

Transformation Plan

November 2025

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Overview

Slough Borough Council needs to transform how it operates and what services are delivered. This is necessary to be a viable and sustainable Council now, and in the future. The Council needs to move from incremental plans to more radical reform. The Council is not meeting the “Best Value” standards expected of a Council. This means that the Council is not using public funding effectively to meet residents’ needs. As a result, the Council is under a government intervention. Transforming the Council and achieving financially sustainability are key requirements under this intervention.

This Transformation Plan sets out what a transformed council will look like and what we need to do to get there. The plan sets out the main priorities and the impact that change will have on how the Council operates, services and the Council budget.

In March 2025, the Council adopted an Improvement and Recovery Plan that set out the more basic actions needed to become a Best Value Council. This Plan will now be reviewed in the light of the work done since and a refreshed plan will be brought to January Cabinet.

The recommendations to Cabinet are:

- To approve the Transformation Plan – the goals, transformation workstreams, and high level timelines and benefits
- To note that, following due diligence and consultation where required, the identified financial benefits will support the Medium Term Financial Strategy from 2026-2029.

The Transformation team lead on work to identify and deliver opportunities to transform the front door and services in adults, housing and children’s. An external partner, Boston Consulting Group was commissioned to develop the Target Operating Model, building on the design principles adopted in November 2024. The analysis and plans from the in house work and external consultancy have been brought together to inform a comprehensive transformation plan in October 2025, aligned to the corporate plan priorities, plans for improved resident outcomes and the MTFS. Digital transformation is a key part of this and proof-of-concept projects are underway to improve access and reduce effort for both staff and residents.

Recovery, Improvement and Transformation – what this means in Slough

The Council needs to **recover** from the range of issues that led to it being in intervention and to return to a level of “normality” as a Best Value Council. This requires **improvement** as well as **transformation**. The Council needs to sustain and embed the capacity and skills needed in the workforce to continue to improve and transform into the future.

Improvement means:

Incremental changes to become a Best Value Council (within existing systems and processes) to improve efficiency, effectiveness and economy and improve performance. The main actions that the Council is committed to are in the Improvement and Recovery Plan adopted in March 2025 (which will be refreshed in January 2026).

Transformation means:

Fundamental changes to the way services are delivered and how the Council operates (systems, processes, people, and technology) across a whole organisation to achieve financial sustainability and more efficient and impactful services. The are described in this Transformation Plan. This plan focuses on:

- transforming resident and customer experience
- transforming outcomes and places
- preventing new demand and reducing existing demand
- achieving efficiency and financial sustainability

Transformation does not mean changing the Council priorities – the vision and priorities are still guided by the Corporate Plan. It does mean changing what services are delivered to meet that vision and priorities. It also means changing how work is done- this is what is meant by a “target operating model.”

As the Council changes and transforms it is important to be even more outward facing and look at the bigger picture, working with key partners and securing economic opportunities for residents. This is all the more important right now because Slough is also involved in devolution plans, which will change the way central government transfers power and resources to local or regional areas. It is important that the Council is transformed to be able to secure benefits for local people. This means being ready to influence and collaborate with other places and partners.

Target Operating Model – what kind of Council will Slough be?

The Council worked with Boston Consulting Group (BCG) over summer 2025 to develop the operating model, building on the design principles adopted by Cabinet in November 2024

The Council will be an “Enabling Council.” Rather than just focusing on what can be delivered in isolation, the Council recognises that much more can be achieved by working together with residents, staff and partners.

Working with Residents

The Council seeks to help residents to help themselves as much as is possible:

- Making it simpler to find and use information when they need it.
- Supporting people to do things for themselves wherever possible.
- Building trust and working closely with local communities and partners.
- Focusing on prevention and early help to reduce future problems and improve lives.

Improving the Town

The Council aims to shape a better place to live by:

- Creating a lively town centre and green, welcoming neighbourhoods.
- Making our town well-connected globally and environmentally sustainable.
- Growing a strong economy and promoting lifelong learning.
- Supporting health and wellbeing across the town.
- Celebrating our diverse community.
- Building strong connections with residents, businesses and partners around shared goals.

Strengthening Our Organisation

The Council aims to transform resident and customer experience:

- Listening, learning, and improving based on feedback.
- Creating a culture where everyone feels included, responsible and empowered.
- Putting the right systems in place to support our staff.
- Ensuring there is a digital entry point to all services, so that any transaction that can be completed digitally is and this digitisation helps us resolve significantly more issues at first point of contact and service access points are based on need
- A workforce that is stable, with predominantly permanent staff, who know their communities and will confidently engage with residents
- Members and officers work constructively together

The Council aims to transform outcomes and places:

- Having a clear vision and priorities.
- Focusing on outcomes and value, not just delivering services

The Council aims to prevent new demand and reducing existing demand:

- Tackling root causes.
- Working in a more preventative way with partners across the system
- Involve communities in shaping services and creating stronger support and self-help in communities.

The Council aims to achieve efficiency and financial sustainability:

- Operating out of fewer buildings.
- Making the changes and savings needed.

What this means for residents

How residents interact with the Council:

- Digital tools will be available for those who can use them, assistance will be available for those who need help to use the digital tools.
- Council staff will treat you as a whole person, working with you and other organisations to find the best solutions.
- Face-to-face support will be available for those who need it.
- The Council will use fewer buildings, focusing resources where they are most needed.
- The aim is to get things right the first time so there is less need to chase things up.
- Information and advice will be clear and easy to find.
- Residents will be able to raise issues and track what is happening until they are resolved.
- Residents will be kept informed and have clear ways to give feedback and influence decisions. They will be able to see how their feedback has been used.

What services will feel like for residents:

- Services will help residents to be more independent and in control of their life.
- Services will collaborate with local communities and partner organisations.
- Residents will feel that the Council is trying to understand and solve the root cause of their issue.
- Services may be shared with other organisations when it makes sense to do so.

What this means for staff

Staff are focused on improving residents' experience and outcomes, inclusion and value for money:

- They are clear about their objectives and roles and are empowered to take ownership of day to day judgements and decisions and to work flexibly
- They expect support and challenge, with a focus on objectives, linked to service and Council priorities
- Corporate support and functions enable them to do their job
- They work collaboratively across the Council and with partners
- They understand the reasons and data behind decisions
- They see a consistency in the standards and policies set across the council
- They act on feedback and learning – and are equipped and supported to improve their day to day work

. To take this forward, BCG identified five layers to the operating model:

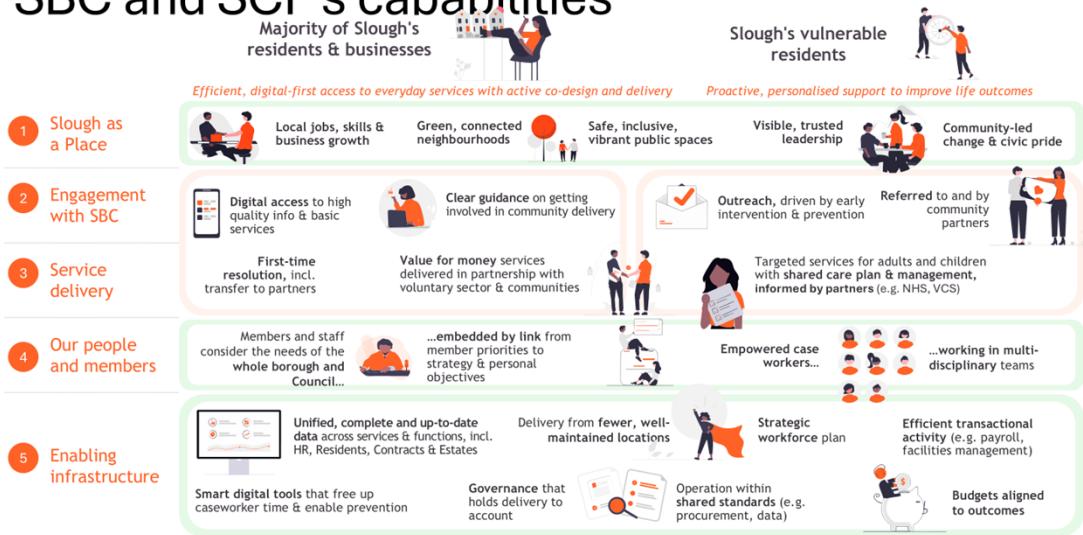
To deliver for residents and enable our staff, there are five layers of our operating model

For:

Slough's residents & businesses

1 Slough as a Place	The physical, social, economic, and cultural environment in which residents and businesses live and work
2 Engagement with SBC/ SCF	How residents and businesses with different needs are engaged by or proactively engage with SBC/ SCF
3 Service delivery	How services are organised in SBC and SCF and delivered (directly from SBC/ SCF, or through partners) for residents and businesses of Slough
4 Our people and members	How we organise and work across the member and officer community to deliver resident outcomes
5 Enabling infrastructure	The infrastructure that enables effective service delivery

... and each of the five layers are described by SBC and SCF's capabilities



See appendix 3 for more details on the proposed target operating model

Context

Community and place

Slough is a vibrant, young, urban and very diverse community. Residents have access to unique economic opportunities within Slough because of the M4 corridor, Heathrow and the trading estate. There are excellent transport links. Slough's recent history has been defined by patterns of migration – from other parts of the UK and the world. Slough is on the edge of London, in a region that is generally more affluent. These key facts are taken from [Slough's insight report](#):

- **Small in area but densely populated**- the fifth most densely populated area outside of London
- **Slough's population size of 167,359 puts it in the middle of the range of local authorities but this is growing faster than average**
- **International migration and birth rate are driving behind growth**
- **Slough is young- with a lower than average age of 35** and a quarter of the population being under 16
- **Slough is ethnically diverse**, over two fifths of the population are born outside and there are many languages spoken
- **Slough residents are not reaching their potential after 16** and earn less than those coming into work in Slough
- **Housing** - costs, poor housing, and overcrowding affect inequality
- **Slough has stark health inequalities** – for example men and women start living with serious health conditions from younger -58.1 years and 60.3 years for men and women respectively
- **Slough is economically productive** – with one of the highest outputs per worker in the country but good quality jobs are not going to local people

The Council's operating model and transformation plan is designed to recognise the diversity of the population, not just ethnic but the new international migrant community. Building on the Corporate Plan, this has informed the need to be a Council that works in partnership with others to meet diverse needs, the focus on prevention and improving life chances and the need to play an active role connecting communities with economic opportunity.

Residents' views of Council and place

Two resident insight activities were carried out over summer 2025, and also an engagement event about the State of the Borough:

- The Council commissioned a, externally delivered resident satisfaction survey with 502 residents to help measure progress in rebuilding trust and delivering for residents since the last poll in 2022. The satisfaction survey showed that there have been improvements in satisfaction, perception of value for money and trust and a growing optimism about Slough's future. Almost half of

residents, however, still feel doubtful about Slough's future citing declining services, waste and street conditions, and lack of confidence in the council.

Moreover, a majority still do not feel listened to and a majority not understanding the reasons for the Council's decisions.

- BCG also commissioned a poll of 250 residents, carried out conversations in the community with a further 110 residents and conducted three focus groups. These findings provided insight into what the Council should prioritise- the council's finances were considered the top priority for focus, followed by street cleanliness, working with partners and tackling homelessness. Residents wanted to be involved with shaping decisions made by the council.

The State of the Borough event engaged over 100 residents and key topics included town centre, community safety, cleanliness, opportunities for young people and how residents wanted to be engaged.

Taken together, the insight indicates that the Council needs to continue to focus on both basic improvements to Council and place, and regeneration of the town to continue to improve satisfaction. Overall residents are invested in Slough the place and community and there is a willingness to participate in civic life. The Council needs to do more to actively engage residents and transparently explain decisions.

BCG Diagnostic assessment of how the Council is currently operating or the “as is” state of the Council:

External benchmarking:

- The Council has a structural challenge - while underlying demand is not exceptional, core spending per capita is low
- The structural challenge is compounded by three factors: debt, small scale, and wider public investment
- Slough is in the “middle of the pack for underlying demand”
- Slough's performance falls below its nearest statistical neighbours
- Based on retrospective data available at the time, nearest statistical neighbours are operating with deficits of ~0 - 26% of CSP (median 3%) vs. ~10% in Slough.(Slough's current deficit is c.20% of its 2025/26 budget)
- In the medium term, a focus on housing, could help overcome the structural challenge – public spend, relative to need

This indicates the potential for the Council to meet needs differently and more efficiently through transformation and improvement. This will support becoming a more viable organisation.

Assessment of the current way that Slough Borough Council is operating

BCG found that:

- Across the council, 'the basics' need fixing (e.g., data, website, front-door, budgeting, core processes). This will need thoughtful prioritisation, in context of organizational bandwidth. Data is the heart of the issue.
- While strategies/plans exist in many places, it is not clear how they 'ladder up' to deliver a cohesive strategy for the council, or how their delivery is wired through the operating model.
- Changing this culture must be a central focus for SBC to achieve lasting change, change fatigue and deep-rooted scepticism about 'transformation' is understandable given history.

The basics that need fixing:

- **There are gaps in four core processes:**
 - Define strategic goals
 - Setting budgets
 - Performance management
 - Transformation and change management
- **Performance measurement** is not currently set up to help strategic steering and decision-making
- **Foundational Data (FTE, location, performance...)** is hard to access and often incomplete – work underway to address, but much to do
- **IT and systems face a range of challenges**, inc. legacy systems, fragmented approach, user-centric design not embedded
- **There is variance between budgeting and spend**, due to difficulty with underlying data
- **Procurement is not strategic or consistent across directorates**
- **Estates**- Limited data available to make informed operational maintenance and strategic disposal decisions

There is lack of strategic co-ordination

- 37% of SBC roles, and 45% of leadership, are interims or vacancies, driving a low level of institutional knowledge and less focus on long-term planning
- There are lots of positive pockets of improvement and remediation work taking place, but lack of cohesion in overarching transformation strategy across SBC More layers than expected given organisation size, which may contribute to slower decision making
- Operational decisions and the "here and now" take up majority of senior leader bandwidth, leading to a lack of capacity for long-term strategy

Change fatigue and scepticism could frustrate transformation

- Organisational strengths are in-team connectedness and loyalty – but how the organisation works is quite siloed, lacks prioritisation and robust process
- Staff report lower levels of trust in senior leaders and insufficient collaboration
- People report organisational inertia and change fatigue, especially for those with long tenure
- There is a perception of risk aversion and lack of problem-solving mindset
- Many people report organisational 'silos' with limited accountability or individual empowerment

Financial Position for Council

As reported to Cabinet on 21st July 2025, the Council's budget gap for 2026/27 stands at £20.5m, rising to £28m over the medium-term financial strategy period up to 2029/30. The same report flagged a potential range of budget gaps up to £37m in 2026/27.

The Council's operating model and transformation plan has been informed by this context:

- The Council needs to **work in partnership with others to meet Slough's diverse needs**. Much more can be achieved by working together with residents, staff and partners, **but trust will need to be rebuilt with communities and partners**.
- To make the most of limited resources, **services need to support staff and people to do things for themselves more and digital tools are key to the transformation needed**.
- This shift to digital **needs to be balanced with a more helpful and supportive face to face offer for those who need it**.
- There needs to be **more of a focus on working across the whole system and the Council to develop preventative work and improve life chances** and to tackle social and economic inequality.
- The Council **needs to be proactive in shaping the place and regeneration** opportunities and in connecting communities with economic opportunity.
- The focus needs to be on **getting the basics right**- in the way the Council is run, in services and in the place- and data improvement needs to be at the heart of this.
- **Performance management and service improvement** need to be at the heart of how the organisation becomes viable and sustainable – because Slough's performance falls behind statistical neighbours that are in a comparable financial positions.
- **There are opportunities to be more effective and efficient** in the way that the Council approaches strategic commissioning, procurement and asset management.

- **Culture change is required to achieve sustained change** – with a focus on collaboration, accountability and empowerment.

Transformation Programmes- scope and workstreams

- transforming resident and customer experience
- transforming outcomes and places
- preventing new demand and reducing existing demand
- achieving efficiency and financial sustainability

Programme Summary

GOAL	PROJECT	BENEFITS
FRONT DOOR		
Resident and customer experience	Redesign of physical front door (Pilot/Proof of Concept)	Reduce overall call demand each year by 10% over the next 3 years Improved access to right services.
	Digital front door redesign	Provision of a more preventative offer Reduction of repeat demand
Preventing new demand and reducing existing demand	Overall redesign of SBC front door	Increase in resident satisfaction Utilising stronger partnerships with the Voluntary and Community Sector Income maximisation for resident (potentially) Reduce manual processing time Realise efficiencies and savings within specialist teams
PREVENTATIVE (WORKING WITH PUBLIC HEALTH)		
Transforming resident outcomes	Strategic Commissioning: Starting with Single Homelessness commissioning	Consolidate what is currently a fragmented landscape to find opportunities for synergies and more effective/sustainable solutions across Housing, Health, Mental Health and the CVS.
Preventing new demand and reducing existing demand		Prove concept for joint commissioning to be applied to other cohorts.

	Transition - Children's to Adults	<p>Greater independence for young adults through joint working between Children's and Adults.</p> <p>Potentially lower adult care packages (to be explored)</p>
	Redesign support for residents with complex needs including move on support for residents in temporary accommodation	<p>More integrated support that meets underlying needs</p> <p>Reduce costs or cost avoidance (to explore further)</p>
	Delaying care packages: Identify tipping points /risks into care and opportunities for prevention (adults)	<p>Reduce or delay demand into Adults (Older People)</p>
	Review of community health partnerships with voluntary and community sector	<p>Early help prevents crises – with parenting support, youth support etc</p> <p>Preventable health conditions</p>
	CHILDREN'S	
Achieving efficiency and financial sustainability	Slough Children First Alignment	<p>Streamlined structures, reducing management overhead.</p> <p>Process standardisation</p> <p>Digital transformation –</p> <p>Resilience – larger pooled back-office teams</p> <p>Single line of accountability</p> <p>Joined-up pathways for families</p>
Preventing new demand and reducing	Care Leavers Support	Cost savings – reducing reliance on high-cost, short-term or reactive placements

existing demand		<p>Better value for money – investing in preventative or long-term solutions</p> <p>Greater independence</p> <p>Improved stability for care leavers</p> <p>Improved life chances – more young people in sustained EE</p>
Preventing new demand and reducing existing demand	Social care reform	<p>Preventing escalation of issues – chronic neglect, domestic abuse, mental health</p> <p>Breaking cycle of inter-generational trauma.</p> <p>Supporting parents into work</p>
	SEND Transformation	
ADULTS		
Preventing new demand and reducing existing demand	Pre Front Door Preventative Work – Evaluation and Review of currently commissioned services with recommendations	<p>Meeting statutory requirements more effectively</p> <p>Reduce the use of residential placements</p> <p>Improved customer experience</p> <p>Reduction in Front door costs</p> <p>Reduction in demand</p> <p>Delaying the need for ASC statutory services</p> <p>Keeping residents healthier and active for longer</p> <p>Keeping residents at home</p>
	Complex Care Reviews - 65+	
	Complex Care Reviews - Working Age	Reduction in demand

	Tech-enabled Support- Reduced dependencies	
Achieving efficiency and financial sustainability	Development of business intelligence dashboards to enhance proactive management of care commissioning)	Increased productivity Accurate utilisation of block contracts Stronger financial control
Achieving efficiency and financial sustainability	Continuing Healthcare (CHC) income	Increase income from health Increase debt repayments
Achieving efficiency and financial sustainability	Outstanding care debt review	
HOUSING		
Improving resident and customer Experience Preventing new and existing demand	Allocations Service Improvement	Decrease in complaints/appeals due to Transparency Decrease in complaints - as reduced perception of bias Increased tenancy sustainment rate Finance - Reduction in void rent loss.
Achieving efficiency and financial sustainability	Temporary Accommodation Service Improvement	Reduce error rates in reporting and compliance submissions by 30%. Potential reduction in reactive repairs (14,933 reactive repairs issued in 2024) Enables more accurate long term investment planning. Reduce manual staff input by 30%

		<p>Cut data discrepancies between NEC and Jigsaw by at least 70% within 6 months of go-live.</p> <p>Reduce repeat service user calls linked to errors/misalignment by 50 calls per month within first year.</p> <p>Achieve 100% alignment of accommodation placements across systems for audit/regulatory purposes.</p> <p>Realise financial payback on investment within 12 months.</p>
Preventing new and existing demand	Homelessness Prevention Model/Reduced Housing Demand	Reduction in demand, TA placements, homelessness prevention - this is cost avoidance/overspend reduction.
ENVIRONMENT		
Achieving efficiency and financial sustainability	<p>Parking/traffic and charging schemes - Low Traffic Network scheme (looking at out of borough visitors), Road Charging Scheme (congestion charge), Review of Parking/Charging Schemes including options to scale with vehicle weight, emissions etc</p>	<p>Full roll out of more CPZ's, using temporary traffic orders to progress roll out more quickly. Current coverage is 33%</p> <ul style="list-style-type: none"> • Increase hours for restricted parking • Commission parking strategy for town centre • Parking enforcement – new contract to increase collection- BCG analysis is that Slough is in bottom quartile
	Strategic review of waste operations	<ul style="list-style-type: none"> • Targeted action to increase recycling and reduce residual waste as we roll out food waste

		<ul style="list-style-type: none"> • Review how we dispose of recyclable materials to maximise in line with new legislation on user responsibility. • Review garden waste to come up with the right model • Commercial waste - increased enforcement linked to sign up contract
FINANCE		
Efficiency and financial sustainability	Corporate debt.	Consolidating debt collection to maximise performance
OPERATING MODEL		
Efficiency and financial sustainability	<p>Operating model:</p> <ul style="list-style-type: none"> • Strategic alignment - strategy, services plans, budget • Managing Change • Data and digital- including Automation and digitisation opportunities • Strategic Commissioning • Workforce: culture change and enabling support services- review against benchmarks • Improving contracting • Workforce strategy- spans 	<ul style="list-style-type: none"> • Ensures services and resources are directly aligned to Council priorities and resident outcomes. • Improves transparency and accountability through clear performance and financial oversight. • Provides a single, coherent blueprint to guide transformation and reduce duplication of effort. • Delivers better value for money through improved commissioning, contract management, and oversight. • Optimises use of the Council's estate and assets to reduce costs and support service delivery.

	<p>and layers and automation / digitisation</p> <ul style="list-style-type: none"> Assets-corporate landlord / property disposal – reducing operating costs 	
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Bringing together, the areas recognised for potential savings and additional income generation, these will be further analysis to quantify the required investment and benefits and assessing the viability and collective impact of the potential changes. The findings will be used to incorporate sound financial plans into the overall MTFS.

The Public Health Team will work alongside services and the Transformation Team to develop programme areas to prevent demand in the future on the council in the longer term.

Finance Benefits

Review of proposals against income and cost reductions identified by BCG work

As part of their diagnostic assessment, BCG were asked to provide a very rapid 'top-down' assessment of benefits and costs across 16 different areas of income and cost over the next five years. This was to help focus in the areas where there may be an opportunity for the Council, to support further discussion and detailing of opportunities. It is an 'outside-in' assessment, based on publicly available benchmarks, case-studies and data-sets to establish how Slough Borough Council might meet the £28m gap across the MTFS period.

Based on this BCG concluded that Slough could impact positively on the MTFS by between £22m and £46m. This was based on their assessment that it was possible to raise between £10m and £23m of income and that it was possible to reduce costs between £12m and £23m.

This assessment identified:

Seven levers sized to **raise income by £10m to £23m** to the general fund above current Medium Term Financial Strategy (MTFS) forecasts.

The top opportunities identified are in:

- Increasing business rate collection
- Increasing parking income collection
- Adult social care income collection
- Debt collection

TO INFORM DISCUSSION ONLY

Income | High-level assessment suggests £10-23m addn. income opportunities

	Total	Net in-year impact (£m, by end MTFS)			Sized using...	Current State	Proposed Change
		10.1	12.8	23.0			
1	Business Rates		6.8	3.6	10.4	Internal data 3rd Party ID Opportunity in RV	• Increase collection of business rates, in line with opportunity being worked up
2	Parking	1.6	5.2	6.8	Benchmark	Bottom quartile of Unitary Authorities for collection	• Improve on-street and off-street collection to match median of Nearest Neighbours
3	Collections (ASC)	0.6	3.6		Benchmark	Below benchmark for proportion of payments	• Improved process agility enabling efficient, timely invoicing and payment collections
4	Council Tax	0.4	0.4	0.8	Internal data	98.25% collection, above benchmark	• Become top performer (99% collection) using data platform & advanced segmentation
5	Debt (All)	0.5	0.8		Internal data	£8M Debt, difficult to access	• Use a consolidated debt platform (e.g., Sopra Steria, Civica etc) to collect ~10% debt
6	Debt (Adults)	0.3	0.5		Internal data	Known ~£1.3M uncollected adults-debt from ~10 clients	• Investment to support debt recovery of unpaid adult social care debt
7	Enforcement	0.0	0.0		Case Studies	No reported enforcement of MEES ²	• Take a data driven approach to enforce minimum energy standards

Source: Internal analysis 1. Includes both advertising boards & bus shelter adverts; 2. Minimum Energy Efficiency Standards

 "New" SBC Initiatives  Potential opportunities to go further ¹

Eight levers sized to **reduce spending by £12m-£23m** from the general fund below current Medium Term Financial Strategy (MTFS) forecasts by the end of the MTFS period (based on 5 years) The top opportunities identified are in:

- Adults- preventing and reducing demand and reducing unit costs
- Temporary Accommodation- preventing and reducing demand
- Property- disposal of assets
- Enabling services- reduce to benchmark – HR and Finance
- Children's Social Care - preventing and reducing demand and reducing unit costs
- Front door – reduce demand

Cost | High-level assessment suggests £12-23m 'gap to benchmark' for cost

	Total	Net in-year impact (£m, by end MTS)			Sized using...	Current State	Proposed Change	
		12.0	11.4	23.4				
10	Temporary Accom ¹		2.7	3.3	6.0	Benchmark	Above Nearest Neighbour median for demand	<ul style="list-style-type: none"> Reduce households staying in TA to match median of Nearest Neighbours
11	Adults		4.8	2.5	7.3	Benchmark	Above Nearest Neighbour median for demand & cost	<ul style="list-style-type: none"> Reduce no. of clients accessing services, & unit costs, in line with Nearest Neighbours
12	Children		2.2	0.3	2.5	Benchmark	Above Nearest Neighbour for cost	<ul style="list-style-type: none"> Reduce no. of clients accessing services, and unit costs, in line with NN median
13	Property		0.8	1.6	2.5	Internal data	Properties held, not needed for delivery	<ul style="list-style-type: none"> Dispose of assets not required for core service delivery
14	Enabling Services		1.3	0.9	2.3	Internal data	Above benchmark (AQPC & Civil Service) for FTE	<ul style="list-style-type: none"> Rationalise enabl. teams (finance, HR, procurement) to match Civil Service benchmark
15	Contracting		1.9			Internal data	Reported opp. for improvement	<ul style="list-style-type: none"> Re-negotiate expiring contracts & spend in line with procurement benchmark
16	Staff ²		0.5			Benchmark	Above Local Government median for temporary staff	<ul style="list-style-type: none"> Bring no. of staff on temporary contracts in line with local government median
17	Front Door		0.1			Case Studies	Low satisfaction with contact	<ul style="list-style-type: none"> Invest in improved info. advice & guidance and digital access, red. demand by ~40%

1. The upper estimate is not shown, as this is considered an unreasonable comparator

2. Note - we estimate a much larger opportunity from reducing agency staff (£4 - £5M P.A), however, this does not impact the general fund (e.g., many funded through reserves)

Source: Internal analysis

 "New" SBC Initiatives

 Potential opportunities to go further ⁹

This Financial Assessment is intended to offer a guide to establish if the scale of cost reductions and income identified through Transformation is appropriate. All services have engaged with this assessment and in the case of Adults a lower estimate for Implied Annual Cost Saving has been arrived at, based on using 2024/25 data. The comparison between the assessment and the level of savings identified so far is shown in the table below.

This table considers the transformation benefits identified by the Council against the ones identified by BCG. The table shows that the Council's first tranche of proposals have identified a similar level of cost reductions as BCG's conservative estimate. The Council's proposals include some income- within Adults and Housing.

The figures presented in the tables are estimates based on initial analysis and are not final or guaranteed. The estimates will undergo a more thorough and detailed investigation to verify their accuracy and feasibility. Final decisions on implementing these savings will involve discussions with relevant stakeholders as mandated by regulations or internal policy.

Financial benefits by year identified from Transformation Programme

Note: BCG opportunities based on a range from £22m to £46m across a 5 year MTFS period.

DIRECTORATE AREA	PROJECT	26/27 (£) m	27/28 (£) m	28/29 (£) m	Total cumulative £ m	Investment over full period £m	BCG benchmark review £m	
Front Door	Overall redesign of front door	0	0	0.10	0.10	0.02	0.1	
Preventative work	Strategic commissioning (starting with Single Homelessness).	0.35	0.35	0.35	1.05	0.14		
Children's	Slough Children First alignment	0.00	0.417	0	417	0.36	0.3-2.5	Based on reducing number of children and unit cost in social care
Adults	Business intelligence, portals, preventative work, income, package reviews, tech enabled support, service reviews	2.09	1.80	1.63	5.52	0.46	4.8-7.3	BCG identified opportunity to reduce no of clients and unit costs. Transformation proposals cover this and process re-engineering.
Housing	Allocations Service Improvement Temporary accommodation service improvement Homeless prevention model	0.85	2.0	2.5	5.35	1.50 *	2.6-7	
Grand Total		3.29	4.5	4.5	12.44	2.48		

*This is initial revenue investment identified to undertake preventative activity- more revenue and capital investment will be required to reach this level of savings. A detailed, costed programme will be necessary to give confidence on including this level of savings in the MTFS, including a line-by-line schedule of activity necessary to reduce overnight average costs and the number of households in TA.

Tranche 2: Opportunities that will be developed further before end of December 2025

TYPE OF WORK	PROJECT	BCG benchmark (in £m)
Preventative work	Transition from Children to Adults	As above for Adults
Preventative work	Redesigning support for residents with complex needs including move on support for residents in temporary accommodation Strategic Commissioning – further pooling of resources against outcomes	
Adults & Public Health	Delaying Care Packages Review of community health partnerships with voluntary and community sector	As above for Adults
Children's	Care Leavers Support Social Care and SEND Transformation	As above for Children's
Environment	Parking Strategic review of refuse collection	1.6-6.8 Based on improving street and off street collection
Finance	Income collection and corporate debt	0.5-0.8 based on corporate debt collection and 0.6-3.6 Based on income from adults
Operating model – enabling support	Working on the key shifts towards future operating model: <ul style="list-style-type: none"> • Strategic alignment - strategy, services plans, budget • Managing Change • Data and digital- including Automation and digitisation opportunities • Strategic Commissioning • Workforce: culture change and enabling support services- review against benchmarks • Improving contracting 	1.6-2.5 Based on property - operating cost reduction from sale of assets 0.9 to 2.3 enabling services – Finance and HR 1.9 contracting

	<ul style="list-style-type: none">• Workforce strategy- spans and layers and automation / digitisation• Assets-corporate landlord / property disposal – reducing operating costs	
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Governance and change methodology

Transformation Governance

New governance is being established that sets out how transformation will be delivered and overseen at Slough Borough Council. It brings together officer-led, commissioner-led, and Member-led forums to ensure change is strategically aligned, well-designed, and democratically accountable. These boards do not replace decision making required under the scheme of delegation. Update and decision reports will continue to be made by the appropriate committees of officers with delegated authority

Transformation Board (CLT) sits at the centre of this structure. It provides officer-led leadership of the transformation portfolio, ensuring priorities are agreed, resources are allocated effectively, risks are managed, and benefits are delivered. It consolidates reporting from programme boards, the Design Authority, and the Central PMO.

Design Authority provides specialist assurance of programme and project design. It ensures that proposals are well thought through, aligned to the Council's Target Operating Model, and brings a cross-functional perspective, drawing on enabling services (Procurement, Finance, DDaT, Estates).

Transformation Member Oversight Board ensures that elected Members have regular opportunities to engage and give steer to the transformation portfolio. This forum strengthens democratic accountability, alignment with political priorities, and constructive challenge, complementing the role of the Best Value Board.

Best Value Board is commissioner-led and provides statutory oversight of the Council's improvement journey. It reports upwards to government on compliance with the Best Value Duty and progress against directions.

Together, these boards create a clear and coherent governance system:

The **Transformation Board** drives delivery.

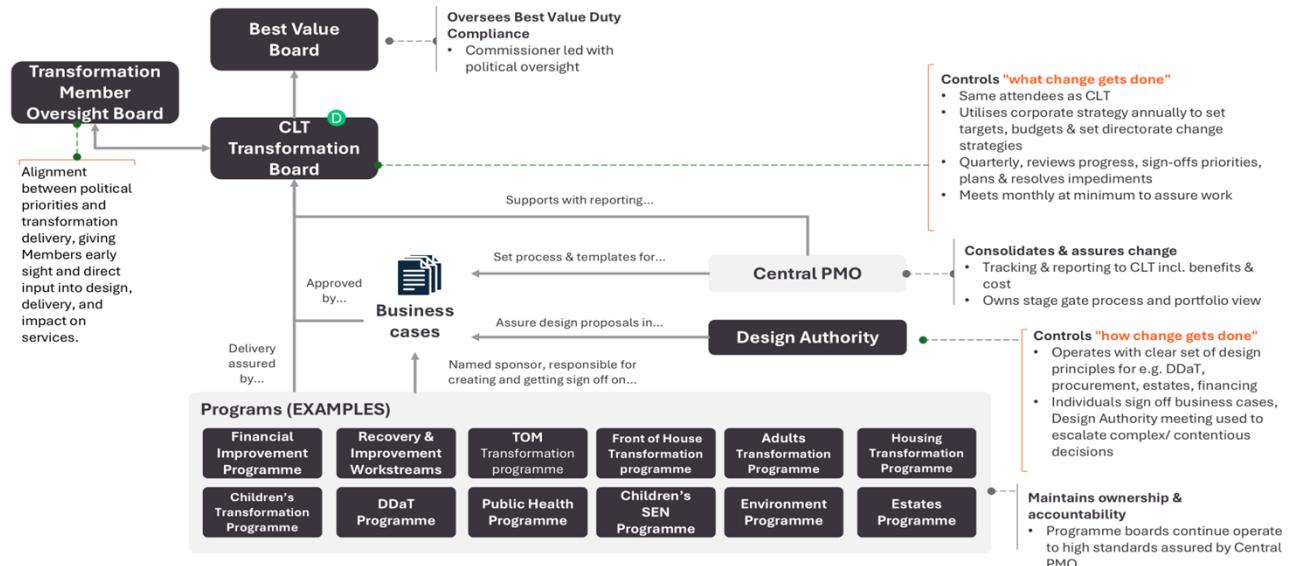
The **Design Authority** assures quality and alignment at the design stage.

The **Member Oversight Board** embeds political input and transparency.

The **Best Value Board** provides statutory, commissioner-led assurance.

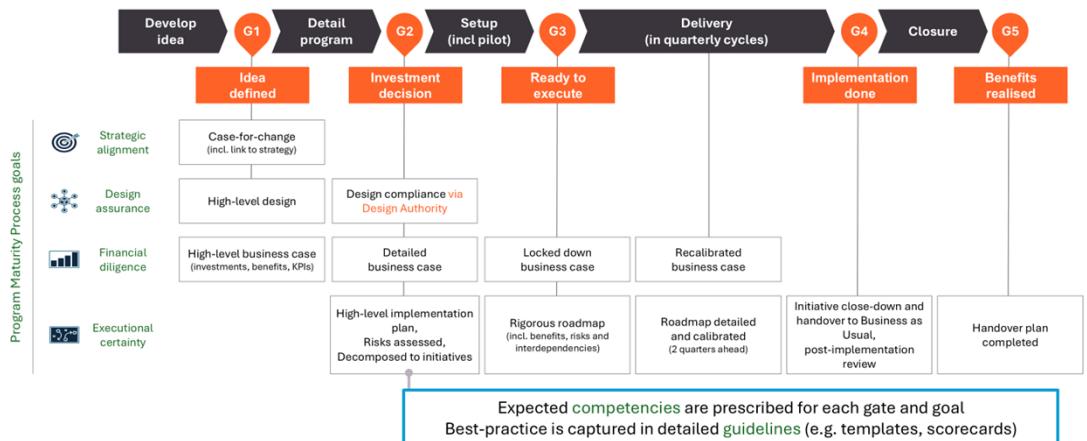
This integrated approach, with a stage gate process, ensures that transformation is prioritised, governed, and delivered in a way that is joined up, accountable, and aligned to both organisational strategy and democratic priorities.

Target state | Propose to move towards a single change portfolio



Target state | PMO to own a stage gate process applicable for 'Gold and Silver' initiatives¹

Stage gate process defines 5 gates and assigns clear goals as programmes mature



1. Cross-directorate and/or high spend and/or strategically important

*Gold and Silver projects are those that require greater project support as they may have a high value and impact on the organisation. All other projects are known as 'below the line' which means they do not require the same level of governance and are often of low value and being carried out within a single service.

The Design Authority plays an important role in the stage gate process to assess proposals against the target operating model that Slough BC is working towards. The assessment covers 8 key areas and as shown:

1. Resident Impact/Experience

- Does the design improve accessibility for all residents, including vulnerable groups, through digital-first and inclusive approaches?
- Will it increase transparency, responsiveness, and first-time resolution of issues?
- Does it contribute to prevention and early intervention to reduce future demand?
- How does it demonstrate a 'One Council' approach that delivers the basics consistently well?

2. Processes

- Are processes simplified to reduce duplication and inefficiency across services?
- Does the design reduce the number of resident access points and improve clarity of pathways?
- Will the process enable faster decision-making with proportionate governance?
- Does it align with best practice and provide consistent standards across the Council?
- Does it reduce waste, duplication, or cost pressures through more efficient models (e.g. commissioning, shared services)?

3. Technology & Data

- Does the proposal align with the Council's target digital and data architecture principles?
- Will it enable integration across services through shared platforms and unified data?
- Does it leverage automation and digital tools to improve resident and staff experience?
- How does it ensure high-quality, accurate data is available for decision-making?

4. People & Skills

- Does the design align workforce structures to service needs now and in the future?
- Will it help build a smaller, flexible, and inclusive workforce?
- Does it support the development of skills in digital, data, and prevention-oriented services?
- How does it strengthen a high-performance 'One Council' culture and accountability?

5. Governance & Controls

- Does the initiative include proportionate governance and assurance at each stage of delivery?
- Will compliance with statutory duties and regulatory frameworks be strengthened?
- Does it embed a clear stage-gate process for business cases, design sign-off, and benefits tracking?
- How will risks be managed transparently and responsibly across services?

6. Financial Sustainability

- Does the design demonstrate value-for-money, linking spend to visible outcomes for residents?
- Will it contribute to medium-term financial balance and help close the structural budget gap?
- Does it reduce waste, duplication, or cost pressures through more efficient models (e.g., commissioning, shared services)?
- How does it ensure that partners and communities contribute fairly to service delivery and outcomes?

7. Partnership & Collaboration

- Does the change promote collaboration with NHS, VCS, and other public/ private partners?
- Will it enable community-led change and strengthen local civic pride?
- Does it improve cross-service and cross-system working, breaking down organisational silos?
- How does it ensure that residents and partners are engaged in service design and delivery?

8. Scalability & Flexibility

- Can the design scale to meet increases in demand or be adapted to policy and funding changes?
- Does it ensure services and access points are flexible, co-located, and demand-led?
- Will digital-first solutions provide capacity to grow without increasing cost?
- How does the proposal future-proof services against regulatory or environmental change?

Detailed overview of financial benefits identified so far

2. Financial Benefits by Directorate identified so far

DIRECTORATE AREA	PROJECT	Potential savings 26/27 (£)	Potential savings 27/28 (£)	Potential savings 28/29 (£)	Total cumulative	Approximate Investment over full period (£)
Crosscutting	Overall redesign of SBC front door (longer term roadmap)	0	0	100000	100000	20000
SUBTOTAL		0	0	100000	100000	20000

DIRECTORATE AREA	PROJECT	Potential savings 26/27 (£)	Potential savings 27/28 (£)	Potential savings 28/29 (£)	Total cumulative	Approximate Investment over full period (£)
	Single Homelessness commissioning consolidation.	350000	350000	350000	1050000	140000
SUBTOTAL		350000	350000	350000	1050000	140000

DIRECTORATE AREA	PROJECT	Potential savings 26/27 (£)	Potential savings 27/28 (£)	Potential savings 28/29 (£)	Total cumulative	Approximate Investment over full period (£)
Childrens Tranche One	Children First Integration	0	417000	0	417000	363350
Subtotal		0	417000	0	417000	363350

DIRECTORATE AREA	PROJECT	Potential savings 26/27 (£)	Potential savings 27/28 (£)	Potential savings 28/29 (£)	Total cumulative	Approximate Investment over full period (£)

DIRECTORATE AREA	PROJECT	Potential savings 26/27 (£)	Potential savings 27/28 (£)	Potential savings 28/29 (£)	Total cumulative	Approximate Investment over full period (£)
Adults Tranche One	Development of business intelligence dashboards to enhance proactive management of care commissioning	202000	215000	215000	632000	69000
	Pre Front Door Preventative Work – Evaluation and Review of current commissioned services	363000	363000	363000	1089000	75468
	Continuing Healthcare (CHC) income / s117 Agreement (Modelling). Dedicated resource via agency or existing resource through productivity improvements.	271000	271000	351000	893000	160000
	Development of reporting on outstanding care debt; No of DPA's; No of Appointeeships; No of signed Deferred Payment Agreements	62000	62000	62000	186000	50175
	Adult Social Care Practice – package reviews - Working Age	150000	100000	TBC	250000	TBC
	Adult Social Care Practice –package reviews - 65+	300000	150000	TBC	450000	TBC

	Tech-enabled Support- Reduced dependencies	275000	275000	275000	825000	TBC
	'Best value' evaluation of S75 adults mental health service	443000	307000	299000	1049000	86250
	Adult Social Care website and portals redesign.	25000	62000	62000	149000	14375
Subtotal		2091000	1805000	1627000	5523000	455268

DIRECTORATE AREA	PROJECT	Potential savings 26/27 (£)	Potential savings 27/28 (£)	Potential savings 28/29 (£)	Total cumulative	Approximate Investment over full period (£)
Housing Tranche One	Allocations Service Improvement	50000			50000	TBC
	Homelessness Prevention Model/Reduced Housing Demand	800000	20000000	25000000	5300000	1500000*
Subtotal		850000	2000000	2500000	5350000	1500000

Grand Total		3,291,000	4,572,000	4,577,000	12,440,000	2,478,618
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*This is initial revenue investment identified to undertake preventative activity- more revenue and capital investment will be required to reach this level of savings. A detailed, costed programme will be necessary to give confidence on including this level of savings in the MTFS, including a line-by-line schedule of activity necessary to reduce overnight average costs and the number of households in TA.