

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 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 is becoming a people focused 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 same opportunities and challenges. 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 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 need a housing offer 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 will be relentless in driving an agenda that puts local people first, to secure their future and that of their children in Slough. We need to support people who need us most, ensuring we have a healthy and active population able to grasp opportunities and live well. Our agenda is to allow everyone in this great town to feel the council is working with them and for them.

Some examples of our achievements against this agenda from the past year are highlighted below:

- The flagship Curve building launched in September bringing library, registrars, adult and community learning into one venue, supported by museum pods, a new multi-purpose space Venue@TheCurve and Gallery@TheCurve, available for exhibitions
- A series of school expansion projects have been delivered including new facilities such as a new four court sports hall for St Joseph's Catholic High School
- Housing regeneration projects at Britwell and Milestone housing in Ledgers Road were completed
- The new community sports stadium at Arbour Park was opened
- All Slough parks retained their Green Flag status

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- The Slough Youth Awards were held to recognise the significant contribution and achievements of Slough's young people
- The Make your Mark Campaign resulted in the second largest percentage turnout across the UK
- The number of people that are managing their social care support via a direct payment increased from 200 to 325 people in less than a year, helping people live independently with more choice and control over the care and support they need
- Over 1000 people were invited to the National Diabetes Prevention Programme 18 week free lifestyle courses, more than anywhere else in the country
- More than 500 people aged 60 and over were assessed for falls risk via the FallsFree4life programme and 60 percent of those attending the 12 week balance classes reduced their risk
- The Slough Women's Forum was established to identify and address issues that matter to women in the local community
- The Council continues to demonstrate strong partnership with the police and the Slough Children's Services Trust effectively safeguard vulnerable people
- Funding was secured from the Local Enterprise Partnership to deliver the new LED lighting programme
- An Investors Day was held to increase investment in the borough securing increasing income via business rates

I am proud of the successes the Council has delivered over the past year and the Five Year Plan sets out our plans for the future so we can build on these achievements and further improve the lives of people in Slough.

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 maximising 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 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 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. The Leader and Cabinet have worked with officers 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.

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

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the town. If we can continue to attract growth and shape and manage it effectively we can ensure 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. We start from a position of strength in Slough. With a turnover of around £9 billion the underlying strength of our economy and reputation as a place to invest means growth provides a number of opportunities. 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 so we are increasingly having to make difficult decisions about our priorities and what we do. Section 6 on the budget explains the scale of the challenge and our response in more detail.

By the time our grant from Government disappears 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. This 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 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 the most vulnerable in our community know how to get the support they need.

We 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).

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

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.

In line with our agenda to put people first we will be clear about how new development, infrastructure and regeneration projects will provide benefits for the people of Slough. Some of the planned highlights for the year ahead are summarised below.

840 new primary school places are to be created in Slough under £20 million plans to expand and improve three primary schools. Working in partnership with Slough Urban Renewal the redevelopment plans will also provide enhanced learning environments with improved teaching spaces, dining halls and libraries as well as new sports halls and playground

Work to create a new "state-of-the-art leisure facility" on the Centre site in Farnham Road began in January following the demolition of the old building. The new leisure centre, which is being built by Slough Urban Renewal, will include an eight-lane swimming pool, a poolside sauna and steam room, a four-court sports hall and a gym. Leisure facilities will also be refurbished elsewhere including the extended Ice Arena, Salt Hill and Langley Leisure Centre. In addition, our parks and open spaces will be cleaner, safer and better promoted by a multi-agency group led by the Safer Slough Partnership.

We will implement our new housing strategy to provide more new and affordable homes and improve the standards of existing homes. New homes construction will begin on a series of ‘small sites’ to provide council housing for people on the council waiting list. Our two new Subsidiary Housing Companies will provide better and more affordable homes for homeless households and key workers and lead the way in providing high standards of private sector housing. A new Repairs, Maintenance and Investment contract for Council homes will improve services and value for money for council tenants and leaseholders

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Highways and public transport improvements at Windsor Road, Slough and Bath Road, and Langley will be completed. We will be working more closely with West London in order to maximise economic growth.

Access to lifestyle improvement programmes and 'step down' help from hospital will be easier through the Cardiowellness 4 Slough programme. This single point of access will triage and refer people through a wellbeing hub to the right programme for them and report on a common set of outcomes across a range of agencies.

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.

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

- **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.

The Council is committed to working with our key partners to develop a more integrated way of working with our residents. In the first instance we will be developing a 'one council' approach to working with our communities including the large number of community groups who are already to keen to work more with us. This will ensure Slough has more resilient communities, with people better able to help themselves, developing social networks that will ultimately reduce demand on public services and take a co-production approach to achieve better outcomes.

- **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.

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One example of this is the establishment of a new Local Authority Controlled Company (LACC) to oversee the commercialisation of services. This major new venture for the Council will reinforce our direction to deliver key frontline universal services as well as offer competitive commercial services to the market. By using our embedded subject matter experts and subject leads within the authority and the LACC we will identify opportunities to deliver commercial solutions for our residents and businesses.

- **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.

This year will see council staff better meeting customers' needs by working more in the community and on site, using technology to provide services in a timely and more efficient way, and reducing costs.

- **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.

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. We have therefore launched a new set of Values and Behaviours for the Council that sets this out in more detail. 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 have completed a series of Management Development Programmes for all our managers to support them to recruit, retain and develop our staff. We are now evaluating the programme to identify if any revisions are required before we launch another series.

We have reviewed our Recruitment and Selection Policy to give opportunities to all staff for vacancies that arise within the Council before these are advertised externally. There will be exceptions to this, for example, social workers, where we are aware there is not only a shortage locally but also nationally. We are using a broad range of advertising including social media to attract potential candidates and we will continue to explore other methods of recruiting especially within the local community.

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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.

The detailed actions and success measures in the table below will be checked and added to where necessary before the Plan is published –

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 • Creative Education Partnership • East Berkshire College 	<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: Numbers of children subject to a child protection plan. Number of Children in care. Number of contacts / Referrals to Social Care. Number of early help assessments.</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 take up health checks 2. Develop preventative 	<ul style="list-style-type: none"> • Social care providers • Voluntary and community organisations • Residents • Slough CCG • Thames Valley Police 	<p>Smoking levels</p> <p>Increase in NHS health checks</p> <p>Levels of physical activity</p> <p>Numbers referred to national diabetes</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>approaches to enable our residents to become more able to support themselves.</p> <p>3. Build capacity within the community to enable a focus on supporting more people to manage 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>	<ul style="list-style-type: none"> • Probation Service • Leisure provider and sports' agencies • Slough Safeguarding Adults Board • Slough Children Services Trust • Local Safeguarding Children's Board • Schools • Business community • Housing Associations 	<p>prevention programme</p> <p>Reduction in the number of people receiving long term care.</p> <p>Increase in people receiving short term care and direct 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</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 • Building Control • Environmental Quality • Housing • Highways • Parks & Open Spaces • Neighbourhoods • The SUR • Slough Children's Trust • Youth Services • Leisure • Community 	<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> <p>Number of parks with Green Flag status</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>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 are clean and well-maintained</p> <p>6. Work with SBC teams and stakeholders to improve air 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>Services</p> <ul style="list-style-type: none"> • Voluntary Sector • Businesses • Creative People and Places – HOME Slough • Waste & Environment 	<p>Gateway inspections, levels of street cleanliness, fly-tipping and graffiti removal</p> <p>Improve the average air quality concentrations by 10% against the current 2015 baseline By 2021</p> <p>SMART Target for Community Cohesion (% improvement from Baseline)</p> <p>A reduction in the number of high and medium risk CSE cases</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 with a view 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</p>	<ul style="list-style-type: none"> • Private rented sector landlords • Private sector developers • Registered Providers • Slough Urban Renewal • Housing Associations 	<p>Number of new homes built each year</p> <p>Number new homes warranted and issued with building control completion certificates each year</p> <p>Number of social housing allocations each year</p> <p>Number of</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>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 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>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 acceptances</p> <p>Void turnaround times and under-occupation moves</p> <p>Progress towards new Local Plan</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</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 	<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>

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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>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"> • Heathrow Airport Limited • Slough Urban Renewal • Secondary schools • Retailers • Slough CCG • Public sector partners • Waste & Environment – Local Authority Controlled Company 	<p>Vacancy rates decreased by xy%</p> <p>Footfall and spending increased by xy%</p> <p>Investor and developer enquiries/net promoter score</p> <p>Gap between residents and incoming workers weekly wages</p>

6. Budget

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.

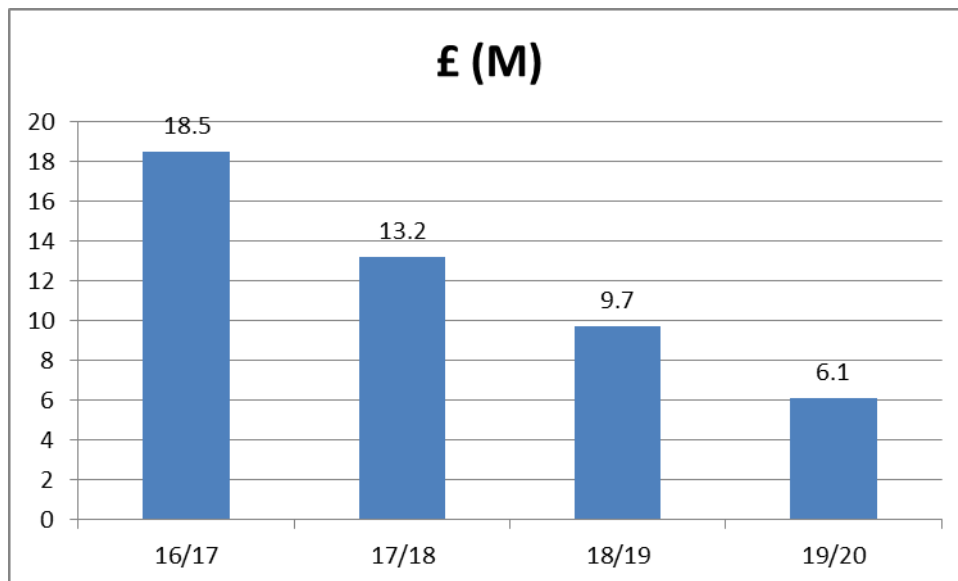
This section explains the scale of the financial challenge and savings required and our approach to tackle this as set out in our medium term financial strategy.

The challenge

Alongside all other local authorities, we are affected by severe financial constraints. Under the government's deficit reduction programme – intended to reduce the government's budget deficit – national funding for local government has significantly decreased. The local impact of these decisions has resulted in a 66.8% decrease in the amount of central government revenue support grant funding we receive from £39.8m in 2013/14 to £13.2m in 2017/18. Meanwhile our population continues to grow with added pressure on service expenditure as well as ongoing government reforms for example to the funding of adult social care and welfare.

Government has offered all local authorities the opportunity to take up a four year funding settlement if they publish an Efficiency Plan. In October 2016, the Council signed-up to this agreement and accepted the government's offer of minimum guaranteed funding levels (for the period 2016/17 to 2019/20) whilst also accepting that these funding levels will be significantly reduced - see table below.

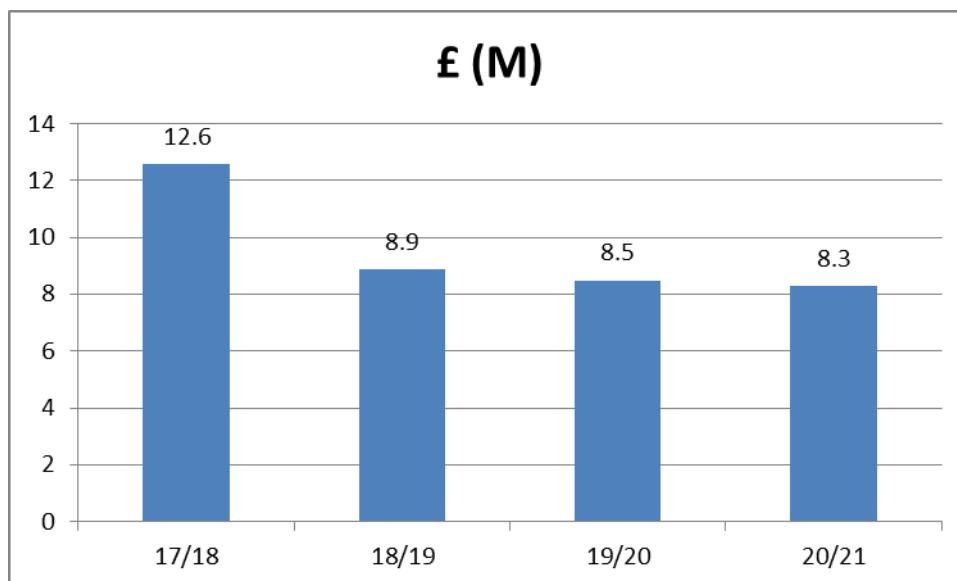
Revenue Support Grant to Slough Borough Council



Following the reductions in Revenue Support Grant the local government finance settlement in December included significant changes to the continuing operation of the New Homes Bonus and adult social care funding which have implications for our future funding assumptions. The Government is using the savings from New Homes Bonus to contribute towards a new £240m adult social care support grant. There will also be an increase in the adult social care precept from the current 2% to a new threshold of 3%.

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The table below shows how we need to make £38m savings over the next four years.



Our response

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.

We start from a position of strength in Slough. With a turnover of around £9 billion the underlying strength of our economy and reputation as a place to invest means that growth provides a number of opportunities. Inward investment, regeneration and infrastructure improvements will bring real benefits to Slough. We need to ensure the town remains economically viable. The development of our new Local Plan is facilitating discussions and decisions about our commitment to growth including more and quality housing which is important to meet the needs of local people as well as increase our tax base.

Our medium term financial strategy therefore aims to look for opportunities and seek innovative solutions to help not only protect frontline services wherever possible, but also to enhance the borough's infrastructure and communities to ensure long term benefits to the borough.

Our jointly owned development company, Slough Urban Renewal (SUR) is delivering some major changes to the infrastructure of the borough while providing income to the council. SUR has rapidly developed since 2014 into a key enabler of the council's regenerative and commercial policy. The company, jointly owned by Slough Borough Council and Morgan Sindall Investments Ltd, is building council infrastructure as well as major housing schemes across the borough.

Our Strategic Asset Purchase scheme is designed to use our balance sheet to improve ongoing revenue streams and increase our asset base. The scheme is limited to £25m initially for properties that provide a good yield back to the council and/or are designed to regenerate.

The council has committed to invest heavily in infrastructure over the next five years, specifically on providing new leisure facilities, the landmark civic building – The Curve, as well as major investment in transport and housing infrastructure.

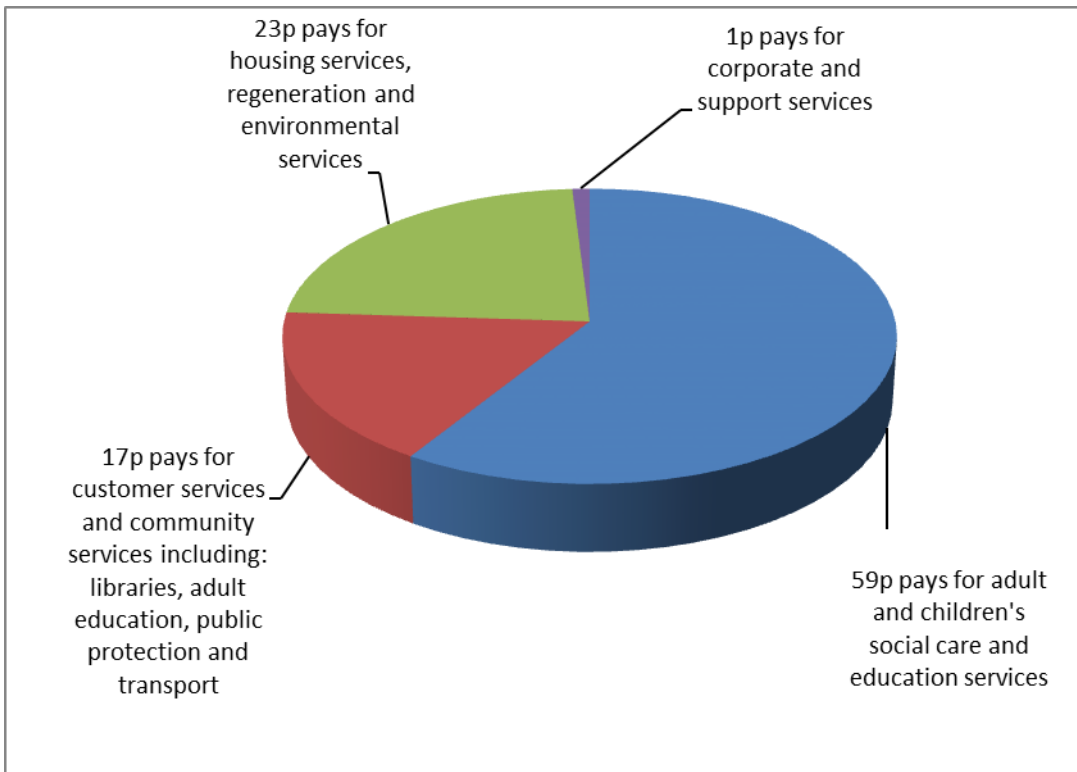
Alongside the council's investment, Crossrail opening in 2019 will also have a significant uplift to the borough, as will the planned western rail link to Heathrow due by the early 2020s.

This more innovative and entrepreneurial approach will also stand us in good stead in future years. Much of this income is on-going revenue streams, and where there is a one-off profit from the

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SUR, the schemes as a whole are helping to drive up council tax and business rates income overall and thus provide greater long term stability to the council's overall funding. This in turn helps to relieve the pressure on service expenditure in areas of high demand such as adult and children's social care.

The chart below shows how our money is spent -



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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 in section 5 above 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.

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"> • Increase % pupils achieving a good level of development across the Early Years Foundation Stage • Reduce prevalence of childhood with excess weight at start and end of primary school • Safeguarding measure (from Corporate Parenting Plan) • Reduce levels of those not in education, employment or training (NEETs)
2 Our people will become healthier and will manage their own health, care and support needs	<ul style="list-style-type: none"> • Increase number of people starting a smoking cessation course / % of those who successfully quit smoking • Increase number of adults managing their care and support via a direct payment • Increase the uptake of health checks
3 Slough will be an attractive place where people choose to live, work and visit	<ul style="list-style-type: none"> • Increase levels of street cleanliness • Reduce crime rates per 1,000 population
4 Our residents will have access to good quality homes	<ul style="list-style-type: none"> • Increase in number of dwellings • Increase number of affordable homes • Increase number of planning applications approved
5 Slough will attract, retain and grow businesses and investment to provide jobs and opportunities for our residents	<ul style="list-style-type: none"> • Increase business rate collection / increase in business rate base • Reduce unemployment rate • Reduce journey time
Enabling	<ul style="list-style-type: none"> • Increase Council Tax in year collection rate • Increase proportion of Council Tax payments by direct debit • Increase proportion of residents signed up for self service