

Five Year Plan - Annual Report 2015

[Draft – Cabinet 14.03.2016]

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The Five Year Plan (*insert opposite contents page as a reminder of the themes and outcomes*)

Launched in January 2015, the Five Year Plan 2015-19 set a vision for the borough, to define the council's ambition, the opportunities and challenges we face, our role and our priority outcomes for the town.

The plan has three themes with eight outcomes beneath them:

- Changing, retaining and growing
 1. Slough will be the premier location in the south east for businesses of all sizes to locate, start, grow and stay
 2. There will be more homes in the borough, with quality improving across all tenures to support our ambition for Slough
 3. The centre of Slough will be vibrant, providing business, living and cultural opportunities
- Enabling and preventing
 4. Slough will be one of the safest places in the Thames Valley
 5. Children and young people in Slough will be healthy resilient and have positive life chances
 6. More people will take responsibility and manage their own health, care and support needs
- Using resources wisely
 7. The council's income and the value of its assets will be maximised
 8. The council will be a leading digital organisation

1. Foreword – Leader of the Council

People are proud to live and work in Slough.

As Leader of the Council, I am equally proud of the contribution the Council makes to achieve our vision for Slough to grow as a place of opportunity and ambition –

- A place where people choose to live and work and where children can grow up to achieve their full potential
- One of the most attractive places to do business in the country, with excellent communications, business accommodation and a skilled, and available workforce

In 2015 we launched the Five Year Plan to set out our priorities and actions to achieve this vision and create the Slough of the future.

This Annual Report of progress during the first year of the Five Year Plan sets out how we are ensuring that our resources are targeted to achieve key outcomes.

There are many examples in the annual report of how we are increasingly working in partnership to do this. As partners, what we all have in common, whether in the public, private or voluntary sector, are the people of Slough. However, within the public sector, it very much feels as if we in local government are bearing the brunt of austerity from central government. In a few years our funding from central government will disappear and our income will be dependent on Council Tax and business rates.

Despite these challenges, Slough has many underlying strengths which mean we can be confident about the future.

We have an economy which is strong given our reputation as a place for business. We will continue to focus on this – more businesses means more opportunities for local employment too.

We also have strong communities in Slough – where people from a diverse range of backgrounds get on well together.

The annual report sets out a series of case studies and key statistics that evidence the progress already made for each of the eight outcomes in the Five Year Plan.

Together with the Five Year Plan it represents a solid foundation on which we can go forward to continue to improve the lives of people in Slough and make Slough an even better place.

Councillor Rob Anderson

2. Introduction – Chief Executive

The introduction of the Five Year Plan in early 2015 set the future direction for the Council in terms of the key outcomes against which our resources will be allocated.

The focus on outcomes was an important development for two reasons.

First, the eight outcomes were specifically designed as ‘cross cutting’. In the past, the Council, in common with many local authorities, had operated in quite a traditional way. It was set up around a series of individual departments, each with its own budget and set of objectives. This ‘silo’ model will not work in the future given the cuts to our funding. Our new approach encourages more joined up working, removes duplication and saves money. That means a better service experience for our residents, service users, partners and communities too.

Second, we developed a new way of setting our budget by outcome as part of our response to both funding cuts and the increasing pressure on services. Technically referred to as ‘outcome based budgeting’ in plain English it means the money follows the plan. Our annual budget is planned to fund delivery of the eight outcomes – if something isn’t in the Five Year Plan we need to ask why we are we doing it.

The Leader has described the importance of attracting income given the changes to the way we get money from central government. We are therefore becoming more entrepreneurial in our approach by developing our sources of income and other opportunities.

Population growth continues to add pressure on services, both for children and the costs later in life as people live longer. There are examples in the annual report of how we are working to enable people to help themselves and to be less dependent on the council for direct support. Much of this is about the council working with partners and communities. We cannot afford to deliver things in the way we have done in the past. We need to think and plan differently.

The council has already changed since the introduction of the Five Year Plan. It will continue to do so and we will soon be looking to change how we operate as we make sure we are in the best position to tackle the challenges and pressures ahead.

This Annual Report of progress during the first year of the Five Year Plan therefore sets out the story so far and gives a snapshot of performance. It demonstrates the results of the hard work and commitment of our staff who are passionate about what they do for Slough both as a place and for its people.

Ruth Bagley

3. Progress against outcomes

Outcome 1 Slough will be the premier location in the south east for businesses of all sizes to locate, start, grow and stay

Case Study: Slough comes top for new businesses

Slough is attracting new business at a faster rate than anywhere else in the UK, according to the Centre for Cities latest research.

Figures released by the think tank in January, which compare the UK's 63 largest urban areas, show the borough has grown its corporate presence by 29 percent in the five years to 2014.

The report also ranked Slough as sixth for the number of business start-ups, with 64.32 per 10,000 population, and said Slough has the third highest average weekly earnings, behind only London and Crawley.

Slough also ranked in the top three cities for productivity, as well as the fastest growing in terms of population.

The borough's schools also came out top, with 70.2 percent of pupils achieving five A*- C grades in Maths and English.

Shabnam Ali, economic growth and enterprise manager, said: "This report confirms what we've been saying for a long time now – Slough means business.

"We have the highest concentration of headquarters in the UK, the biggest cluster of data centres outside of the US, and in 2015 alone we welcomed at least another nine major corporations, including food manufacturer KP Snacks and Chinese telecommunications giant ZTE.

"Businesses benefit hugely from what's on offer here – our fantastic connectivity via road, rail and air, and our proximity to London and other big businesses.

"That, coupled with fantastic schools and a skilled, vibrant population, help maintain Slough's standing as a world class place to do business."

Councillor Sohail Munawar, commissioner for social and economic inclusion, said: "The report goes to show that Slough, with all its history of attracting business, continues to be a huge success to this day.

"With the massive regeneration and infrastructure projects underway, particularly those aimed at keeping traffic moving, we envisage even greater success for Slough in the future."

For more information about the Centre for Cities or to view Slough's results in full, please visit: <http://www.centreforcities.org/city/slough/>

In 2015, we:

- contracted company to do major road improvements on Tuns Lane and Windsor Road
- ran 150 job clubs, 500 information, advice and guidance interviews, three business academies, tailored sessions for lone parents and construction pathway training for 16-24 year olds.
- appointed agency for inward investment promotion
- hosted Chinese delegation to promote Slough investment
- attended MIPIM event to promote Slough investment
- exhibited at Heathrow Business Summit
- improved access to Heathrow via 7-series bus service
- increased bike hire docking stations and launched cycle hub for commuters at the train station
- transport modelling completed for the Western Rail link to Heathrow.
- completed an 80,000 improvement programme for Baylis and Godolphin Parks

Outcome 2 There will be more homes in the borough, with quality improving across all tenures to support our ambition for Slough

Case study: A new start in Britwell

A family is enjoying life in new surroundings after proving they were good tenants. Jabeen Ali, husband Muhammad Ali, three daughters aged three, six and nine, and nine-month-old son, used to live in a first floor two bedroom housing association flat in Cippenham, but applied to be considered for new build council housing.

To be eligible for consideration, tenants needed to have:

- no rent arrears and a clear rent account for 12 months
- kept their home in excellent order
- been working for the past 12 months for 16 hours (single) or 24 hours (couple)
- been a secure or assured tenant for a minimum of five years
- been living in a flat
- no record of anti-social behaviour.

Mr and Mrs Ali met all this criteria and were approved for a four bedroom new build property in Britwell within a few weeks of applying. They moved in May.

Mrs Ali said: “It was getting horrible in the flat. We were in the middle and it got really hot in there. There was no garden or driveway. It was getting difficult to bring the kids up and down. We needed more space to enhance their learning abilities. I feel blessed we have got this space, especially for my kids. The girls have a bedroom each versus one room together. I love it.”

The girls didn’t need to change schools and the family is near the parade of shops just off Long Furlong Drive. Mrs Ali said: “The girls love having the open space. We are so lucky to have the park in front of us. We have got Monksfield Park just down the road as well. The Britwell Centre is close by so I take my girls on the weekends. We take a nice walk and it is a nice atmosphere.”

Though Britwell hasn’t always had the best reputation, the regeneration of the area has really improved things and Mrs Ali’s guests are impressed when they see the surroundings. She said: “It is not the old Britwell it used to be. I think the council is doing really well.”

In 2015, we:

- exceeded our affordable housing target of 100 with 127 achieved by end of quarter 3
- re-housed 78 tenants from Tower and Ashbourne blocks to make way for new housing development
- instituted new tenants’ incentive scheme giving ‘money to move’ – moved 20 under-occupying tenants to new accommodation releasing 30 bedrooms
- began construction of 73 new homes on Milestone development on Ledgers Road

- completed social housing as part of Kestrel Place development in Britwell
- gave energy efficiency advice to more than 50 private households
- began programme to go out to tender for new repairs, maintenance and investment contract
- used residents groups to monitor key performance indicators
- gone out to tender for large stock condition survey
- reclaimed 12 homes thanks to fraud investigations
- inspected more than 1,620 private rented homes to check standards
- received £90,000 to tackle rogue landlords

Outcome 3 The centre of Slough will be vibrant, providing business, living and cultural opportunities

Case study: Park Mark accreditation for the council's four town centre car parks:

- Herschel MSCP
- Hatfield MSCP
- The Grove
- Buckingham Gardens

Slough's team leader for parking explains the Park Mark award:

"Park Mark is a national system for safer parking. This safer parking scheme was established by the Association of the Chief Police Officers and is administered by the British Parking Association. It is designed to reduce crime and the fear of crime in car parks, which creates a safe and non-threatening environment for all users.

"Car parks are assessed to ensure they are properly managed and maintained and in order to achieve Park Mark accreditation there is a series of criteria that have to be met to pass and gain the accreditation.

"We wanted our town centre to have quality parking; this accreditation allows this authority to set the bar when illegal car parks pop up. Quality parking will attract businesses and shoppers into our town centre and we have worked really hard to ensure they meet a high standard we can be proud of.

"Just a few things we have done are: painting, new signage, CCTV, LED lights have been installed in Herschel, a barrier system and Ringo (pay by phone) have been installed at both Herschel and Hatfield. In addition, we have reduced prices to be more competitive with private car parks."

In 2015, we:

- appointed a new town centre manager
- set up a new Town Centre Partnership and signed up new members looking at High Street improvements
- enlivened the town centre in the festive period with a large Christmas tree and weekend of activities
- were awarded Park Mark accreditation for our town centre car parks
- created plans for housing and leisure development at the canal basin
- put in place a strategy to inform future planning policies
- purchased three town centre properties to provide future regeneration opportunities
- instituted a 'use it or lose it' compulsory purchase plan for centre of Slough sites left derelict
- liaised with the Drug and Alcohol Action Team (DAAT) and SHOC around proposals for alternative sites for them
- compiled and launched a video showing how Slough will be changing

Outcome 4 Slough will be one of the safest places in the Thames Valley

Case study: Community Cohesion – Young People: aspirations and resilience

The cross-party Members Community Cohesion Group was established at the end of 2014 to support, promote and provide leadership around community cohesion issues in Slough. Better engagement with, and building resilience in, young people was a priority.

In September 2015, councillors from the group listened to the views of local young people about their concerns over the lack of role models and career aspirations for school and university leavers, despite Slough schools delivering strong academic results. In January 2016, the group commissioned a short film which features interviews with local role models, talking about the career paths they have taken.

“Flying High – Slough Success Stories”, shows how many different career opportunities are available to young people in the town, and aims to raise aspirations for young people from all backgrounds. The film will be viewed at the Slough Annual Careers Fair and other similar events throughout the year and we hope it will inspire young people from Slough who are thinking about their own future career choices.

You can view *“Flying High – Slough Success Stories”* at <https://www.youtube.com/watch?v=bvrQJqgVDyo&feature=youtu.be>

Case study: Hotel Watch

The launch of a ‘Hotel Watch’ scheme in Slough late 2015 by Thames Valley Police and the SBC Licensing Team is a clear example of the Council and partners are enabling others to do more to protect themselves and others from crime. Although supported by SBC and the Slough Police the Hotel Watch is run and organised entirely by the Hotels in Slough and is championed by Cllr Munawar. The aim is to help hotels in Slough work together to share information and intelligence, identify and minimize potential crime trends, promote a safe and crime free environment, identify local issues and problems, seek effective and lasting solutions and reduce the fear of crime. Although the scheme has only been running a few months it has already made a real contribution to improving Slough and has enhanced the working relationship between businesses, the Council, Police and others.

Case study: New Square, Slough: Street Drinkers, Rough Sleepers and Refuse

New Square is an area of land near Slough town centre used for parking and refuse storage. It is surrounded by residential premises, businesses, and a wooded area. Problems arose from street drinkers, rough sleepers and rats causing fear of crime, fly-tipping and public health concerns.

Officers served a Community Protection Notice warning on the owner of the land requiring the litter and fly tip to be removed, the rat infestation dealt with, the security improved, and for this new standard to be maintained.

An innovative approach using the batch codes of littered alcohol cans were used to identify the off-licenses nearby which sold them. Where matches were persistently

found, the premises were given Community Protection Notice warnings requiring them to take steps to tackle refuse from their customers in this problematic area. Support was gained from the Police, SBC Licensing, and DAAT to increase the effectiveness of this action.

Case study: Tackling anti social behaviour

A Slough Borough Council officer played a leading role in the closure of two premises in the Borough, using the new Anti-social Behaviour legislation.

At the first property in Tintern Avenue, residents and visitors to the property had been causing local residents harassment, alarm and distress for many years, as the premise was being used for drug and prostitution related activity.

Residents were so scared of reprisals that previously they would not provide evidence, however using the new ASB tools and powers, 3rd party witness statements were taken. Our officer led a team collating evidence, giving reassurance to the local community, compiled the court file for the Closure Notice and subsequent Closure Order and took them to court for consideration.

She obtained a 3 months Closure Order, with a further 3 week extension to allow the private sector landlord to carry out the eviction process. Since the closure, a 56% reduction in crime in the area has occurred.

She has also led on another Closure Order for SBC, a property on Clifton Road; noise, nuisance, visitors and drug related activity were bringing misery to the neighbours. Again, leading the team and obtaining a Closure Notice and then Closure Order for 3 months and worked with the private sector landlord to evict the tenants.

In 2015, we:

- launched the Hotelwatch scheme – working with local hotels and B&Bs to raise awareness and tackle child sexual exploitation
- launched Slough multi-agency domestic abuse strategy – setting out our plans to tackle domestic abuse
- held 35 workshops, with 580 staff to raise awareness of Prevent – a programme to tackle violent extremism
- held over 30 safeguarding courses (children and adults) attended by over 700 people
- held three crime reduction and environment days to tackle local issues
- took part in a joint operation to tackle sale of 'legal highs' in the borough
- seized 3,000 unsafe hoverboards as part of a trading standards operation
- took part in interfaith week, including a young people's question time by Aik Saath and the youth parliament
- took part in Loan Shark Week – a week of activities and training to raise awareness of loan sharks
- served notice on owners of land surrounding High Street to clear rubbish
- shut down a property linked to long-term antisocial behaviour and noise nuisance
- installed 86 new cctv cameras in car parks and public areas

Outcome 5 Children and young people in Slough will be healthy resilient and have positive life chances

Case study: School places

Slough has had very high pressure on school places for several years and has been successfully expanding primary schools to meet the rising demand for school places since 2008. To date over 4800 new primary school places have been created at 19 primary schools. So far this has included expanding existing schools, converting the former Town Hall building into a school, creating a new school (Willow Primary) and welcoming two new free schools (Langley Hall Primary Academy and Langley Academy Primary).

The council has been successful at predicting need and delivering school places either directly or by working with schools/promoters, and as a consequence there are currently primary places available in all year groups in the borough. We are working hard to ensure there are further new places available to meet the demand for 2016-17.

In 2015:

- 1000 more primary and secondary pupils were provided with a school place in Slough (excluding nursery) this year.
- £6m was spent by the council on new school places.
- £2.6m was spent on improving existing school buildings.

The growth we have seen in the primary sector is now having an impact on secondary schools. Slough has been working with the Department for Education and promoters to increase provision and to date three new secondary free schools have opened in Slough, including Ditton Park Academy (opened 2014) and Lynch Hill Enterprise Academy (opened 2014). Another secondary free school has already been agreed and is planned to open in 2017.

Planning is also underway to significantly increase the places available for pupils with special educational needs.

Case study: Keeping our young people in education, employment or training (EET)

The Young People's Services work on the NEET agenda is integral to making Slough a better place to live, learn and work. Slough consistently performs in the top two quintiles across the country in keeping our numbers of young people who are in education, employment or training high and are NEET numbers low.

In January the number of young people not in education, employment or training was 4.3% (figure based on education cohorts 12-14). A key contributor to this has been our prevention work, through the introduction of the early identification and tracking of young people at risk of becoming NEET – RONI (Risk of NEET indicator).

The Young People's Service undertake an analysis of young people based on criteria that indicates risk of NEET factors and through this identifies young people

who trigger as a RONI. This information is then shared with schools and through dialogue and sharing information some young people are taken off or added on to the list of people identified as being at risk of becoming NEET. These young people are then given a criterion of 1-4. Any young person identified with a RONI score of 3 or 4 receives additional support from the Young People's Service. This support aims to ensure that the young person's transition post year 11 is a successful and sustained one in to an education, employment or training opportunity.

Last year 219 young people were identified as being at risk of becoming NEET post year 11. Of these 191 (83%) were supported in securing and sustaining an EET destination.

Currently this process only takes place with year 11 students, however, due to its success, in April 2016 we will be sharing information with schools about young people who are identified at being at risk of becoming NEET in years 7, 8 and 9.

Many schools already have interventions in place to raise achievement and prevent absence and exclusions and the RONI data will provide an additional indicator to help improve the targeting of resources. This will support schools to further develop age appropriate strategies, using school resources through the commissioning of external support or existing resources from the range of external agencies within Slough.

The following are integral to the success and continued improvement on this agenda:

- September Guarantee (May – Sept) this is a statutory requirement that requires us to provide all 16- and 17-year-olds a guaranteed suitable offer of education or training in a school, college or work-based training. This year across year 11/12 we achieved 97% offers made – this is the highest in Berkshire. The National average is 94.6%
- Following a review undertaken by the Young Peoples' Service and Cambridge Education of Career's Information, Advice & Guidance in schools, we are now supporting 7 schools to secure the Investors In Careers Award, a quality standard award for careers education, information, advice and guidance.

Our figure for young people whose EET destination is unknown is down to 1.4% which puts our performance in the top quintile nationally.

Case study: Slough Youth Parliament: Young people at the heart of shaping and influence decisions

This February Slough's Youth Parliament (SYP) is one year old. It celebrates its first anniversary with a string of successes. Young people are now represented on a number of strategic groups across Slough and their presence is already changing the culture of how some of the groups operate and think.

120 young people put themselves forward for elections for the Youth Parliament. 5,596 young people voted for their chosen representatives representing a 61% turnout.

The Youth Parliament consulted widely with young people and developed their two year manifesto which can be found at <http://servicesguide.slough.gov.uk/kb5/slough/services/site.page?id=8WOQEBbu7WA>

6,487 young people participated in 2015's national 'Make your Mark' consultation run by the British Youth Council. This equates to 55% of young people in constituency participating and resulting in Slough securing the most improved Council in the UK in relation to its participation in this initiative.

SYP has been actively working with young people from the Aik Saath and elected members to ensure Slough remains a great place to live in relation to community cohesion.

SYP hosted a seminar on education and employment opportunities. This event included presentations from the Council's economic development team, Herschel Grammar School, Heathrow and the Young People's Service. The aim was to inspire members, inform them of current work in this area and enable them to make informed decisions on what to concentrate on in terms of need.

SYP are now actively working with the Council's Community Safety Team to identify how the perceptions and fear of crime can be reduced. Over 300 local young people have contributed to this work so far.

SYP is very live to the fact that they are a conduit / hub for young people's voice and they work very closely with other youth voice mechanisms such as young inspectors, young people involved in supporting Public Health England to develop a Mental Health App for young people and organisations such as Aik Saath to ensure that young people's voice is heard and truly contributing to making a difference to Slough.

In 2015, we:

- with the DfE launched the Slough Children's Services Trust – a new organisation tasked with improving social care for children in the borough
- gained funding from NHS England for six projects to transform child and adolescent mental health services (CAMHS)
- planned and granted planning permission for extra school places at Claycots (Town Hall site), Upton Grammar, St Mary's and James Elliman.
- set up and supported the youth parliament with the Slough member speaking at the House of Commons debate on issues that matter to young people
- responded to an Ofsted inspection into children's social care
- helped young people gain the eighth best GCSE results in the country

Outcome 6 More people will take responsibility and manage their own health, care and support needs

Case study: Thames House - Partnership working delivers success

Savings to the adult social care budget is just one of the benefits which has resulted from the partnership established between Slough Borough Council's supported living team and private care-providers Regard, with no compromise at all on the positive outcomes for the individuals with learning disabilities they support.

Thames House in Burnham is the outcome of a project to develop a high-quality supported living service based on the needs of individuals. The team from Regard has worked closely with the Community Team for People with Learning Disabilities to develop the new service in a proactive manner which is being hailed by other purchasing authorities as the way forward with such projects.

Guy Page, Regard's head of communications said:

"The service manager and his team provided an outstanding example of very positive joined-up commissioning, with absolute clarity regarding Slough Borough Council's expectations and outcomes as my organisation worked towards establishing a new supported living service for individuals with learning disabilities and mental health needs in Slough during the past year.

"In developing the necessary framework agreement, we met with none of the obstacles which can sometimes delay such projects – the Slough team continued working co-operatively with us throughout to maintain the project's momentum.

"They also provided invaluable advice on aspects of refurbishment so that we could ensure the new service would reflect identified local needs."

When Thames Homes opened in May 2015 three of the available six rooms were immediately filled, with a further two becoming occupied within the following month with the final room filled shortly after.

The initial success of Thames House has put Regard in a position where the organisation is already able to start working towards the establishment of another service in the locality which is due to open in March 2016.

The service occupies a large detached house within walking distance of the local shops and amenities in Burnham and good transport links to the wider area. The focus of the service is promoting independence and supporting people to access further education, employment, social and recreational activities. Each individual is supported individually to develop their budgeting skills and to become more independent in all areas of their lives.

Given the level of demand for its services, Regard wishes to recruit more staff and is urging local people to consider working in the care sector. Families with an adult with learning difficulties can learn more about the available accommodation by calling the Regard referral line: 0800 840 0313.

Case study: Supported living: Our son's journey

I will start with when my son was 14 years old. He was at school and had challenging behaviour. The school kept sending him home everyday at about 10.30-11.00 o'clock. He had worked out that whenever he misbehaved they would send him home. He used to have a snack break at 10.30 after that he would be sent home.

We were both in full time employment and looking after two other children. The school told us to keep our son at home. We kept him at home for two years and paid out of our own pocket for a teacher for our son so that he could have at least some education. He got on very well with her but unfortunately after a while she fell sick and had to stop work.

When our son was 16, we contacted the school and asked if he been excluded, the answer was no. We told school that he is coming back the next day; the head teacher told us we could not do that. It was then the Council and everyone else started to get involved

Our son went to Wem in 2002 and stayed there for 12 years. He has come a long way. The only problem with Wem was that it was 3 hours drive away and he was missing out on family activities and we wanted him to be nearby.

When a supported living scheme was set up in Slough and our son had a place we were very happy. He comes home every weekend and we can pop round whenever we want to. The staff are always very helpful with any questions that we have. Our son seems to be really chilled out and more engaged when he comes home; he sits with the family, watches TV and also goes to the Cinema or ten pin bowling. We are working with the staff at the supported living scheme as to his interests so they take him out and about including swimming etc. The staff also monitor his weight and I am always sharing ideas with them about his food likes. At the moment it is working really well for us, our son is very happy

Case study: Direct payments

Mrs A is the main carer for her husband, Mr A, who has advanced dementia.

Mrs A fell downstairs a while ago, suffering severe back injuries, and was hospitalised for many weeks. At that time, her daughter and son-in-law asked for assistance with supporting Mr A, who was assessed and a Direct Payment (DP) agreed towards the cost of 24hr care to be provided to him in his own home. The family had identified and met with an agency they wished to provide support for Mr A. The chosen agency agreed a live-in carer at a cost of £950pw.

Slough Borough Council were able to meet Mr. A's unmet identified needs appropriately at a lower rate and therefore the family chose to "top up" the DP to pay for the additional costs.

Some months on, Mrs A is now back living at home and has been assessed as requiring an ongoing support package of 4 calls per day to assist with personal care and meals. Mrs. A and her family requested the live-in care to continue for Mr. A as

Mrs. A is unable to care for him as she did before, particularly during the night, due to her reduced mobility. Mrs. A asked for her Personal Budget as a Direct Payment so that it could be combined with Mr. A's to fund the existing live in care that would now support the both of them.

Direct payment has enabled Mr. and Mrs. A to continue living together in their own home with a provider of their choice meeting their care & support needs.

Case study: Slough's new leisure facilities get the heart racing

Ambitious leisure plans for the town that aim to get more people, more active, more often were signed off by cabinet members in January.

In July 2014 cabinet approved the adoption of the council's five year leisure strategy which recommended a replacement facility for Montem Leisure Centre, improvement works to Slough Ice Arena and Langley Leisure Centre to extend their lifespan and a new community sports facility to be developed on the Arbour Park site.

Councillor Martin Carter, commissioner for community and leisure, said:

"It's no secret that as a town we need to increase the amount of sport and physical exercise we all do to become more active, more often - and not just after Christmas and New Year - but by adopting exercise as a habit for life.

"This takes good quality, affordable leisure facilities that are accessible to all. While I can't change people's habits, I can make sure Slough has high quality leisure facilities that attract and encourage people to improve their health.

"Cabinet members vowed to deliver a leisure strategy that tackled key health inequalities by providing new leisure facilities that not only look fantastic but provide opportunities for residents to take part in a multitude of sport and exercise."

Community Sports Facility

In July 2015, cabinet members made the decision to phase the development of the CSF with phase one starting in September 2015.

New Leisure Centre – Farnham Road site

In March 2014 cabinet members agreed to The Centre being the preferred site for a new leisure centre, replacing the existing Montem Leisure Centre and instructed officers to develop a feasibility and business case model for the new facility.

The current scheme being considered for the new leisure centre aims to deliver:

- an eight lane swimming pool with separate teaching pool with moveable floor, spectator seating for 100 and wet side changing village
- five court sports hall

- 125 station gym
- three exercise studios
- dry side changing facilities
- facilities for consultation rooms e.g. physiotherapy and sports injury clinic.

Slough Ice Arena

The Ice Arena development works will ensure a scheme that is in keeping with the proposed residential development on the Montem Leisure Centre site and will provide a facility that offers a wider choice of opportunities for activity

Proposals for the Ice Arena improvements include:

- An extension to the front of the building to make it more visible from Bath Road and provide additional space for other activities
- Replacement of ice rink barrier and protective glass
- New seating and flooring
- New café and reception area
- Major improvement to internal facilities (changing and wash rooms) and decoration to all parts of the building.

In 2015, we:

- continued the grass roots sports Get Active programme – more than 16,400 visits to timetabled activities
- awarded a £2.7 million contract to Slough Prevention Alliance Community Engagement (SPACE) to deliver care and support to Slough residents
- signed off the caring for our carers: joint commissioning strategy
- launched the Falls Free 4 Life service
- approved the leisure strategy, laying out plans to bring new leisure facilities to the town
- started construction work on a brand new community sports facility at Arbour Park
- awarded a new contract to help people give up smoking
- went from 145th in the country for levels of activity to 95th – with 79 percent of our population now taking part in regular healthy activities
- with GPs, taken part in a national bowel cancer awareness campaign
- launched the Campaign Against Living Miserably (CALM) to reduce the risk of suicide among men

Outcome 7 The council's income and the value of its assets will be maximised

Case study: Big increase in Council Tax collection

Our in year collection rate is expected to be 96.6% this year (up from 94.8% in 2012-13) – this amounts to almost an extra £1m more collected in year.

There are currently around 52,800 properties in Slough which are billed for Council Tax, collectively worth around £55.5 million. This is up from around £52.5 million in 2013-14 and £54 million in 2014-15.

As we have had no or minimal increases in the charge over the last three years this means that most of the increase is due to new properties or the identification of properties that are liable.

The successful collection of Council Tax is an essential source of income for the council, even more so with the ongoing reduction in grant from central government.

Recovering debt is therefore important – this year we have sent around 4,400 accounts to the Enforcement Agents (previously known as Bailiff's) compared to over 6,800 last year. This is in the main because of the proactive work the Council Tax team does after every summons, phoning people up explaining the costs if it goes to the Enforcement Agent and persuading them to pay.

Over the last year the number of people on direct debit has increased to over 50% which has helped with collection – see case study for outcome 8 and how we are using technology to improve our ways of working.

Case study: Strategic Asset Purchase scheme

During 2015-16 the Council set aside £25m of capital funds for a Strategic Asset Purchase (SAP) scheme. The aim of the scheme is to utilise capital funds more effectively to deliver new income streams and also for the Council to purchase land and properties that will have regenerative benefit to the Council and local taxpayers.

To date, the Council has purchased three commercial properties that are expected to yield a gross return in excess of £500k of new income. For 2016-17, we have set an ambitious target of £1.25m of gross income from the scheme. The purchases must be within the Slough area and so benefits local regeneration as well reducing the levels of savings required across other Council services

In 2015, we:

- increased the rate of council tax collected
- increased the rate of business rates collected
- instituted a strategic acquisitions policy – so we can buy suitable commercial properties to gain income and progress regeneration
- brought in a balanced budget and savings and income proposals for future years

Outcome 8 The council will be a leading digital organisation

Case study: Council Tax self service

Self Service for Revenues and Benefits went live in April 2015 – once customers have registered they can –

- look at their Council tax account
- see their balance and the payments made,
- check what recovery documents and correspondence have been issued to them
- make a payment and set up a direct debit - though they can also set up a direct debit without registering.

For Council Tax we have had 1,682 customers registered at the end of December 2015 and 1,772 have set up Direct Debits for council tax on line.

As explained in the case study above for outcome 7, collecting council tax is an essential source of income and it is important that we make it as easy as possible for people to pay.

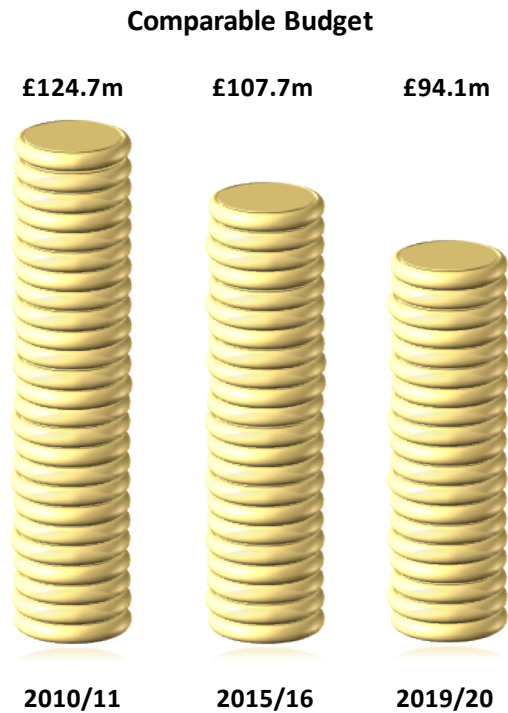
In 2015, we:

- appointed a digital lead to drive transformation
- rolled out new IT infrastructure including desktop equipment to increase productivity
- reviewed the ICT strategy to ensure fit for the future
- created a portfolio of council programmes and services dependent on digital outcomes
- began project with planning team to refresh the planning process using digital methods

4. BUDGET

The Council has focussed on the financial challenges ahead and this has driven major transformation and commercial programmes.

The Council is in the middle of a major reduction in funding from Central Government, with our grant reducing from £40m in 2013-14 to £6m in 2019-20. This will put a major constraint on the Council's overall budget going forward.



To combat the funding reductions, the Council has embarked on an ambitious transformation and entrepreneurial programme. This involves major transformation of Council services, such as Adult Social Care and Highways & Transport, the re-commissioning of major contracts such as waste management, repairs & maintenance and public realm areas and a much more commercial focus to drive up income. These approaches are highlighted in more detail in the Council's medium term financial plan and the revenue budget for the year ahead.

Looking back over 2015, the Council successfully delivered a small underspend which has been utilised to support future budget requirements. The Council also completed its financial statements on time with an unqualified opinion issued on time for the accounts for the second year in a row. During the year, and to support the programmes highlighted above, the Council has moved to an Outcome Based Budgeting approach that supports the Five Year Plan and will help shape Council services towards the Five Year Plan.

5. YEAR IN NUMBERS: 150,000 residents, one council

2015 has been a busy year. In the midst of local and national elections, massive cuts to funding, more people than ever choosing Slough to live and work in, we have continued to provide services to our 150,000 residents and hundreds of thousands of visitors and businesses.

Here is a snapshot of our year:

4,297 births registered	3,945 adults take community learning courses
37 citizenship ceremonies conducted	687 community learning course provided
making 974 people citizens	91 percent of council apprentices found employment or continued education
96 new affordable homes built	38 apprentices started under Elevate Me programme
400 investigations into noise nuisances	310,000 customer contacts through the customer service centres
11,505 repair requests in council homes	340 food premises inspected
15 homes reclaimed following confirmation of fraud	575 food businesses with food hygiene ratings of 3 or more
462 estate inspections	661,779 visits to our website
100 percent of council homes with up to date gas safety certificates	1,334 freedom of information requests received
3,000 reports of antisocial behaviour investigated	2,600 young people took part in YES activities
40 families of pre-school children with autism given support through Early Bird programme	5,150,000 square metres of green space maintained
179 statutory assessments for Education Health Care Plans (EHCPs) completed	450 individual items of play and fitness equipment provided in parks
1,383 planning applications determined	800 volunteer days in Herschel and other parks
3,727 building control visits	9,600,000 visits to local green spaces
295 planning enforcement cases	4 disability sports festivals in secondary schools
5 premises closed due to anti-social behaviour	23 different sports and activities delivered as part of Get Active programme
2 flytippers prosecuted	921 residents quit smoking
58 community protection orders given.	3,168 health checks to 40-74 year olds
5.9 percent decrease in rent arrears by council tenants	£6 million spent on new school places
25 percent less CO2 used by the council	£2.6 million spent on improving existing school buildings
19,320 people borrowed books from the libraries	900 more pupils provided with a school place
18,500 new books purchased for libraries	3,061 hours of 1-1 support provided to young people
94,740 hours of free computer use provided at the libraries	443 children learned Bikeability
3,000 children participated in the summer reading challenge	

17,500 road gullies cleaned
6 road safety and cycling events
760 young people attend safe drive
stay alive training
11,300 street lights maintained
208 Emergency Call Outs handled
39 bridges and highway structures
inspected

553 metres of new roads adopted
5,025m of yellow lines, 1,850m of
residents parking bays, 97m of limited
waiting bays and 190m of school keep
clear markings enforced
34,868 calls into Careline
264 new Careline users