

## Transformation Programme

2026/27

Directorate	Transformational
Adults	1,365,000
Children	-
PHPP	-
RHE	2,533,500
L&G	-
Corporate & Cross Cutting	1,350,000
<b>Total</b>	<b>5,248,500</b>

Note: In addition - SCF have identified savings for 2026/27 of £2.4m

2027/28

Directorate	Transformational
Adults	1,280,000
Children	-
PHPP	-
RHE	7,040,000
L&G	-
Corporate & Cross Cutting	2,275,000
<b>Total</b>	<b>10,595,000</b>

Note: In addition - SCF have identified savings for 2027/28 of £1.9m

2028/29

Directorate	Transformational
Adults	1,352,000
Children	1,417,000
PHPP	-
RHE	11,019,500
L&G	550,000
Corporate & Cross Cutting	1,175,000
<b>Total</b>	<b>15,513,500</b>

Note: In addition - SCF have identified savings for 2028/29 of £0.8m

**Total**

Directorate	Transformational
Adults	3,997,000
Children	1,417,000
PHPP	-
RHE	20,593,000
L&G	550,000
Corporate & Cross Cutting	4,800,000
<b>Total</b>	<b>31,357,000</b>

Note: Cabinet considered £10.2m savings in December. The change to £10.6m consists of £0.250m increased saving on existing 2027/28 proposals in Adults and £0.175m in RHE.

Note: In addition - SCF have identified savings for the MTFS of £5.1m

**By Transformation Goals**

<b>Transforming resident and customer experience</b>	150000
<b>Transforming outcomes and places</b>	5375000
<b>Preventing new demand and reducing existing demand</b>	6088000
<b>Achieving efficiency and financial sustainability</b>	19744000
<b>Total</b>	<b>31357000</b>

## Appendix - Proposed Savings Programme

## Included in December

Unique Reference	Directorate	Title	2026/27	2027/28	2028/29	TOTAL MEDIUM TERM SAVING	EQIA needed?	Further notes or comments on why no impact expected	Transformation Goal
AS-2627-S09	Adults Services	Develop priority business intelligence dashboards leading to both increased productivity within the frontline social worker teams and improved strategic commissioning within market management driving down unit costs.	202,000	215,000	215,000	632,000	N	Proposal improves productivity due to use of dashboards.	Achieving efficiency and financial sustainability
AS-2627-S10	Adults Services	Improved triage and better website signposting to services resulting in increased numbers of Online Digital contacts reducing the demand on more traditional Adult Social Care provision.	25,000	62,000	62,000	149,000	N	Proposal improves productivity due to triage, signposting and reduction in demand for more traditional adult social care provision.	Preventing new demand and reducing existing demand
AS-TP-01	Adults Services	Review of the arrangements between Adult Social Care Mental Health Service commissioned with Berkshire Healthcare NHS Trust ensuring SBC continue to meet their Care Act responsibilities whilst demonstrating value for money and providing good outcomes for residents. Furthermore, the review will include financial reviews of individual care packages.	442,000	307,000	299,000	1,048,000	Y-with future cabinet paper	A detailed equality impact assessment will be required as part of the forthcoming Cabinet decision.	Transforming outcomes and places
AS-TP-02	Adults Services	Development of a high level dashboard for the Director of Adult Social Care (DASS) and senior Adult Social Care management to provide key performance data including outstanding care debt, care creditors, deferred payment agreements, processing of financial assessments and corresponding waiting lists. This will provide informed and timely management information resulting in more effective financial management action reducing the potential for bad debt, whilst optimising cash flow and recovery of client contributions towards their social care.	62,000	62,000	62,000	186,000	N	Dashboards will be used to achieve efficiencies.	Achieving efficiency and financial sustainability

Adults

AS-TP-03	Adults Services	Improved and streamlined preventative triage referral processes to optimise the outcomes to further reduce demand into Adult Social Care and resolve any identified gaps in preventative services.	363,000	363,000	363,000	1,089,000	Y- now unless there is a decision / new procurement when the EqlA would be undertaken	A detailed review and analysis of demand into adults social care will inform changes to commissioned preventative services. These changes will be made to ensure that these services are preventing demand in adults social care.	Preventing new demand and reducing existing demand
AS-TP-04	Adults Services	Increasing the timeliness and volume of Continuing Healthcare (CHC) applications to ensure that the NHS appropriately funds care packages for individuals with a "primary health need."	271,000	271,000	351,000	893,000	N	The aim is to increase timeliness and volume of applications for continuing healthcare with the objective of increasing contributions from NHS, as appropriate.	Achieving efficiency and financial sustainability
			1,365,000	1,280,000	1,352,000	3,997,000			

**New**


Unique Reference	Directorate	Title	2026/27	2027/28	2028/29	TOTAL MEDIUM TERM SAVING	EQIA needed?	Further notes or comments.	
AS-TP-05	Adults Services	Improve ASC External Client Income Collection and Invoicing Processes	TBC	TBC	TBC	-	N	Project will seek to improve income collection.	Achieving efficiency and financial sustainability

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**Appendix - Proposed Savings Programme**

**Included in December**

**New**

Unique Reference	Directorate	Title	2026/27	2027/28	2028/29	TOTAL MEDIUM TERM SAVING	EQIA needed?	Further notes or comments on why no impact expected	Transformation Goal
CHI-TP-01	Children's Services	Children First Integration Programme	-	-	417,000	417,000	Y-with future cabinet paper	An EqIA will be needed when the cabinet paper comes forward, to ensure that staffing and resident impacts from service integration are identified and addressed.	Achieving efficiency and financial sustainability
CHI-TP-02	Children's Services	Accommodation Model	-	-	1,000,000	1,000,000	Y-with future cabinet paper	This proposal is intended to bring positive impacts to care leavers by improving the accommodation and support offered. An EqIA will be needed when the cabinet paper comes forward, as there will be an impact on care leavers, although this is intended to be positive.	Transforming outcomes and places
CHI-TP-03	Children's Services	SEND Transformation Programme	TBC	TBC	TBC	-	Y-with future cabinet paper	This proposal is intended to bring positive impacts to SEND children and families through transformation of the SEND service. An EqIA will be needed when the cabinet paper comes forward, to ensure that these positive benefits are maximised and any negative impacts are identified and addressed.	Transforming outcomes and places

-	-	1,417,000	1,417,000
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## Included in December

Unique Reference	Directorate	Title	2026/27	2027/28	2028/29	TOTAL MEDIUM TERM SAVING	EQIA needed?	Further notes or comments on why no impact expected	Transformation Goal
RHE-2627-S04	Regeneration, Housing & Environment	Extend the Controlled Parking Zones (CPZs) to other areas across the borough. Each additional zone will generate additional income through permit sales and penalty charges for non compliance.	200,000	200,000	175,000	575,000	N	Should be able to refer back to original policy, and any future consultation.	Transforming outcomes and places
RHE-2627-S11	Regeneration, Housing & Environment	Increased Estate Management Efficiencies - Facilities (savings from alternative model of provision).	271,000	-	-	271,000	Y-with future cabinet paper		Achieving efficiency and financial sustainability
			471,000	200,000	175,000	846,000			

## New

Unique Reference	Directorate	Title	2026/27	2027/28	2028/29	TOTAL MEDIUM TERM SAVING	EQIA needed?	Further notes or comments on why no impact expected	Transformation Goal
RHE-TP-01	Regeneration, Housing & Environment	Housing Demand & TA Service Transformation Programme (savings arising from net reduction in numbers of households in TA).	850,000	2,400,000	1,600,000	4,850,000	Y-with future cabinet paper	Needs to cross reference equality analysis for Homelessness Strategy and Housing	Preventing new demand and reducing existing demand
RHE-TP-02	Regeneration, Housing & Environment	Joined up cost recovery approach to enforcement and engagement with Landlords (income through enforcement activities and licenses).	-	300,000	200,000	500,000	Y-with future cabinet paper		Achieving efficiency and financial sustainability
RHE-TP-03	Regeneration, Housing & Environment	Social Housing Transformation: Regulatory Compliance & Service Modernisation Programme (reduction in disrepair costs, reduction in agency/temp staff, reducing repeat repairs, optimising asset investment choices).	TBC	TBC	452,000	452,000	N	This should be about optimising resources, addressing failure demand	Transforming outcomes and places
RHE-TP-04	Regeneration, Housing & Environment	Housing Delivery: Scoping the Potential for Modular Housing (reductions in TA costs).	-	375,000	250,000	625,000	Y-with future cabinet paper		Transforming outcomes and places
RHE-TP-05	Regeneration, Housing & Environment	Housing Delivery: Slough Letting Agency (Social Lettings Agency Model) (TA cost avoidance, income from management fees, reduced leasehold service charge arrears).	-	450,000	450,000	900,000	Y-with future cabinet paper		Achieving efficiency and financial sustainability
RHE-TP-06	Regeneration, Housing & Environment	Housing Delivery: LAHF Match-Funded Delivery (TA cost reduction, reduction in HB subsidy gap, TA cost reduction arising from asset creation).	-	-	5,500,000	5,500,000	Y-with future cabinet paper		Achieving efficiency and financial sustainability
RHE-TP-07	Regeneration, Housing & Environment	Housing Delivery: Maximising Existing Stock Through Adaptations & Conversions (reduction in TA costs)	-	400,000	400,000	800,000	N	This is about optimising assets	Achieving efficiency and financial sustainability
RHE-TP-08	Regeneration, Housing & Environment	Housing Delivery: Innovative Delivery Through Grant Funding (reduction in TA and homelessness costs).	312,500	312,500	-	625,000	N		Transforming outcomes and places
RHE-TP-09	Regeneration, Housing & Environment	Housing Delivery: Review the Borrowing Model for Housing & Regeneration Priorities (additional contribution to HB subsidy gap reduction).	75,000	75,000	-	150,000	N		Achieving efficiency and financial sustainability
RHE-TP-10	Regeneration, Housing & Environment	Carbon Neutrality & Sustainability Programme: Solar PV, Battery Storage and Smart Energy Systems Deployment (energy savings, export income)	-	332,500	332,500	665,000	N	Savings to corporate energy costs	Achieving efficiency and financial sustainability
RHE-TP-11	Regeneration, Housing & Environment	Workforce Development to Deliver Transformation (enabler).	-	-	-	-	N		Transforming resident a
RHE-TP-12	Regeneration, Housing & Environment	Parking & Transport Charging Optimisation Programme (additional income arising from benchmarking)	360,000	1,200,000	840,000	2,400,000	Y-with future cabinet paper		Achieving efficiency and financial sustainability
RHE-TP-13	Regeneration, Housing & Environment	Strategic Prioritisation and Utilisation of S106 for Economic Development (leveraging external funding and investment)	45,000	135,000	120,000	300,000	N		Achieving efficiency and financial sustainability

Unique Reference	Directorate	Title	2026/27	2027/28	2028/29	TOTAL MEDIUM TERM SAVING	EQIA needed?	Further notes or comments on why no impact expected	
RHE-TP-14	Regeneration, Housing & Environment	Creation of a Self-Funded Planning Service (Trading Account Model) (reduction in general fund costs)	300,000	-	-	300,000	N		Achieving efficiency and financial sustainability
RHE-TP-15	Regeneration, Housing & Environment	Planning Service Income Generation – Highways Development Charging Model (increased income from S38 and S278)	120,000	30,000	-	150,000	N		Achieving efficiency and financial sustainability
RHE-TP-16	Regeneration, Housing & Environment	Enhanced S106 Income (e.g PPA income)	-	200,000	200,000	400,000	N		Achieving efficiency and financial sustainability
RHE-TP-17	Regeneration, Housing & Environment	Embed the Corporate Landlord Model (reduced revenue costs from property occupation and reduced maintenance expenditure)	-	500,000	500,000	1,000,000	N		Achieving efficiency and financial sustainability
RHE-TP-18	Regeneration, Housing & Environment	Re-procurement of Waste Disposal Contract (contract efficiencies)	-	130,000	-	130,000	N		Achieving efficiency and financial sustainability

2,062,500	6,840,000	10,844,500	19,747,000
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Appendix 3b - Proposed Savings Programme

Included in December

New

Unique Reference	Directorate	Title	2026/27	2027/28	2028/29	TOTAL MEDIUM TERM SAVING	Operational or Transformational	Staffing Impact	Included in December Cabinet	Decision-maker and date of decision/proposed decision	Impact on Residents (Y/ N)	EQIA needed?	Further notes or comments on why no impact expected	Transformation Goal
PHP-TP-01	Public Health & Public Protection	Corporate Prevention Framework	TBC	TBC	TBC	-	Transformational	TBC	N	To be confirmed	TBC	N/A as yet	any impact from this programme is anticipated to be positive for residents, preventing need for services	Preventing new demand and reducing existing demand
PHP-TP-02	Public Health & Public Protection	Increase Income from Enforcement of Housing and Energy Efficiency Standards	-	TBC	TBC	-	Transformational	TBC	N	Officer - operational decision-making	TBC	Y if there is a disproportionate impact arising from enforcement actions	this is a scheme that has not been run in Slough for some time. It would require investment to relaunch and any income could only be used to administer the scheme itself, it could not contribute towards	Achieving efficiency and financial sustainability
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Appendix - Proposed Savings Programme

Included in December

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Achieving

New

Unique Reference	Directorate	Title	2026/27	2027/28	2028/29	TOTAL MEDIUM TERM SAVING	Operational or Transformational	Staffing Impact	Included in December Cabinet	Decision-maker and date of decision/proposed decision			Transformation Goal
LAG-TP-01	Law and Governance	Commercialisation of Registration Service	-	-	550,000	550,000	Transformational	None	N	Cabinet - fees and charges review and potentially capital programme	Y	N- unless costs go up significantly	Achieving efficiency and financial sustainability
			-	-	550,000	550,000							

New

New

Unique Reference	Directorate	Title	2026/27	2027/28	2028/29	TOTAL MEDIUM TERM SAVING	Operational or Transformational	Staffing Impact	Included in December Cabinet	Decision-maker and date of decision/proposed decision	EQIA needed?	Further notes or comments on why no impact expected	Transformation Goal	Unique Reference
COR-TP-01	Cross Council	Overall Redesign of SBC Front Door	-	-	150,000	150,000	Transformational	TBC	N	Cabinet - date to be confirmed	Y-with future cabinet paper		Transforming resident and customer experience	TCOPP003
COR-TP-02	Cross Council	Redesign of physical front door (Pilot/Proof of Concept)	TBC	TBC	TBC	-	Transformational	TBC	N	Cabinet - date to be confirmed	Y-with future cabinet paper		Transforming resident and customer experience	TCOPP046
COR-TP-03	Cross Council	Digital front door redesign (phase 1 Revs and Bens)	TBC	TBC	TBC	-	Transformational	TBC	N	Officer - operational decision-making	Y-with future cabinet paper		Transforming resident and customer experience	TCOPP047
COR-TP-04	Cross Council	Strategic Commissioning - starting with single homeless support	350,000	350,000	350,000	1,050,000	Transformational	None	N	Cabinet - date to be confirmed	Y-with future cabinet paper		Transforming outcomes and places	TCOPP055
COR-TP-05	Cross Council	Corporate Automation & Workflow Programme	-	675,000	675,000	1,350,000	Transformational	TBC	N	Cabinet - date to be confirmed	Y-with future cabinet paper		Achieving efficiency and financial sustainability	TCOPP014
COR-TP-06	Corporate Resources	Centralised Debt Recovery and Collection Model	TBC	TBC	TBC	-	Transformational	None	N	To be confirmed as to whether policy change required			Achieving efficiency and financial sustainability	TCOPP004
COR-TP-07	Corporate Resources	Predictive Analytics for Preventable Demand Reduction (Modelling)	N/A	N/A	N/A	-	Transformational	None	N	Officer - operational decision-making			Preventing new demand and reducing existing demand	TCOPP019
COR-TP-08	Corporate Resources	Strengthened Commercial & Procurement Management	-	750,000	-	750,000	Transformational	None	N	Decision maker will depend which contracts are in scope			Achieving efficiency and financial sustainability	TCOPP027
COR-TP-09	Corporate Resources	Corporate Income Generation & Fees and Charges Review.	1,000,000	500,000	-	1,500,000	Transformational	None	N	Cabinet and Licensing Committee dependent on level and whether	Y-with report on Fees and Charges	Pick up any discretionary choices we are making, identify impacts and	Achieving efficiency and financial sustainability	TCOPP028