wellbeing Board • LSCB and LSAB • SBC Teams • Community Safety • Community Cohesion • Planning • Housing • Highways • Parks & Open Spaces • Neighbourhoods • The SUR • Slough Children's Trust • Youth Services • Leisure • Community Services • Voluntary Sector • Businesses 	<p>Establish a baseline to measure progress and success.</p> <p>Comparison of annual Crime rates</p> <p>Number/ % of strategic decisions & new policies that fully consider and document response to s17 (Crime & Disorder Act)</p> <p>% increase in positive perception (SMART Target for parks, open spaces, leisure residential, etc to be discussed)</p>

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Our outcomes	Key actions - to achieve the outcome SBC will ...	Partners who will contribute to the outcome	'SMART' Success Measures will include
	<p>are clean and well-maintained</p> <p>6. Work with SBC teams and stakeholders to improve air and open water quality</p> <p>7. Deliver the council's community cohesion strategy to increase community resilience.</p> <p>8. Work with partners to ensure that children and vulnerable people are protected (Child Sexual Exploitation and Trafficking)</p>		<p>SMART Target for air quality, etc to be discussed - % improvement from baseline?</p> <p>SMART Target for Community Cohesion etc to be discussed -% improvement from Baseline?)</p> <p>A reduction from 16/17 in the number of cases at CSE SEMRAC</p>
<p>Outcome 4:</p> <p>Our residents will have access to good quality homes</p>	<p>1. Build Healthy Lifetime homes that can be easily adapted to take account of changing conditions</p> <p>2. Review our allocations policy in regard to giving higher preference to those with long term disabilities who are unable to work</p> <p>3. Robust regulation of the private rented sector to ensure health and safety standards are met and overcrowding is reduced.</p> <p>4. Increase home improvements to allow people to stay in their own homes longer and not require expensive and unwanted residential care</p> <p>5. Make best use of existing public sector housing stock</p> <p>6. Utilise land and resources in and outside of our direct control to develop new homes</p>	<ul style="list-style-type: none"> • Private rented sector landlords • Private sector developers • Registered Providers • Slough Urban Renewal 	<p>Number of new homes built each year</p> <p>Number of social housing allocations each year</p> <p>Number of adaptations carried out each year that enable people to stay in their own homes</p> <p>Increase in council tax base and new homes bonus</p> <p>Levels of homelessness</p> <p>Void turnaround times</p> <p>Progress towards new Local Plan</p>

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Our outcomes	Key actions - to achieve the outcome SBC will ...	Partners who will contribute to the outcome	'SMART' Success Measures will include
	<p>across all tenures to meet local need</p> <p>7. Make better use of land and existing housing within the borough including using opportunities for new high quality, family and high density residential developments</p> <p>8. Prevent homelessness where possible through early intervention and using a range of housing options</p> <p>9. The Council will actively promote a new garden suburb in an area to the north of Slough</p>		
<p>Outcome 5:</p> <p>Slough will attract, retain and grow businesses and investment to provide jobs and opportunities for our residents</p>	<p>1. Focus the council's business inward investment and retention function on growing business rate income to support service provision</p> <p>2. Deliver infrastructure improvements to attract and support businesses</p> <p>3. Support businesses and partners to enable residents to develop skills to meet local employers' needs</p> <p>4. Deliver a Local Plan that supports economic growth</p> <p>5. Maximise the opportunities for local people of an expanded Heathrow Airport</p> <p>6. Cultivate a vibrant town centre</p>	<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 Urban Renewal • Secondary schools • Retailers • Developers • Land owners • Slough CCG • Public sector partners 	<p>Business rate income</p> <p>New business investment</p> <p>Local skill levels</p> <p>Unemployment rate</p> <p>Town centre footfall</p> <p>Investor and developer enquiries</p>

6. Budget [to add]

- Links with MTFS – the Five Year Plan runs from 1 April in line with our budget so that 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
- Explanation of the budget – summary of key points from MTFS
- Scale of the challenge and savings required
- Next steps for outcome based budgeting – resources follow outcomes
- At C&Ds on 8 Nov Roger explained the bigger picture way in which we look at the budget rather than in silos – for example how acquisitions and income generation in one area can support pressure elsewhere
- Tables and pie charts

Last year we said:

We are facing some significant financial challenges during the five year period. With large reductions in government funding, we will become completely 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.

The fact that our cost base will need to reduce by 35% by the end of the Five Year Plan is a key driver for the Five Year Plan and the transformation work that is either underway or planned. The introduction of outcomes is intended to provide clarity about the Council's priorities and where resources will be allocated. We are moving away from the traditional approach of salami slicing individual departmental budgets to outcome based budgeting. This is designed to ensure greater resilience for the Council in the future.

7. Performance scorecard

It is important that we are able to provide evidence of progress towards achieving better outcomes to improve people's lives. The Outcome Plans include a series of success measures which we will use to monitor this.

We have identified a high level set of key performance indicators in the table below. These will form part of our Annual Report of progress against the outcomes. They will also be included in future annual refreshes of the Five Year Plan so that we have a consistent set of key performance measures to report against – whether performance is good or bad - so we can spot trends and tackle issues to get us back on track where needed.

Cabinet and Scrutiny have asked for performance reporting to be improved and to be more focussed – we are therefore developing a high level set of key performance indicators. The table below is the result of some work earlier in the year with Outcome Leads, SLT and CMT to identify a limited number of key performance measures *[the comments and questions are from CMT]*

Five Year Plan outcome	Performance measure
1 Our children and young people will have the best start in life and opportunities to give them positive lives	<ul style="list-style-type: none"> • % pupils achieving a good level of development across the Early Years Foundation Stage – <i>ok</i> • Prevalence of childhood with excess weight at start and end of primary school – <i>is this sufficiently strategic and does it change enough over the year?</i> • Safeguarding measure (from Corporate Parenting Plan) – <i>to be confirmed by Outcome group</i>
2 Our people will become healthier and will manage their own health, care and support needs	<ul style="list-style-type: none"> • Number of people starting a smoking cessation course / % of those who successfully quit smoking – <i>is this sufficiently strategic and does it change enough over the year? Suggest number of health checks taken up instead and rates of physical activity undertaken</i> • Number of adults managing their care and support via a direct payment – <i>ok</i>
3 Slough will be an attractive place where people choose to live, work and visit	<ul style="list-style-type: none"> • Journey time – <i>buses, cars?</i> • Crime rates per 1,000 population – <i>ok</i> • % of household waste sent for reuse, recycling or composting – <i>ok</i>
4 Our residents will have access to good quality homes	<ul style="list-style-type: none"> • Increase in number of dwellings – <i>ok but maybe best reported yearly in the Council's annual report; replace with planning applications approved?</i> • Number of affordable homes – <i>as above; ok but maybe best reported yearly in Council's annual report; replace with planning applications approved?</i>
5 Slough will attract, retain and grow businesses and investment to provide jobs and opportunities for our residents	<ul style="list-style-type: none"> • Business rate collection – <i>OK</i> • Unemployment rate – <i>ok</i>
Enabling	<ul style="list-style-type: none"> • Council Tax in year collection rate – <i>ok</i> • Proportion of Council Tax payments by direct debit – <i>ok</i> • Proportion of residents signed up for self service – <i>ok</i>