

**Five Year Plan 2021 – 2026**  
**‘Growing a place of opportunity and ambition’**

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**1. Leader's Foreword – to be inserted**

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## 2. Introduction – Chief Executive

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

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

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

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

### The role of the Council

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

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

### Our Futures

2019/20 has seen us make good progress on the 'Our Future's' transformation programme – our journey towards becoming a world class organisation. The programme aims to:

- **Make it easy:** We make self-service, independence and dealing with us easy
- **Make it count:** We put our scarce resources where they do the most good today and tomorrow
- **Make it work:** We join up information and work with our partners to get the right outcome first time
- **Make it rewarding:** Residents, businesses, communities and SBC employees benefit from Slough.

Over the next year we continue to develop and roll-out our new operating model, which will ensure that our new technology, assets and organisational structure and work together to support our ambitions. This model will deliver:

- Increased self-service through new digital platforms and better use of technology.
- Locality-based delivery – working closely with local partners to bring services to the heart of communities.
- Better customer service - resolving as much at first point of contact as possible
- A holistic approach to prevention - enabling a joined-up response to those who are most vulnerable or most in need.
- A growth in strategic capability, building the ability of the council to plan and act.
- Better team synergies and improved opportunities for staff
- Savings through efficiency - reducing our operating costs, reducing agency spend and streamlining management.

## **Slough 2040 Vision**

Over the last year, Slough Borough Council has been working with our strategic and voluntary partners to create an ambitious shared vision for the next twenty years – ‘Slough 2040’.

This has been developed by engaging with the people of Slough – our residents, elected councillors, and the organisations that serve the town. By listening to their voices, we are creating a bold vision of Slough’s future.

This vision is currently being finalised, and the Five Year Plan will now represent Slough Borough Council’s contribution towards its delivery over the next five years. We will come together again as a town in 2021 to launch this vision, and take our first steps forward in this exciting new chapter for Slough.

## **COVID-19**

The COVID-19 crisis has presented unprecedented challenges to local authorities across the country. Slough Borough Council has risen to meet these challenges and we are proud of our achievements over the past year.

We responded quickly to the first lockdown with flexibility and agility – accelerating our digital ways of working and helping our customers to access services in new ways.

We have worked effectively alongside our partners as OneSlough to deliver support for our most vulnerable residents, and the work of our Community Champions network has been recognised nationally.

Despite the uncertainty for what the next year will hold and the scale of the challenges in front of us, we are optimistic about the future for Slough as a place of opportunity and ambition for all. Slough Borough Council will lead the way on our town’s post-COVID recovery and we will come out of this crisis stronger and better.

**Josie Wragg**  
**Chief Executive**

### **3. Our priority outcomes – putting people first**

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

The first of our priority areas focuses on the children and young people of Slough. Slough is a young town, with a high proportion of children aged 0-16 years. We are working to provide excellent health, wellbeing and educational opportunities in our town, to ensure that Slough is a great place for children to grow up and lead healthy, successful and fulfilled lives. We will also work to develop a more integrated end to end service for children and young people, through the creation of a council-owned children's services company.

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

- Work with our partners to ensure excellent educational, health and wellbeing outcomes for children and young people in Slough.
- Further develop our early help and early intervention offer for children and families.
- Support the creation and promotion of pathways to high quality employment for all young people.
- Enhance facilities and services for young people in Slough, and provide them with new opportunities.

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

Our second priority area focuses on the health and social care needs of our population. Slough has relatively high levels of ill health, and over recent years, we have experienced increased demand for services. We are working to improve the health and wellbeing of our residents, and ensure that those people who need support are empowered to live happy, active and independent lives. Over the next few years we will also work to support our residents to manage both the short and long-term consequences of the COVID-19 crisis, to both health and mental health.

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

- Improve the health and wellbeing of our residents and reduce health inequalities through prevention and early intervention.
- Increase levels of activity through the use of our parks, green spaces and leisure facilities.
- Enhance mental health and wellbeing and reduce loneliness and isolation.
- Reduce the need for long term social care by mobilising our community, engaging in effective partnership work, and ensuring care users are empowered to manage their own care need.

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

Our third priority area focuses on our neighbourhoods and the public realm. We know that there is more to do to make our town more visually appealing, enhance our local environment and improve perceptions around safety. In five years time, Slough will be a more attractive, safer and more sustainable place to call home.

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

- Work with our communities and partners, to ensure Slough's neighbourhoods are strong, healthy, attractive and safe.
- Invest in infrastructure to have a positive impact on the regeneration and development of the town so Slough remains a place where people can live, work, shop and enjoy.
- Improve air quality in the borough with innovative solutions.
- Encourage greater levels of recycling and sustainability – working towards becoming a carbon-neutral town.

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

Our fourth priority area focuses on housing. Over the last few years, levels of homelessness and rough sleeping have risen across Slough, and housing demand continues to increase. We are working to ensure that Slough has high quality housing and accommodation that meets the needs of our residents.

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

- Ensure that housing in the town caters for all our residents, by increasing supply and making the best use of the borough's existing properties.
- Work with the private sector and our partners to improve the standard of housing.
- Prevent and reduce the number of rough sleepers, hidden homeless and households in temporary accommodation.

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

Our final priority area focuses on the economy, skills and transport. The COVID-19 crisis has affected businesses and employees across Slough, and we have seen a sharp increase in the number of residents claiming Universal Credit, and large numbers of jobs being furloughed. We are working to enhance our support for businesses and employees, improve our transport links, and make Slough an exciting place to do business.

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

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

**4. The budget – *\*to be inserted\****

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## 5. Keeping track of progress – balanced scorecard

Five Year Plan outcome		Performance measure
Outcome 1	Slough children will grow up to be happy, healthy and successful	The percentage attainment gap between all children and bottom 20% at Early Years Foundation Stage
		The percentage gap between disadvantaged pupils and all others at Key Stage 2 in Reading, Writing and Maths
		Percentage of Child Protection Plans started in the past year that were repeat plans within 2 years
		Percentage of 16 to 17 year olds not in education, employment or training (NEETs)
		Number of Year 6 aged children classified as obese in the National Child Measurement Programme as a proportion of all children measured
Outcome 2	Our people will be healthier and manage their own care needs	Number of adults managing their care and support via a direct payment
		Uptake of targeted health checks The percentage of the eligible population aged 40-74 who received a NHS Health Check
		Number of people inactive The percentage of people aged 16 and over who do not participate in at least 30 minutes of sport at moderate intensity at least once a week
Outcome 3	Slough will be an attractive place where people choose to live, work and stay	Level of street cleanliness: Average score for graded inspections of Gateway sites (Grade options from best to worst are: A, A-, B, B-, C, C-, D)
		Percentage of household waste sent for reuse, recycling or composting
Outcome 4	Our residents will live in good quality homes	Number of homeless households accommodated by SBC in temporary accommodation
		Number of permanent dwellings completed in the borough during the year
		Number of licenced mandatory Houses in Multiple Occupation (HMOs)
		Number of empty properties brought back into use (by Council intervention)

Five Year Plan outcome		Performance measure
Outcome 5	Slough will attract, retain and grow businesses and investment to provide opportunities for our residents	Business rate income: Business rate in year collection (amount & percentage rate accrued)
		Access to employment Proportion of resident population of area aged 16-64 claiming JSA and NI or Universal credits
		Journey times Average journey time from Heart of Slough to M4 J6 (M-F 16:30-18:30)
Corporate health		SBC staff survey: Percentage of staff proud to work for the council
		Council tax in year collection (amount & percentage rate accrued)

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