

DRAFT Annual Report 2018/19

Contents:

1. Foreword - Leader of the Council
2. Introduction - Chief Executive
3. Personal Stories
4. Progress against Outcomes
 - Outcome 1
 - Outcome 2
 - Outcome 3
 - Outcome 4
 - Outcome 5
5. Budget
6. Performance Scorecard

1. Foreword - Leader of the Council

This Annual Report sets out the Council's achievements during the past year towards delivering the objectives in our Five Year Plan.

The outcomes in our plan set out a clear path and key strands of work to deliver our vision for Slough as a place of 'opportunity and ambition.'

I was elected as Leader of the Council in November 2017. I appointed a new cabinet and we refreshed the Five Year Plan early in 2018. This 2018-19 report is therefore the first full year of performance under my leadership of the Council. During 2018, we also appointed a new chief executive, Josie Wragg, with cross party support. Josie has been able to build on the work our team of directors have been delivering; and I thank them for their hard work and dedication.

During 2018/19 Slough Council, with its partners, has:

- Ensured financial stability, by setting a balanced budget not only for 2019-20 but through to 2022
- Helped supply good quality homes, through the completion of 846 net new dwellings, starting the construction of a further 865 and producing plans for up to 511 new council homes on former garage sites
- Improved the quality of local children's services, with our Children's Trust attaining a higher- ranked 'requires improvement to be good' rating at its Ofsted inspection in 2019.
- Continued working to make Slough an attractive place to live, work and stay - developing a cultural arts strategy, securing £3 million of Arts Council funding to support our work and creating a Business Improvement District following a successful business ballot.
- Taken action to lower carbon emissions and improve air quality by publishing the town's first Low Emissions Strategy and producing a 20 year transport vision to make public transport the dominant mode of transport in Slough
- Made significant progress to help residents manage their own care needs, with the integration of health and social care as part of the Frimley Integrated Care System.

We know that local government will continue to be under pressure as funding from central government reduces year on year and Slough is no exception. Despite this I am proud of the innovative ways in which we have approached the delivery of local services to our communities.

In the annual report we have set out a series of case studies and key statistics to evidence delivery of our achievements for our residents, businesses and visitors.

I would like to also thank our staff for the work they do every day to provide quality services to our residents.

Councillor James Swindlehurst
Leader of the Council

2. Introduction - Chief Executive

The single most striking impression that Slough has had on me since I joined in October 2018 is the enthusiasm and dedication of our staff to delivering the best outcomes for our communities.

I was delighted to be given the opportunity to join such a vibrant team and place – the opportunities we have are enormous, and while we have considerable challenges along with all local authorities, we have a proud track record of delivery and a plan for the future.

The Leader has highlighted just a few of the many achievements over the past year and there are many more in the annual report.

The key challenge set to me by the Leader was to ensure that the Council is fit for the future and has a plan to weather the storm ahead which will include acute pressure on our budget and the ongoing uncertainty of Brexit.

As such, our Transformation journey has begun with the development of a business case to deliver a new Operating Model for the Council which was signed off by Cabinet in April. I have been keen to spend as much time as possible with staff talking about the issues that frustrate them in their ambition to do the best job for Slough. As part of this I have attended over 25 roadshows and as a result had the opportunity to engage with over half the staff group. I have talked through the challenges we face, listened to the points made by staff about the aspects of their work that need to change, and been greatly encouraged by their willingness and ideas for change.

The year ahead will see us implementing the change we have outlined and indeed some of this has already begun – in particular the early decision to end our contract with Arvato and bring IT back in house.

I would like to join the Leader in thanking staff for their service and commitment to delivering the best outcomes for Slough. I look forward to maintaining this momentum and seeing Slough go from strength to strength in the year ahead.

Josie Wragg
Chief Executive

3. Personal Stories

- 1- Mavis is an 86 year old woman who lives alone in a home that she owns. Police officers visited her following reports that she had been burgled. She had no heating or hot water in her property. There were signs of a rodent infestation. She had some physical health issues and was starting to have falls. There were also concerns about financial abuse as Gary, a builder who had been undertaking work on Mavis' house for many months, had been carrying out work for cash and there had been occasions when he had accompanied her to the bank so she could withdraw money.

The first visit to Mavis was made by Police community support officers (PCSO's), who had already met her, a social worker and a trading standards officer. Mavis was supported by her neighbours, and Gary also attended for part of the visit.

Mavis was under the impression that she would be placed in a care home if she required support. The social worker explained that this was not the case; they assured her that she does not require that level of support and advised her neighbours that they were entitled to a carer's assessment for themselves, as they were undertaking a caring role. They said that they were able to support any assessments in the future, and Mavis was happy with this.

Trading Standards informed Gary to not carry out any work going forward and agreed with Mavis to discuss any future jobs being conducted. They also agreed to contact Fire Safety services to arrange an urgent home safety visit. A multi-agency clean-up of the house took place, with Mavis' permission, involving Police, Adult Social Care, neighbours and the Royal Berkshire Fire and Rescue Service.

With a specialist in hoarding providing practical support, Mavis agreed to complete essential tasks, including getting: pest control treatment, installation of telecare, heating and lighting restored, electrics made safe, a water leak repaired, telephone line reinstated, her garden tidied and smoke alarms in place. There are plans in place for Mavis' friend to act as her personal assistant to complete other tasks such as ongoing cleaning and another clear out of bulky furniture.

- 2- Greg is 45 years old and has a long term mental health condition. He is also a drug user. He is estranged from his family and has very little in the way of positive social support. Greg reported to the Police that he had been assaulted and had belongings taken, including the keys to his property and his bank cards. His flat had been taken over by drug dealers and he was too scared to return.

A multi-agency meeting was called between the Community Mental Health Team, Thames Valley Police (TVP) and Housing Services (including staff from the Enforcement team) to look at ways forward for Greg.

A referral was made to the Willow Project which offers crisis intervention, advocacy and longer term practical and emotional support. Housing Services arranged for emergency temporary accommodation out of area for Greg and paid for his transport there. A support worker from the Willow Project was able to meet with him and assist with an application for housing in that area. TVP carried out a forced entry to the property and were able to temporarily secure it.

Greg was supported to meet with his brother and reconnect. Because there was enough evidence to believe he was a victim of modern slavery, Greg was assigned a caseworker who found him accommodation in a different area with good links to drug and alcohol support services, mental health services and a family finding team to continue the work the Willow Project had started.

3- The Browns Project

Browns is a project funded by the Safer Slough Partnership to support people who have historically been difficult to engage and who have multiple social disadvantages. When Browns first started working with Joe he had no benefits. He was also not working with the council for housing and although he was attending probation, he was not able to complete the tasks requested of him between sessions. Since working with him, his situation has greatly improved. He has his benefits in place, he is in temporary accommodation, and he is engaged with his GP. His inappropriate attendance at the local A&E has reduced to zero and Browns have supported him in liaising with mental health services. By providing him with support around attending court, his GP, council, mental health and other appointments, Browns have greatly improved his chances of receiving support from the services available to him.

Julie's engagement with probation and other services was inconsistent and it was difficult to engage with her. When she started working with Browns her engagement increased and the support enabled her to reflect on how her choices had impacted on her life. The most important aspect of this work was the continual support from someone who wasn't emotionally connected to her family, and who was professional but in a solely supportive role. Speaking with Julie, Browns have been a fantastic support with her by attending court and social services meetings, as well as housing and budgeting meetings. She does not have this support outside of what Browns can offer, and without this support she would have struggled to stay as stable as she has.

4- Direct Payments for Carers

Mr P has been caring for his wife, who has a neurological disease, for several years and is supported by his family. He explained to his social worker that he has been feeling burnt out recently and would like a break as well as an opportunity to start a new hobby.

A carer's direct payment was agreed; Mr. P used it towards the costs of a three day fishing trip and equipment. He was able to take a break and now has a new, relaxing hobby that has introduced him to a new circle of friends.

4. Performance against Outcomes

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

Supporting families

Families are the bedrock of our society, in whatever shape they exist. Their job is to support parents and children to help them to get the best start in life. Our job is to help them.

We now have a new Early Help Hub to help families who need extra help. This means that where children need guidance and support to get on the right path, we can work alongside parents, guardians, schools and carers. We are also planning to support parents who struggle to manage conflict by offering support and training.

Stories and reading

It's very easy to take reading for granted but many people in Slough struggle to read. It can be a challenge. Supporting children in developing their reading skills is one of the best ways to help them get a great start, at school, and in life.

We are working with parents, through workshops and demonstrations, to help them to read with their children. We've developed home reading bags and we've used our revamped Children Centre gardens for storytelling sessions.

St. Andrew's Way Children's Centre has been involved in an exciting project based on work by the National Literacy Trust and Reading University's Hello2you project.

It's about improving reading and language skills and understanding for children aged 3 to 5 years. This is helping to prepare children for learning in school. The more parents are involved in children's language development and understanding, the better they are likely to do in school.

Children behave differently outside. They are more confident socially, a key skill in later life. So we've focused on the role of the outdoors in their education. And it's working.

- Children at St Andrew's Way achieving 'as expected' in communication and language - up from 69% to 79% in April 2019.
- Attainment in Literacy increased from 49% to 81% in April 2019

Achieving at school

In 2018/19 Slough children and young people have achieved excellent results. We're out-performing both national averages and our statistical neighbours.

In summer 2018:

- 74% of children achieved a 'Good' level of development at early years foundation stage (72% nationally).
- 69% of pupils achieved the expected standard of reading, writing and maths at Key Stage 2, (64% nationally)
- 57% of pupils achieved grade 5 or above in English and Maths GCSEs (43% nationally).

Schools

We are continuing our ambitious, multimillion-pound investment in school building. Pupils and teachers are working in buildings and in classrooms that help them do their best work. We have new extensions, new buildings and new schools.

It's important that professionals, parents and pupils have up to date information. So this year we launched The Link website which provides details on Slough schools, our approach to school improvements and how we are working to help make schools more effective.

The feedback has been encouraging. Users value having a source of useful and up to date information.

Safeguarding – keeping children and young people safe

Children must be kept safe. This is why safeguarding must be at the heart of what we do. We have introduced a new online safeguarding tool to improve the way we gather key information that helps us keep children safe. We've worked with schools to help them adopt best practice so that wherever Slough children are educated, they are as safe as possible.

All of our schools have adopted this approach. We are now using our safeguarding tool to build up a picture of ways in which we can further improve children and young people's safety. Throughout, we are able to provide feedback to our stakeholders.

Ofsted Inspection of Children's Services

One of the challenges we have faced in Slough is in supporting children who need help, care and protection. These are deep-rooted problems. But we have made progress since we were inspected in 2015. In January 2019, these services were re-inspected and received the improved rating of 'requires improvement to be good'. The leadership teams at both the Trust and council have robust plans in place to ensure progress continues.

Supporting children with special educational and disabilities (SEND)

It is vital that families are able to access impartial support and advice to them where their children may have special education needs and disabilities. This year there have been 521 referrals to our SEND Information Advice and Support Service.

We have also opened a new SEND resource base with places for 60 students with education, health and care plans where parents, carers and children will find a sensory room, 5 classrooms, 2 group rooms, a sensory room and a large entrance foyer that can also be used as a library area.

Hearing what young people think – and do

Our Slough Youth Parliament has gone from strength to strength over the past year. There was a 95% turnout in the 2018 Make Your Mark Ballot - the second highest in the country.

Working with the Parliament we held the Slough Youth Awards which highlighted the success of our young people. We also supported the Women Leading Women event promoting equality for all, celebrating the achievements of Slough women and inspiring future generations.

Healthy mouths, healthy lives

Healthy mouths contribute to healthy bodies and lives. We commissioned the 'Slough Healthy Smiles' project this year. This helped early years staff to develop the skills they need to support children in looking after their oral health. This took place through 39 information sessions - 176 hours worth of promotional activity. We have also been working with community dental practices in the Public Health England. 'Starting Well' initiative, supporting schools to supervise tooth brushing in Reception class and Year 1, and increasing the number of children and families using their local dentists.

Immunisations – keeping children safe

Vaccinating children is more important than ever, particularly as trust has waned in parts of Europe. It is vital that parents can see the benefits both to their children and to our wider society in vaccinating their children. We launched a new #IamVaccinated campaign to help overcome myths around vaccination through advertisements and engagement with schools.

We have worked closely with the Berkshire Healthcare NHS Foundation Trust to ensure that primary school children are vaccinated against fl. We helped to promote the MMR 'mop up' programme and we worked closely with secondary schools to support the delivery of the HPV vaccine to 11 and 12 year olds.

Case study – Active movement

The challenge we face

Four in ten children in Slough start secondary school overweight or obese, higher than the national average of 34%. Adults too carry too much weight. 67% of adult residents are overweight or obese, compared to the national average of 62%.

How we're tackling it

We commissioned 'Active Movement' programme in late 2017. It was a pilot with 2 children centres, 5 primary schools and 2 secondary schools aimed to explore how to work with pupils, teachers and their families to make being physically active part of the way that they live.

The programme is designed to educate and inspire children to be active. It will change over time as children mature, become more active and grow. It's about changing the way that they approach physical activity, making it part of their daily home and school lives.

Over the last year we have offered Active Movement to a further 18 primary schools, all 10 children centres, and to Slough Borough Council itself.

Impact

- **Active Movement has already reached over 10,000 pupils**
- 44% of pupils increased physical activity levels outside of school
- The waist circumference only increased by 3.6% in the intervention schools compared to an increase of 19.8% in the control school.
- There was an 8% increase in children showing an expected level of progress in physical development compared with previous years in Chalvey Grove children centres
- There was a 5.2% increase in the number of children showing expected levels of development in managing their feelings and behaviour in Chalvey Grove children centres

Next steps

We plan to commission the service across further early years sites in 2019, followed by offering the service to all secondary schools in September 2020.

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

Activity in Slough is increasing - bucking the national trend where more people are becoming inactive. It's a good start but there is much more to do.

Making leisure part of life

Being active is one the best ways to improve our lives. Activity is as good for our bodies as it is for our minds and our outlook. We will do whatever we can to help Slough people embrace being active.

- We opened four flagship leisure facilities this year: Slough Ice Arena, Salt Hill Activity Centre, Langley Leisure Centre and The Centre. This means that we now have swimming pools, ice-based fun, gym facilities and a large soft play area for 6 months to 9 year olds in the town.
- We've opened ten new green gyms. In the next year, everyone will have access to a free gym in a park in their area of Slough. We now have a network of 16 green gyms.
- Three of our parks meet the international standard of quality for parks and green spaces and have been recognised again in July 2018 with Green Flag awards.
- In the past year, Arbour Park's rooms and pitches were booked on over 1,600 occasions, generating an income of more than £180,000.
- Over a thousand people went for a run and a race this year after we brought back the Family Fun Run and Slough Half Marathon. These took place in October 2018 after an 18-year absence. 752 and 287 people signed up to Slough Half Marathon and Family Fun Run respectively. And despite bad weather conditions, 553 participants finished the Half Marathon.
- The Active Slough programme now offers over 100 sessions a week to people of all ages and abilities.

Growing leisure

We have built a new allotment site at Moray Drive has been built on what was derelict land. This will give people who live nearby somewhere to grow their own food.

We installed new refurbished raised beds at Cherry Orchard allotments site in May 2018 to help mobility-restricted plot holders. And we're planning a new toddler play area for Upton Court Park to give families somewhere to meet and play.

Mental well-being

Giving people autonomy and control over the services they use can help to promote mental well-being.

So alongside our Community Mental Health Team, we've been helping residents to become healthier and to better manage their own mental health care and support needs.

Last year, we increased the number of people receiving direct payments across all care groups from 405 to 552, well in excess of our 25% target. This year, we our target is a further 30% increase.

Enabling well-being

Our overriding focus is on prevention, earlier interventions and reducing inequalities in mental health care in Slough, helping people to address their mental health issues before they become too difficult for them to manage.

Our enabling approach has allowed people to establish independence from crisis interventions. It has significantly improved the quality of mental health care in Slough.

We have been able to cut costs to both the council and NHS services. The creation of an in-patient discharge coordinator for Slough has allowed for more timely and appropriate discharge and improved quality of communication between Slough Counter Mental Health Team and in-patient services.

Our Pathway programme, launched this year and working with our Community Mental Health Team has improved access to high-quality mental health care that more integrated with other Slough services.

It's been described as a "whole-town" concept, recognising the people interact with many services and projects in different ways. In Slough, these include Hope College, the psychologically led Assertive Stabilisation Team ('ASSiST') EMBRACE (Therapeutic Group Programme), Hope House supported living project, Peer Mentors and Social Prescribers, which work across health, social care, local supported living and voluntary sector providers.

The key to this approach is working with people to understand their needs and to create services that allow them to improve their mental health. Our job is to enable people to take control, where they can, of their own mental well-being.

We launched the #NotAlone campaign, in October to coincide with World Mental Health Day and was designed to transform residents' mental health and wellbeing.

From the launch of both of the strategies, from October until December, we held local events which attracted over 640 people.

The Pathway has been so successful that the Peer Mentors are now gaining employment within the system as Social Prescribers.

Hope College – recovery, life-skills, working towards recovery and peer support

We've focused on providing preventative mental health services, alongside reactive services. Hope College was formed in partnership with Berkshire Health Care Trust in 2015 to focus on asset-based conversations and increase use of personal budgets and direct payments.

Hope College has run more than 127 different courses, completed 1,000 enrolments, trained 34 Peer Mentors and Trail Blazers of whom 18 have gone on to volunteer in the community.

It now offers 4 pathways for its service users, which service users choose from, namely Recovery, Life-skills, Working towards Recovery and Peer Support.

It continues to focus on supporting more people to manage their mental health through the use of psychoeducation, and Peer Mentors utilising training and employment opportunities across Slough.

Working with people to help their wellbeing - Mental Health Co-production

Co-production and co-design means working with people to shape services, design interventions and help people take more control over their own lives and well-being.

Where people take responsibility for their own mental health and wellbeing, their strategies are far more likely to be successful. The approach encourages people to find the support they need, including the ability to look after themselves, get on with their lives and take care of each other, with the potential to reduce loneliness and isolation, common determinants to poor mental health and wellbeing.

Three co-production events were held last year as part of a wider Berkshire service user engagement event, led by Slough services. These have been well attended by service-users, carers and health professionals from across Berkshire.

Suicide Prevention Strategy

Cutting suicides remains a priority. Too many lives are lost this way. Through the Berkshire Suicide Prevention Strategy we are helping to reduce suicide in high risk groups. We are also tailoring the way we work to improve mental health in specific areas. This involves supporting the media in delivering sensitive approaches to suicide and suicidal behaviour, as well as providing better information and support to those bereaved or affected by suicide.

Working with people to improve how adult social care meets their needs

Our staff in adult social care are working closely with those who use our services. This helps to ensure that their views and ideas are considered during the design and running of social care services in Slough.

In March 2019, our new Adult Social Care Co-Production Network was launched, following a review of the previous Partnership Boards, in order to engage more deeply with local residents. The group is formed of 10 representatives from the community, and 8 staff from the council, Slough Clinical Commissioning Group (CCG) and Healthwatch.

Understanding the barriers to better health

Fewer people have had NHS Health Checks than we had hoped. So we are looking at this to understand why.

We're also trying to better understand how Slough people perceive their health and their attitudes to improving it through our Health Beliefs project. We'll also better understand the barriers that some of our communities face in improving their own health. We'll learn more about what is already working to improve health for individuals and the community. The project will focus on our key health inequalities.

Local Access Points

We will set up Local Access Points in each of the five Frimley localities. This will help our staff and other organisations prevent unnecessary admission where there are crises. This will stop multiple referrals to agencies, stop people having to "tell their story more than once", reduce unnecessary hospital or care home admissions. Overall, it will help us to make the best use of public resources.

Locality Teams

Three of our social care operational teams are now working away from HQ and developing closer working relationships with partners and better understanding our communities.

Tackling knife crime

Three traders are subject to a criminal for selling knives to under 18s. Trading Standards carried out two operations with Police looking at the sale of knives to persons under 18.

The Scams Initiative

Scams are increasingly common. The victims of these types of fraud are vulnerable, have learning or capacity issues, are elderly or isolated or a combination of all.

Last year, Slough Trading Standards carried out visits to 49 victims of mass marketing scams. The victims are made known to us through National Trading

Standards, who have systems and agencies involved in the interception of mass mailing fraud.

We did not only intercept the mail but also offered further support to each one of these victims, including a home fire safety inspection, opting into mail and telephone preference services and also directed to many providers of further support to vulnerable people.

Adult Safeguarding

We are now working more effectively to promote the safety of Slough residents. This means safeguarding and protecting children and adults from abuse, neglect and criminal activities including exploitation.

Our work is informed by available local intelligence, national research and experience, partners have worked together to approach the current and emerging challenges to the safety of Slough residents.

As a result of negotiations and engagement of partner agencies in Slough during 2018-19, we are developing a framework to support partners to work together to promote the safety of Slough residents.

Case Study - Technology Pilot for People with Learning Disability

Challenge

People with a learning disability face greater challenges than the rest of the population.

They are more likely to have additional health needs and are less likely to access health resources. They are also more likely to be obese and have lower rates of physical activity than the rest of us.

Action

One way of helping people with learning disabilities to tackle their challenges is to create more opportunities for healthy eating, including enhancing cooking skills, shopping skills and budget management for those with disabilities, including learning disabilities.

We believed that helping people with learning disabilities to use technology could help them with their health needs.

In 2017, the Adult Social Care team we secured funding from The Department of Health and Social Care to pilot the use of technology to improve the lives of people with learning disabilities.

We bought smartphones, tablets, Fitbits and software. 15 people with learning disabilities were trained over the past two years trained to use the technology to learn independent living skills and access services within the community.

This included healthy eating, basic cooking skills and health and safety within the home.

Impact

45% of the participants used the Fitbit to do more exercise, live a more active lifestyle and consequently felt fitter than before, and 55% felt more confident with engaging with the community and felt they had more friends.

40% of the service users used the skills they had developed using the devices to access the internet for information on community activities and events.

Next steps

We are planning to further explore how to embed the use of technology as part of the mainstream support offer or through personal budgets, how this approach could benefit people with different care needs such as older people, and those with physical and sensory impairment. We will also be looking at how to incorporate low level IT support as part of the services we commission to help people to access online banking and shopping or manage utility accounts.

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

How you feel about living here – the Place Survey

We conducted a Place Survey in October 2018. We received 1,700 responses by March 2019. The full report and headlines will be presented at lead members and directors in the new municipal year and will be available online.

But already the survey has prompted a response. The Slough Town Association of Residents (STAR) groups has been formed. They will provide the voices of people living in the town centre and help our future work.

We will be developing projects based on the key findings of the survey.

Million Bulbs

We planted over one million bulbs, 600,000 of which were planted with the community in the parks and open spaces during the last year.

We planted 200 trees in our parks and open spaces. We've also planted tulip trees in Upton Court Park to replace the diseased horse chestnuts and additional bulbs have been planted down the avenue.

Creating strong and attractive neighbourhoods

Our work on creating 'strong and attractive neighbourhoods' was successfully piloted with the Manor Park community project and is being rolled out to three further neighbourhoods - Trelawney Avenue, Foxborough and Chalvey. Recognising the importance of supporting neighbourhoods these pilots have now been extended to include vital involvement from key partners and have also been widened to cover initiatives aimed at improving health and economic prosperity outcomes for residents. The developing work on 'strong, healthy and attractive neighbourhoods' is an excellent example of cross team and partner working; linking closely with the broader Five Year Plan outcomes. Underpinning this ongoing work is the developing Community Cohesion Policy.

Making Slough a safer place to live - Safer Slough Partnership

Our Safe Place Scheme is growing, with the Ice Rink, Activity Centre and the Centre signed up and are displaying the sticker. There are now 24 sites in the town that provide safe places and can provide reassurance to our residents and visitors.

Our Safer Slough Partnership is tackling gangs and county lines drugs through its violent Crime Strategy.

Working with Office of Police and Crime Commissioner it secured £822,000 from the Early Intervention Youth Fund (Home Office).

The air that we breathe

Air quality matters. It has a big impact on how we feel about a place. We adopted a Low Emission Strategy in September 2018 which sets out 19 objectives to improve air quality in the town. Improved air quality impacts positively on people's health.

We have been working with the taxi and private hire trade to support the use of more low emission licensed cars, and since May 2018 the number of low emission vehicles has increased from 75 to 188.

The food we eat

We've helped 14 town centre food businesses improve their food hygiene rating (FHR), moving them from a rating of two or below to above three. 50% are now 'broadly complaint' FHR 3 or above, with 33% are rated at a 4 and 11% achieving a FHR 5.

The streets in our town

We can now keep our streets cleaner and at no extra cost. We are using Mayrise electronic scheduling/recording software. This has means we can respond quickly when needed. Notably our Town Centre and our Chalvey Ward activity have been re-profiled at no overall increase in cost.

The Slough Brand

Slough won Thames Valley Town of the year and more work on the Slough brand will take place this year with businesses and our communities.

Natural Environment

We are improving our natural environment. For example, the River Scheme with WW, commissioning a green infrastructure assessment to help inform the local plan; and the Mayors 550 trees and the Parks and Open Spaces Team are planting over 100 trees, restoring the Salt Hill Rose gardens, planting a new herbaceous border and many other developments.

FGM & Domestic Abuse

Identifying and tackling both Female Genital Mutilation and domestic abuse early is critical if we are to help those who suffer these indignities.

We are now working more closely with other public services through quarterly Domestic Abuse delivery group meetings and the FGM Progression Group. Both have an action plan and a core multi agency working group supporting the agenda.

In 2018/19, we trained 16 'Train the Trainers' from a wide range of multi agencies to develop and widen this remit during 2019/20.

Award-winning campaign to tackle Modern Slavery

In October 2018, we launched with the Safer Slough Partnership the Modern Slavery is Closer Than You Think campaign. The poster-driven campaign encouraged people to call the Modern Slavery Helpline – and led to a 400% increase in calls.

The campaign won the social impact category at the Outdoor Media Awards,. Next time you fill your car you could see our messages on your petrol pump. And if you see any signs of modern slavery, please report it.

Controlling Migration Fund

We have secured £149,000 to provide another Roma Worker, Roma Youth Offending Team worker, funding for activities and English for Speakers of Other Languages (ESOL) classes.

Fly-Tipping

We are taking steps to prevent fly-tipping. We have cut the cost for bulk waste collection. It has now reduced to £5 per item; minimum 3 items (£15), maximum 7 items (£35).

Anti-Social Behaviour

Antisocial behaviour can spoil community well-being. We are continuing to tackle it by installing gates, railings and fencing where it is required. This year, we completed both Lynch Hill Target hardening work to address the motorcycles issue and Tomlin Road / Whittaker Road alley gate installation. Gateway Site inspections assure us that streets are generally maintained to a high standard of cleanliness.

Dealing with Hate Crime

Whilst hate crime continues to be a challenge in the borough, the majority of seems to involve other offences such as a parking dispute or road traffic accident where name-calling occurs. That's according to a review carried out by the Slough Safety Partnership.

Importantly, all incidents are reported to the Police who review them daily.

Prevent

Prevent is a Home Office programme that aims to stop people becoming terrorists or supporting terrorism. Over the past year, we delivered 31 Prevent sessions with 1,153 staff from early years, primary & secondary schools, and seven Prevent sessions for 1,874 students from secondary schools.

Case Study - Clean, Safe, Vibrant

Challenge

We had a problem with litter in the high street and on the routes into the town centre. This alongside homeless people's tents in unused ground created negative perceptions.

Action

A recreated Town Team was established and first met in June 2018 with the initial emphasis upon rapid improvement of the town centre within '30 days'. The Town Team then delivered '100 day pledges to deliver Clean, Safe, Vibrant jointly with Outcome 5 and our partners'.

Impact

The streets are getting cleaner.

There are now 3 dedicated officers in Town Centre patrols.

- Over a nine day period we removed 15 fly tips, fly posters and we cleaned the alleyways. This work was supported by Slough Outreach who organised a litter pick in July 2018.
- As part of the Great British Spring Clean Campaign, 3 clean ups took place; two by Jubilee River and one in Cippenham Green. In total, 63 sacks of waste were collected in 6 hours.

We now have a co-ordinated events programme. In addition to flower baskets, 20 geranium balls were placed near the Curve and in the High Street pedestrian area, 31 new lamp column banners were designed and installed and 33 lamp columns were painted back, and all other signs painted or left as chrome, enhancing the look of the area.

The Paradise Garden, a space that was being used by rough sleepers and street drinkers, was created between the church and The Curve. A successful funding bid for 'pocket park' is due for completion on the share site at Paradise Gardens to help maintain its appeal to all our visitors and reducing the risk of recurring anti-social behaviour.

Outcome 4: Our residents will live in good quality homes

Homelessness

Giving residents sustainable and secure homes is vital to their wellbeing. Thanks to our work on preventing homelessness and early intervention the number of households in temporary accommodation decreased from 464 to 409 at the end of the year. However demand for temporary accommodation remains high and we continue to purchase new temporary accommodation through James Elliman homes and now have a dedicated, year-round outreach team to help rough sleepers access suitable accommodation and services.

Houses in Multiple Occupation

Slough has a high level of houses in multiple occupation (HMOs) and the number of licensed properties increased to 101 from 74 this year. To tackle this often poor quality housing provision, we have introduced wider and more extensive mandatory licensing for HMOs to raise standards and safety for residents. In the coming year will be running a campaign to encourage take up of the new licences.

Affordable Housing

We have invested £25 million to increase the supply of genuinely affordable housing for Slough families. 67 units have been bought and of these 29 have been let so far. The others are having works carried out to them. There are currently 10 properties under offer. At the end of December 2018, construction had started for 81 affordable homes.

Slough Canal Basin Development

As part of major regeneration plans we are working with Slough Urban Renewal to provide around 240 new homes, situated adjacent to the Slough Canal Basin, with construction anticipated to commence around the end of 2019. The new homes will be of mixed tenure and set within large areas of open space, with walkways from the development to the canal incorporated throughout, encouraging active use of the water, and the broader area will be enhanced with large areas of public realm.

Buybacks

This year we have begun buying back council properties from leaseholders to increase our stock of affordable social housing. Five viable buybacks were completed, adding to the numbers of council homes available for those on the register.

Building More and Better Homes

Thanks to us prioritising new housing for local residents, 861 new homes were built in 2017/18. At the end of March 2018 there were a further 865 new homes already under construction in Slough with planning permission in place for a further 1,140.

We have also identified over 500 new homes for development on former garage sites to be delivered over the next three years. Planning applications are being prepared already

Chalvey Regeneration

We are transforming the site currently occupied by Tower and Ashbourne tower blocks to provide new high-quality social homes and a 60-bed extra care scheme. The team is also reviewing options to remodel social housing sites within Chalvey to upgrade and enhance them with refurbishment or renewal for local people.

Council Housing Maintenance

£17 million has been invested in our council homes which has resulted in 600 energy efficient boilers, 100 new bathrooms, 90 new kitchens, 250 new individual entrance doors, 220 properties having new energy efficient double glazed windows, 200 pre-1940s houses having new roofs (including enhanced insulation), fire safety works to blocks of flats, refurbishment of Broom House and Poplar House and works to garage sites to address anti social behaviour and make improvements to parking.

Case Study - Rough Sleepers' Initiative

Situation

Following a successful bid for rough sleeper support money in July 2018, the council was awarded £260,000. The grant was to reduce the number of people rough sleeping in Slough. The official rough sleeper count was previously 29 and this year's count was 27.

Action

A Rough Sleepers co-ordinator and two outreach workers were appointed and tasked with bringing together a Rough Sleeper Partnership and creating a Rough Sleeper Charter for agencies to sign up to.

The Slough Night Shelter opened in December 2018 and was due to be closed at the end of March 2019. However, this was extended for a month. This was the first time Slough had its own building for the night shelter. Moreover, the London and Slough Run Homeless Charity opened a night shelter in January 2019 and, therefore, there was adequate provision for the first time in a long time.

Impact

During this period, 81 individuals were accommodated. A package of accommodation is currently being put together to move rough sleepers who are currently in short term accommodation into permanent accommodation. Our dedicated team are engaging rough sleepers on a daily basis, and there is increased collaboration with enforcement officers carrying out their work in the Town Centre.

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

Employment and Skills

The Building Better Opportunities project was launched this year to increase employment rates for adults over the age of 25 who don't have a job. Funded by the Big Lottery Community Fund and the European Social Fund we are working with Ways in to Work, Slough Refugee Support, WEA, Get Berkshire Active and Destiny Support and have been so successful so far, the project has been extended until 2022 and we have received even more external funding.

Sustainable Infrastructure

The multi-million pound investment of the old Centre, Farnham Road, has brought a brand new leisure centre that was successfully opened to the public in March 2019. The Centre was built by Slough Urban Renewal, a partnership between Slough Borough Council and Morgan Sindall Investments Ltd, which is driving regeneration across the town. Everyone Active, the council's leisure partner, will be running The Centre along with all of the other leisure facilities in Slough.

We obtained full planning approval for a permanent home in central Chalvey for Grove Academy which is temporarily located on the former Thames Valley University site.

Strengthening Business Relationships

Our relationship with business is stronger than ever with successful visits to MIPIM property and investment forum and the London Real Estate Forum promoting Slough as the perfect place for business investment.

We have also set up a town centre stakeholder group who are working together to attract business to the borough.

Businesses vote YES for town centre investment

Businesses in Slough have delivered a positive yes vote for the development of a Business Improvement District (BID) in Slough.

The BID will deliver more than £2 million of investment over its five-year term, which begins on April 1, 2020, and will see the delivery of projects aimed at improving the environment to do business in Slough town centre.

The investment comes from a small levy on the rateable value of business properties, and it is expected that the BID is able to attract additional funding from other sources.

The projects in Slough fall into five categories: safe and secure; environment; marketing and events; business support and representation. The package of improvements should see an increase in customer footfall, dwell time and spend in

the town centre, and give businesses a better opportunity to be involved in strategic planning.

A steering group of the town's businesses working with Slough Borough Council and others has driven the BID project

Heathrow Expansion

To help to ensure Slough residents get the best deal from the expansion of Heathrow we are working with the Heathrow Strategic Planning Group to inform and influence the draft Development Consent Order application and have major input into the joint evidence base and infrastructure study for the airport. We are also members of the sub-group of economy and skills which outlines the jobs and training needed for an expanded Heathrow airport.

Sustainable Transport

Slough's cycle hire is going from strength to strength with the expansion to 17 docking stations around the borough. There have been 7,248 hires since the scheme went live, equating to 34 uses per day.

'Better By' has coordinated competitions in schools to encourage walking and cycling to school as well as providing primary school walking buses with bespoke hi-vis vests. The team organise bike surgeries, adult cycle lessons and a very well attended cycling course in Salt Hill park for women who are members of the Meet and Mingle charity. The team organise events for schools, businesses on Slough Trading Estate and the High Street as well as for SBC staff.

Case study - The SMaRT Scheme

Situation

The A4 Slough Mass Rapid Transit ('SMaRT') scheme is a programme of works to improve the A4 public transport corridor to enable dedicated bus lanes along its length. The scheme connects key areas of employment and economic activity such as the SEGRO trading estate, Bath Road Central and Slough Town Centre with local transport interchanges such as Slough Railway Station (where existing mainline and future Crossrail services can be accessed) and the key international transport hub at Heathrow Airport.

Action

Highway construction works for Phase 1 - Slough Trading Estate to Slough Railway Station - have been completed. The A4 has been widened at key points, and service roads utilised as bus lanes, to provide a bus service that is quicker, more frequent and more reliable. Through reducing congestion at key junctions, the scheme aims to reduce the journey times for buses on the strategic route connecting Slough to Heathrow and improve the daily journeys of the 20,000 plus vehicles that use this stretch of road.

The council introduced an electric bus route on the A4 Slough Mass Rapid Transit ('SMaRT') dedicated bus lane, and has partnered with Thames Valley Buses to trial the first fully electric bus. The state-of-the-art electric bus has been operated from the Slough depot along the Green Line 703 service. Further to the electric bus trial a pilot is underway in collaboration with the businesses for free travel for Slough residents in the off peak period.

The 'SMaRT' scheme includes £9m of capital investment from Slough and the Berkshire LEP through the Local Growth Fund. Four businesses have joined - O2, Lonza, Ipsen and UCB - with further enquires from other businesses. The service started operating to the public in February 2019 and is funded through businesses. The service runs around every 7 minutes in peak periods and every 15 minutes in the off peak. SMaRT has removed 4 independent shuttle services operating to the trading estate leading to less congestion around the train and bus station.

Since delivering Phase 1, the council have secured a further £13m of investment via the Berkshire LEP Business Rates Retention Pilot in order to deliver Phase 2 of the scheme. Phase 2 extends the bus lanes beyond junction 5 towards Heathrow and will add a Park and Ride facility in the Brands Hill area. This will have parking provision for over 600 vehicles, electric vehicle charging points, and contain a staff terminal building with cycle parking and hire facilities.

Impact

The SMaRT scheme increases travel choice and the sustainable transport offering for businesses and commuters, opens up possibilities of through ticketing with airlines or other operators, enhances traffic flow at key junctions to alleviate congestion, reduces journey times for buses, contributes to bettering air quality and economic prosperity. Phase 2 of the scheme further enhances the overall value and benefits of the scheme, bringing it closer to Heathrow and increasing parking provision and greater consumer choice.

DRAFT

5. Budget

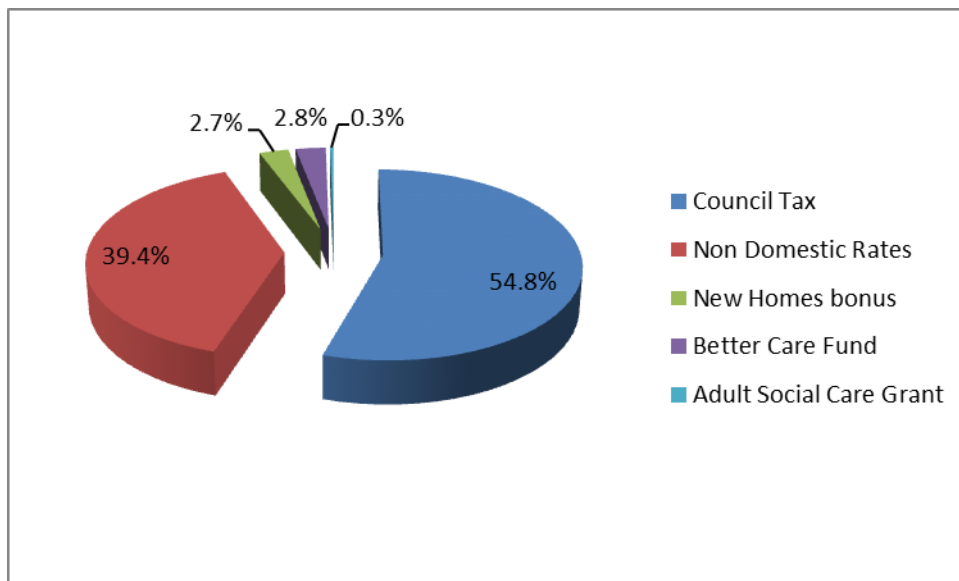
The council had a net overspend of £0.051m for the 2018/19 financial year. This position is summarised in the table below:

REVENUE GENERAL FUND 2018/19 - SUMMARY OUTTURN			
Directorate	Revised Full Year Budget	Final Outturn	Full Year Variance
	£'M	£'M	£'M
Adult and Communities	39.289	39.851	0.562
Children, Learning and Skills	29.112	30.395	1.283
Regeneration	7.372	8.796	1.424
Finance and Resources	9.838	11.601	1.763
Chief Executive Office	13.782	13.023	(0.759)
Non Service Areas	6.029	1.807	(4.222)
GRAND TOTAL	105.422	105.473	0.051

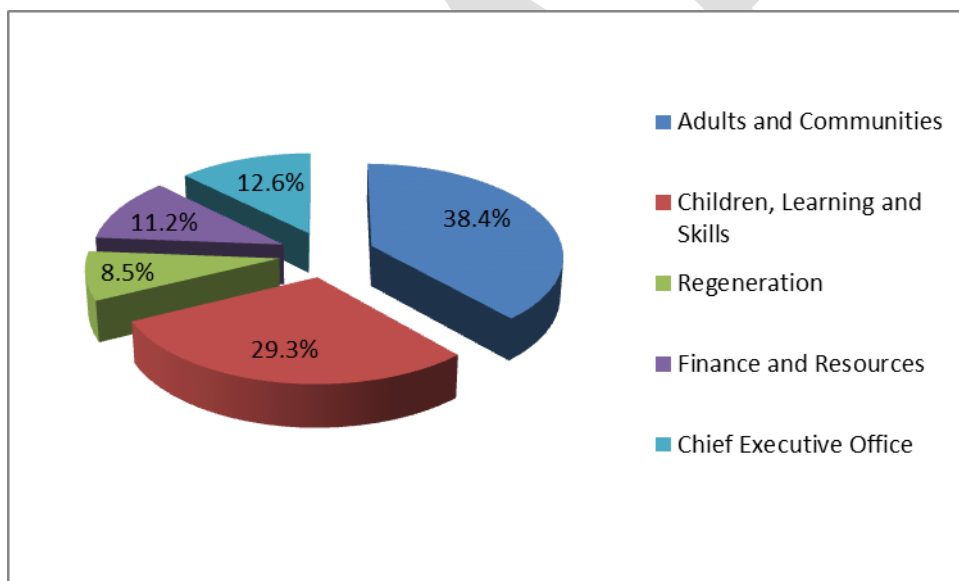
% of revenue budget over	0.05%
---------------------------------	--------------

The graphs below highlight where the Council has received income from for 2018-19 and where the gross expenditure to deliver services is.

Graph 2.1: Key income streams



Graph 2.2: Net expenditure on General Fund Council Services



* The council had five directorates in 2018/19 compared to six in 2017/18.

** The Chief Executive Office now includes Strategy and Performance and Environment Services.

The graph above highlights how the Council's financial position is changing. Income is reducing rapidly from Central Government grants and at the same time, there has been a much greater proportion of income generated through Council Tax (primarily through an increase in properties in Slough) and Business Rates.

6. Performance Scorecard - latest available data

Five Year Plan outcome	Performance measure	Date of latest available data	Outcome	Actions
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	Nov-18	Attainment gap narrower the national average (Slough 31%; National 32%)	The council will continue to work with individual schools and families to provide a targeted system of educational support, challenged and assistance. Our school effectiveness advisers work closely with schools and discuss their priority areas, which includes the achievement of disadvantaged pupils.
	The percentage gap between disadvantaged pupils and all others at key stage 2 in reading, writing and maths	Dec-18	Attainment gap narrower the national average (Slough 16%; National 20%)	
	The gap between disadvantaged children and all others at Key Stage 4 percentage achieving grades 9-5 in English & maths	Jan-19	Attainment gap wider than the national average (Slough 34.7%; National 25.4%)	
	Percentage of child protection plans started in the past year that were repeat plans within 2 years	May-19	13.8% (11 plans)	The council will continue to lead efforts with agencies and partners to ensure families are enabled and supported to provide their children with safe and healthy lives, whilst the Slough Children's Trust will step in on behalf of the council to ensure children are protected where needed.

	Percentage of 16 to 17 year olds not in education, employment or training (NEETs)	Oct-18	Local NEET rate well below the national average of 6.0% Slough 3.2% (2017/18)	Slough's 2018 combined NEETs rate was 3.2%, which is better than the target of 4%. This consists of 2.3% NEET rate and 0.9% for 'activity not known'. The council will continue to work with local schools, colleges, businesses and neighbouring local authorities to ensure a range of education, employment and training opportunities are available for all our young people.
2 Our people will be healthier and manage their own care needs	Number of adults managing their care and support via a direct payment	May-19	Increased from 405 clients and carers at the end of Mar-18 to 552 at the end of Mar-19 (265 clients + 287 carers)	The number of service users and carers supported through direct payments continues to rise. We have implemented a new system of prepayment cards which is making direct payments easier to manage and use. Guidance has been issued to staff to support direct payments as the default position when providing service.
	Uptake of targeted health check The percentage of the eligible population aged 40-74 who received a NHS Health Check	Jul-19	Increased from 7.3% for 2017/18 to 7.9% for 2018/19	The council will work with the local Clinical Commissioning Group (CCG) to increase the offer of health checks to targeted individuals alongside the CardioWellness4Slough programme.
	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	May-19	Local inactivity rate higher than the national average (Slough 35.9%; National 25.1%)	Physical inactivity is closely linked with a number of factors including deprivation and poor physical and mental health. Active Slough is working to target communities and individuals where high levels of inactivity are prevalent, enabling opportunities for great participation.

3 Slough will be an attractive place where people choose to live, work and stay	Level of street cleanliness	May-19	Increase from 2.42 (B) in 2017/18 to 2.69 (A-) in 2018/19	19 Gateway sites are inspected each quarter and awarded a score and EPA grade based on the level of cleanliness encountered.
	Crime rates per 1,000 population	May-19	Q4 data update not available yet Reduction in crime rate from 28.0 in Q1 to 25.6 in Q3	We have seen a reduction in quarterly crime rate for Slough in Q2 and Q3. Slough is currently positioned 7th out of 15 towns in our Most Similar Group (MSG) and in the Thames Valley; we have a lower crime rate Oxford and in line with Reading. Police and Council services will continue to monitor intelligence relating to criminal activity and respond, in partnership, to new and ongoing challenges.
	Residents' perception survey	Mar-19	Conducted in Autumn 2018	A large-scale residents' survey was initiated in Autumn 2018, following the same methodology used in a survey conducted in 2008. Headline results from more than 1,700 responses were received in March 2019 which will be used to drive improvements in service delivery.
4 Our residents will live in good quality homes	Number of homeless households accommodated by Slough Borough Council in temporary accommodation	May-19	Reduction in the number of homeless households placed in temporary accommodation, from 464 in Q1 to 409 in Q4.	There was a decline in the number of homeless households in temporary accommodation in 2018/19. This is not reflective of the demand for temporary accommodation, which remains very high.

	<p>Number of permanent dwellings completed in the borough during the year</p>	<p>Mar-19</p>	<p>534 2018/19 Decrease since previous year; below target figure. (846 in 2017/18)</p>	<p>The number of permanent dwellings completed in the borough during the year refers to net additional dwellings.</p> <p>Actions are to continue to be positive about development and growth subject to schemes complying with planning policies, promote sites with development potential and investigate why some planning permissions are not implemented. There are currently 856 homes under construction.</p>
	<p>Number of licenced mandatory Houses in Multiple Occupation (HMOs)</p>	<p>May-19</p>	<p>Increasing (from 74 in 2017/18 to 101 in 2018/19)</p>	<p>Although there has been an increase in the number of licensed mandatory Houses of Multiple Occupation (HMOs), the numbers are far lower than expected or than the estimated number of properties that should be licensed.</p> <p>We intend to run a wide ranging and sustained publicity campaign in relation to property licensing once we launch the new Online App.</p> <p>As per Cabinet agreement, we are giving landlords until October to come forward voluntarily and take advantage of discounted fees. After this date, the Housing Regulation Team will put in place a proactive programme to identify and fine those who fail to apply to license the relevant properties.</p>

5 Slough will attract, retain and grow businesses and investment to provide opportunities	Business rate income Business rate in year collection	May-19	In year collection rate of 97.3%	The collection rate at the end of March 2019 was in-line with target for the year. We will continue efforts in the future to ensure easy payments methods are available and that late payments are targeted.
	Access to employment Proportion of resident population of area aged 16-64 claiming JSA and NI or Universal credits	May-19	Claimant rate, although lower than national, has increased (both locally and nationally) due to the roll out of Universal Credit Full Service (Slough 2.3%; National 2.7%)	Under Universal Credit, a broader span of claimants are required to look for work than under Jobseeker's Allowance. This has the effect of increasing the claimant count. The council has commissioned a study to understand businesses needs and local priorities. We will continue efforts with our partners to increase employment opportunities and improve skills locally to secure reductions in overall unemployment.
	Journey times Average journey time from Heart of Slough to M4 J6 (M-F 16:30-18:30)	Apr-19	Average journey times remain well below the target of under 10 minutes	The council has carried out a number of junction improvements to help reduce congestion and improve journey times to influence punctuality. We will continue to implement traffic management schemes to decrease congestion and increase the use of dedicated bus land, including highway improvements, and the use of smart technology such as intelligent traffic light systems.