

## Appendix A - Draft Five Year Plan 2018/19 – 2022/23

### 'Growing a place of opportunity and ambition'

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## **1. Leader's Foreword**

This year 2018 sees Slough celebrate 80 years since the town received its charter and became a Borough.

In September 1938, we had a quarter of the population we have today. A three bedroom semi-detached house cost £600. A national traffic census recorded an average of 11 vehicles per hour – 264 a day whereas today Slough has an average daily flow of over 7,500 vehicles.

In 1938 Lydia Simmons was born and went on to become the country's first black female Mayor. We were proud to have her open Lydia Court, a new development of council flats, last year.

During these past 80 years, over a single lifetime like Lydia's, Slough has undergone significant change. The fact that Slough has always been a destination for people to create a better life for themselves is testament to our ability to adapt and cope with change over time.

Historically, our attraction as a destination has had its roots in our strong manufacturing base. More recently our industry has shifted to high tech companies which attract people with different skills.

Throughout our history the strength of our communities has remained a constant across various periods of tremendous change.

As Leader of the Council I am determined to ensure that the people of Slough are able to access and take up the opportunities that arise from change.

We have ambitious plans for the town. We are investing in our infrastructure from schools, health and leisure, to transport and housing. The arrival of Crossrail and the potential third runway at Heathrow will make us even more attractive as a place for business and investment.

This will regenerate the town and I want to be clear that the benefits of this will be shared across the borough. Among this growth and change the Council's leadership is determined to make sure that Slough nurtures an environment that keeps it a desirable place to live, work, rest and stay.

As well as greater local job opportunities we are working to enable further investment in our transport infrastructure to relieve pressure on our already overloaded roads as well as tackling air quality. This is important for the health and wellbeing of all of us.

The Five Year Plan sets out our priorities as well as our vision for Slough as place of opportunity and ambition.

This Five Year plan is focussed on improving the lives of people in Slough and ensuring that Slough the place continues to build a reputation as one that will be an attractive home for people and business for the next 80 years to come.

**Councillor James Swindlehurst  
Leader of the Council**

## 2. Introduction

The Five Year Plan was launched in 2015 to define the council's vision and ambition; the opportunities and challenges we face; the role of the council in meeting these and the priority outcomes against which resources will be allocated.

The Five Year Plan is also important in explaining how and why the council is changing. To ensure it is always up to date the Five Year Plan is refreshed every year and we also produce an Annual Report so we can check progress. Last year, 2017, we carried out an in-depth review which 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.

This year we have worked with the Leader and Cabinet to ensure their priorities are reflected in the 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. 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.

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.

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 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

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.

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.

As a Council we cannot stand still and need to adapt from the traditional approaches where departments focus on specific issues to a much more joined up approach. Our outcomes have been developed to ensure that our staff work across teams and departments to join up the way in which services are delivered.

We will develop an overall **Customer Strategy** that will guide our future ways of working as a Council and support the provision of our services. This will inform our approach to how we make the best use of our accommodation and buildings across the borough, the way in which we maximise digital technology and ensure we have the right IT to support this.

## Our values

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

- Responsive
- Accountable
- Innovative
- Ambitious
- Empowering

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

We 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

Our communities are at the heart of everything we do. 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***

- Slough children will grow up to be happy, healthy and successful
- Our people will be healthier and manage their own care needs
- Slough will be an attractive place where people choose to live, work and stay
- Our residents will live in good quality homes
- Slough will attract, retain and grow businesses and investment to provide 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’.

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. 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.

Many of our priorities cannot be achieved by us as a Council without the support of others. As well as working in partnership with the public and voluntary sectors we will continue to build partnerships with the private sector to attract investment and support delivery.

## **Outcome 1: Slough children will grow up to be happy, healthy and successful**

We are committed to ensuring that Slough is a great place for our children to grow up and to live happy, healthy and successful lives.

Our educational outcomes for children and young people are already above the national average. At the Early Years Foundation Stage 71% of children achieved a good level of development. At Key Stage 1 66.7% achieved the expected standard or above in reading, writing & mathematics. At Key Stage 2 62% achieved the expected standard or above in reading, writing & mathematics. At Key Stage 4 55.8% achieved a Grade 5 or above in English and maths GCSE which is well above the national average, Slough is ranked 9<sup>th</sup> nationally. The proportion of good and outstanding schools in Slough is very high and well above regional and national averages.

We are working to enable children and young people to have physically and emotionally healthy lives, ensuring they are supported to be safe, secure and successful. We are continuing to focus on reducing the prevalence of children with excess weight at the start and end of primary school.

We have continuously invested in the creation of new school places, using our joint venture company, Slough Urban Renewal, to deliver school redevelopment plans which include improved teaching spaces, dining halls and libraries as well as new sports halls and playgrounds.

Young people have a vital role to play in shaping, creating and benefitting from the regeneration of our town. We will continue to support all young people into high quality employment, education and training. We will also provide them with opportunities to have their voices heard and to work with us in planning the future of Slough.

### ***Next year we will ...***

- Further embed our work with partners to safeguard children and young people in Slough
- Promote the voice of children and young people in service developments
- Develop a strategy for key worker housing to help meet the needs of our school workforce
- Match the ambition of our children by working with local schools and partners to ensure our young people can gain access to high paid, high skilled jobs in Slough

### ***Our long term priorities are to...***

- Work with our partners to ensure excellent outcomes for children and young people in Slough. We will do this through building on existing successful education and children's social care partnerships, ensuring that children and young people are at the centre of what we do.
- Reduce the numbers of Children Looked After and Care Leavers and young people with SEND who are Not in Education, Employment or Training
- Support the creation and promotion of pathways to high quality employment, including Apprenticeships
- Reduce the 'conveyor belt' to social care through improved early help and early intervention

### ***Over the past year we have...***

- Appointed a permanent Director of Children's Services for the first time in three years
- Ensured that 96% of children in Reception were allocated one of their top three choices of school
- Ensured that 94% of children were allocated one of their top three choices of secondary school
- Supported the voice of young people through the Youth Parliament, Young Inspectors and Commissioners, and an effective Children in Care Council
- Actively worked in partnership with Slough Children's Services Trust particularly in relation to Early Help and Child Sexual Exploitation supporting Slough's ambition to becoming a good Children's Service.
- Significantly enhanced the Council's role and responsibility as a Corporate parent
- Completed 3 primary school expansion projects providing 840 new school places
- Successfully transferred back to the Council Education Services previously provided by Cambridge Education Trust and SEND services that previously formed part of SCST

#### **Health Choices Project**

The Safer Slough Partnership has commissioned and funded Lime to develop the Healthy Choices Project in Slough. This project has come to fruition following research into Child Sexual Exploitation (CSE) risk in Slough that identified CSE and other risk factors as being prevalent for children and young people in Slough.

Key negative drivers in Slough included: less emotional contact time / higher rates of family dysfunction resulting in 'affection deficits', social media and prevalent 'near-peer' issues that put young people at risk.

Education is seen as pivotal to tackling broader "vulnerability" alongside support to practitioners who work in this arena. The Healthy Choices Project is therefore about reducing risks through encouraging healthier relationships, positive influences and behaviours.

Children and staff from 4 Slough schools are working with colleagues from Lime to co-design a comprehensive programme of education to be delivered in weekly sessions over a term. This includes specifically designed digital resources with complementary activities, exercises and learning materials to develop and improve decision-making; and a multi-disciplinary approach with data collection and delivery support for teachers. The project is currently in development stage and will be rolled out to all schools in September 2018.

## **Outcome 2: Our people will be healthier and manage their own care needs**

Councils across the country are facing similar challenges relating to health, wellbeing, and independence of their adult residents. People are living longer, often with complex and long-term conditions, which increases demand for health and care services within the borough. In responding to these challenges we will focus on developing preventative approaches to enable our residents to become more able to support themselves. We will target those individuals most at risk of poor health and wellbeing outcomes to take up health checks; build capacity within the community to enable more people to manage their own health, care and support needs; and deliver a new model of public service that empowers residents to live independent and healthy lives. Throughout our plans we will ensure people are at the centre of the adult safeguarding process and are supported to manage any risks.

### ***Next year we will:***

- Support our residents to be more active
- Open a range of new leisure options including ice arena, Salt Hill activity centre, Langley sports centre and green gyms
- Support more people to take control of their care needs including a Direct Payment
- Support more people to have a health check

### ***Our long term priorities are to:***

- Work with our partners to improve the health and wellbeing of our residents
- Be the most active town/city in the country – More People - More Active -More Often
- Reduce loneliness and isolation – More People - More Connected - and Happy
- Reduce the need for long term social care through improved early help and prevention

### ***Over the past year we have...***

- Increased the number of health checks carried out in Slough to more than 2,300
- Completed 301 falls risk assessments
- Advanced our £55m leisure strategy with work underway on our new leisure centre
- Made notable progress on the refurbishment of the Ice Arena
- Opened and fully completed our community sports stadium Arbour Park
- Won an award for Transformation of Support Services by our adult social care team
- Seen another very successful event for World Mental Health Day 2017

### ***The council organises Wellbeing Week in its commitment to improve the health and wellbeing of both staff and residents***

In October 2017 the SBC employee wellbeing board encouraged staff to practice the Five Ways to Wellbeing: connect, be active, take notice, keep learning and give. The events throughout the action-packed week were focused around these five ways to increase wellbeing. To ensure staff had taken part in being active, a five-a-side football tournament was held at Arbour Park. Each team gave a suggested donation of £20 to support the work of mental health charity, Mind. World Mental Health Day also gave staff the opportunity to keep learning, at a special mental health event at The Curve. As part of taking notice, staff took part in a mindfulness session at lunchtime which focused on relaxation through meditation and being able to view things with kindness and curiosity. The employee wellbeing team also held a joint connect and give session that included cake, colouring and a chat. These sessions brought attention to the importance of good mental health and helped staff develop a sense of wellbeing.



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

In Slough we are working with communities and partners to create a vibrant and attractive town that offers opportunities for all where our community is content and happy. Our parks and open spaces will be cleaner, safer and better promoted. We have made progress on a strategy and action plan to improve air quality within the borough. We are building a new state-of-the-art leisure facility on the Centre site in Farnham Road which will include an eight-lane swimming pool, a poolside sauna and steam room, a four-court sports hall and a gym. Leisure facilities are also being refurbished elsewhere including the extended Ice Arena, Salt Hill and Langley Leisure Centre.

We will continue to work with the community to ensure that Slough is a safe and welcoming place, and we will shape a recognisable identity for our town that will attract visitors and businesses.

As we implement our action plans we will ensure we bring our residents along with us every step of the way and engage the community to build on the sense of belonging and pride in Slough.

#### ***Next year we will...***

- Establish a Town Team to ensure a clean and safe town centre
- Plant 1 million bulbs with our communities in our parks and open spaces
- Ask residents via a town wide place survey what they feel about the town and use the results to shape future plans
- Co-create strong and attractive neighbourhoods

#### ***Our long term priorities are to...***

- Improve the Slough brand and develop our identity as a place of opportunity and ambition, co-produced with our communities and partners
- Improve air quality in the borough with innovative solutions
- Improve the quality of our natural environment and open spaces
- Actively manage the impact of new developments and infrastructure so that the town centre is a place where people can live, work, shop and enjoy.

#### ***Over the past year we have...***

- Been named the best town or city to live and work in by Glassdoor
- Delivered the “Love Slough Parks” campaign
- Seen the highest engagement in Youth Parliament within the country
- Introduced a fleet of electric cars and bicycles
- Started the Clean, Safe and Vibrant project to transform the town centre
- Brought our libraries back in house
- Celebrated a year since the opening of The Curve
- Held a number of workshops for children including crafts, theatre, and reading days
- Brought our environmental services back in house
- Hosted the Slough 2040 conference which looked at proactively planning the future
- Organised a deep clean of the town centre
- Held a multi-agency walkabout of town centre to support driving change in the area

### ***The Curve celebrates***

The first year of operation at The Curve has been a huge success with thousands of people exploring the centre. The library and cultural centre has seen a 59 per cent increase in library membership and a 42 per cent increase in children's book borrowing. There have been births registered and marriages conducted at the register office and Venue @The Curve has hosted a variety of shows and events, including sell-out pantomime performances. This flagship building with a dramatic design that is a regional winner of the LABC 'Best public service building' has transformed the town centre and triggered further regeneration and investment. A week of activities was organised to celebrate the milestone birthday.

## **Outcome 4: Our residents will live in good quality homes**

Slough is experiencing a growth in its population which, combined with the geographically small size of the borough, has put significant pressure on our housing supply. To meet the housing challenges faced by our town we will continue to work collaboratively with our partners including SUR and local landlords to provide more and better homes for our residents. New homes construction will continue to provide council housing for people on the council waiting list. We will implement the homelessness reduction act which will transform the way homelessness services are delivered and ensure that all eligible applicants are given the help they need. Our two new subsidiary housing companies will continue to provide better and more affordable homes for homeless households and key workers and lead the way in providing high standards of private sector housing. And a new licencing scheme for privately rented properties will help us regulate the private rented sector and improve the quality of housing across the borough.

### ***Next year we will...***

- Improve our services to homeless people and work to prevent homelessness
- Foster high quality privately rented homes by licensing more Houses in Multiple Occupation
- Continue to build more and better homes, particularly to replace council homes lost under the Right to Buy
- Improve opportunities for social housing tenants to downsize to more suitable homes.

### ***Our long term priorities are to...***

- Maintain our council housing to a high standard.
- Keep housing affordable for local people
- Drive up standards in the private rented sector

### ***Over the past year we have...***

- Launched a new housing strategy setting out our ambition to regenerate neighbourhoods and improve the quality and supply of housing in the borough
- Completed the Milestone development which includes 23 new council homes
- Built 11 new council homes at Lydia Court and 18 new council homes at Foxglove Court
- Opened our first emergency housing facility in over 40 years providing 12 double bedrooms
- Improved services for council tenants and started a new repairs contract with Osborne to invest £100m
- Co-located our Neighbourhood services with Osborne staff in Hawker House
- Established two subsidiary housing companies, James Elliman and Herschel Homes, giving us more control over the housing market whilst developing a rental portfolio

#### ***New council flats named Lydia Court***

This year saw the opening of Lydia Court, a brand new block of council-owned apartments named after the country's first black female Mayor, Lydia Simmons. Lydia Court is a development of 11 new council homes, built on the site of the old Eschle Court, Elliman Avenue. The one, two and three bedroom apartments have been built for the council using our joint venture company, Slough Urban Renewal (SUR). SUR is a

partnership between SBC and Morgan Sindall Investments Ltd. which is driving regeneration across the town including leisure, housing, community and school buildings. Lydia Court includes a ground floor three bedroom apartment built to wheelchair standards, with its own front door access, dedicated parking and garden area. This specially designed property will be allocated to a family currently on the housing waiting list and housing officers are working with occupational therapists to ensure the needs of the family are met.

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

Economic growth provides a number of opportunities to our town, including the creation of new jobs. Our goal is to generate and develop these opportunities. We will focus our work on creating a place where businesses want to locate by delivering infrastructure improvements such as good transport connections and communications networks to attract and support businesses. We will enable residents to develop skills to meet local employers' needs; deliver a Local Plan that supports economic growth; and maximise opportunities for local people from an expanded Heathrow Airport. Alongside all these key actions we will cultivate a vibrant town centre that will appeal to residents, businesses and visitors alike.

### ***Next year we will...***

- Launch the Building Better Opportunities project to increase employment in the 25+ group who are economically inactive or unemployed
- Ensure we have fit for purpose and sustainable infrastructure - from schools, health and leisure, to transport and housing
- Prepare for improvements to unlock gridlocked sites with a focus on Farnham Road and Chalvey
- Strengthen our relationships with business by delivering their HQ locations and town gateway opportunities

### ***Our long term priorities are to...***

- Collaborate on the Heathrow expansion
- Regenerate TVU and the town centre and maximise potential of Crossrail
- Work with major employers and Heathrow to reduce traffic congestion and emissions by encouraging the use of sustainable modes of transport

### ***Over the past year we have...***

- Held our first property investor day demonstrating our economic strengths
- Upgraded 7,500 of our 11,000 streetlights to energy efficient LED lights
- Acquired the former Thames Valley University site which will generate investment and create local jobs
- Generated £3.5 million which balanced our budget with no front line service cuts
- Secured funding for the Building Better Opportunities project which will provide assistance to East Berkshire residents that need support to go back to work
- Secured a memorandum of understanding framing our partnership with Heathrow
- Started a programme of work that will make our town centre safe, clean and vibrant
- Won recognition as the best place to live and work in the UK

#### ***Council purchase of TVU site triggers investment in regeneration***

SBC is now the owner of a major development site in the heart of Slough which will net the town £550 million of investment. The former Thames Valley University (TVU) site, on the corner of Wellington Street and Stoke Road in the centre of Slough is now set to be transformed with new homes, new offices, shops and leisure facilities. This massive regeneration project is expected to bring more than 1,400 homes, 45,000 square feet of retail and leisure space, and 250,000 square feet of office space. The investment from the council will trigger the largest single local authority regeneration project seen outside of London. Negotiations with a development partner are expected to be complete by July.

#### **4. The budget – *to follow***

- This short section will explain the important link between the Five Year Plan and the Medium Term Financial Strategy
- Once the budget has been approved this section will include graphs / pie charts to explain where our income comes from and how it is spent

## 5. Keeping track of progress

It is important that we are able to provide evidence of progress towards achieving better outcomes to improve people's lives.

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.

This set of key performance indicators will therefore remain largely constant although there will be minor changes as performance requirements change. For example some of the detailed priorities under outcomes will change as specific actions are delivered and new ones identified. In addition we have a series of statutory returns we provide to Government as well as indicators to measure council tax and business rates collection.

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