

SBC Annual Report 2016-17

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1. Foreword – Leader of the Council

This annual report summarises key achievements during 2016-17 and how we are 'growing a place of opportunity and ambition'.

We have refreshed the Five Year Plan for the Council and set out our priority outcomes which are about putting people first.

We continue to feel the squeeze of government austerity cuts to local government services and it is more important than ever that we are focussed on the right priorities.

We have a sound financial strategy in place that means we are able to generate income to the council to help to pay for frontline services and protect the most vulnerable in our community.

We are also working with our partners in the public sector, with businesses and with the voluntary and community sector to join up what we do to improve the lives of people in Slough.

Perhaps our greatest strength as a place is our communities and I am proud to lead a council which represents people from a very diverse range of backgrounds who get on well together.

Our economy remains strong and the opportunities presented by major infrastructure developments such as Heathrow and Crossrail means we are attractive as a place for business to invest. We will continue to use these opportunities to generate benefits for local people – whether through the provision of jobs, training or apprenticeships; or generating income to provide improvements in local services.

In this annual report you will be able to see through a series of case studies and key statistics the evidence of the progress already made against the Five Year Plan.

Our success is down to the hard work and commitment of our workforce and I thank them for the service they provide every day to Slough.

Councillor Sohail Munawar
Leader of the Council

2. Introduction – Interim Chief Executive

The purpose of the Five Year Plan is to set the direction for the Council and the key outcomes against which our resources will be allocated.

Since the introduction of the first Five Year Plan in early 2015 we have seen many changes. We refresh the Plan every year to keep it live and ensure it is not a document that sits on a shelf gathering dust.

The Annual Report is important because it captures evidence of the progress we have made in the past year.

This year we have worked with the Leader and his Cabinet to refresh the outcomes to have a clear focus on putting people first.

I am pleased to be able to introduce this report and proud of the successes our staff have worked so hard to deliver.

As government cuts show no signs of easing we need to constantly check our ways of working and how we are making the best use of our resources to provide value for money and the services that people need.

In the Five Year Plan we have set out the changing role of the Council and what we are doing to deliver the outcomes and make the Plan happen. There are examples in the annual report setting out how we are doing this.

Our staff are focussed on putting people first – whether residents, customers, service users, businesses, clients, contractors or partners. It is our communities that make Slough and it is our responsibility as a Council to continually check what we are doing and how we are doing it so that we can be confident we are adding value.

My consistent message to staff is that we are one team at Slough Borough Council. Our focus is on the people of Slough and doing everything we can to continue to make it an even better place. We have launched a new set of values and behaviours for the council which we will use to drive the way we work and how we recruit, manage and develop our staff.

I am proud of our achievements and would echo the Leader's words and express my thanks to the staff for their professionalism and dedication.

Roger Parkin
Interim Chief Executive

3. Progress against outcomes

Outcome 1 Our children and young people will have the best start in life and opportunities to give them positive lives

Our **education outcomes** for Slough's children are consistently in line or above national averages. In particular in 2016 72% of pupils at the end of KS4 achieved a good pass (A*-C) in English and maths, 9% above the national average. At KS2, 55% of pupils achieved the expected standard in Reading, Writing and Maths, 2% above the national average.

Our **Early Years** Foundation Stage Profile results are in line with national averages. The percentage of children under five registered with Children's Centres increased to 84%. The achievement gap has narrowed significantly over the year for example with children on Free School Meals. Outcomes for children from disadvantaged backgrounds are better than the national average.

Ofsted have rated all of our nurseries and children's centres as 'good' or better. 93% of Private, Voluntary or Independent ('PVI') settings with an inspection judgement were deemed to be good or outstanding and 97% of childminders.

Children with **Special Education Needs and Disabilities** (SEND) continue to achieve well in Slough schools with the majority of children attending good and better schools. Slough has converted 575 of its statemented pupils to Education Health and Care plans which represents 45% of the overall cohort. Improved recruitment to permanent SEN officer roles and lead Head of Service SEND role will over the next six months help to achieve improvements to the timeframe for transferring all Statements to Education Health and Care plans.

This year also saw the successful **transfer of education services** back to the council and the appointment of a substantive **Director of Children's Services** for the first time in 3 years.

The running of education support services and children's centres, together with the early year's service, was transferred back to the council in October 2016. Cambridge Education (CE) had been running these services since September 2015, under a direction from the Department for Education (DfE). However, the DfE recognised a better working relationship between the council and Slough Children's Services Trust and agreed we could work out the best way to manage these services in future. By bringing services back in-house, there are new opportunities for the council to work with the Trust and other stakeholders to review the best long-term options for the services in partnership with other stakeholders such as schools.

All children were offered a **school place** on offer day with 96% getting one of their top three preferences at reception and 94% at secondary. This year **931 more pupils were provided with a school place**. Every year Slough caters for extra pupils due to population growth. Slough's birth numbers rose by 48 per cent between 2001 and 2012, although we have seen a few years of reducing numbers more recently. Inward migration to Slough has also accounted for some extra pupil numbers.

The Council's Cabinet has approved **capital investment for school building improvements** of £18.75m as part of its ambitious school places strategy and is creating new primary school places and improved learning spaces for school children in Slough.

The schools being expanded include Claycots Primary (Town Hall site), St Mary's CE Primary and James Elliman Academy. The schools worked with the council to provide four additional reception classes for September 2015 and 2016 intakes. The council, in partnership with Slough Urban Renewal (SUR), has been working with the schools to ensure the redevelopment plans not only create new school places but also provide enhanced learning environments with improved teaching spaces, dining halls and libraries. In total, the three projects will create 840 new primary school places.

In July, the Mayor of Slough officially opened the new Baylis Court Nursery School. To meet the increasing demand for nursery places in the area, the council worked in partnership with the school, and agreed to demolish the old dilapidated nursery building on Oatlands Drive to build a new two storey nursery in its place. The new building includes a central piazza as the main social interaction area of the nursery with open planned classrooms. The new nursery cost £1.6 million and was completed by building contractor Gilmartins Limited.

Slough Youth Parliament (SYP) representatives attended a reception at the Houses of Parliament for the second year running to collect an award for the Make Your Mark campaign. Make Your Mark is the largest youth consultation in the UK and last autumn young people were asked to choose from 10 topics they considered important, including making public transport cheaper, votes at 16 and tackling racism. SYP promoted the ballot in schools and communities around the borough, resulting in the participation of more than 7,000 young people. The award was presented in January for obtaining a 67% turnout in 2016's Make Your Mark ballot. Slough achieved the highest percentage turnout for the South East region and the second highest in the country.

The **Slough Children's Services Trust** are continuing to make strong progress in improving services provided to support the most vulnerable children and young people in the borough. The council and Trust worked together to develop a joint action plan for addressing the findings of the Ofsted inspection and to develop good and outstanding services for vulnerable children, young people and families – this plan was endorsed by Ofsted in June/July 2016.

The Trust, in partnership with the council and other agencies in the borough, has taken significant steps over the past 12 months to put in place the foundations of a good children's social care service provision.

Significant inroads have been made in establishing a permanent workforce within the Trust with specific focus on front line staff. The % of agency workers across the Trust has fallen from 33% to 17% as of April 2017, with further inroads expected.

Over the latter half of 2016, the Trust introduced a new model of social work practice, transforming the way that social care services are provided in the borough with the aim to ensuring that children, young people and families experience a more complete and responsive service. The 'Safe, Secure, Successful' model moves the service away from conventional teams into small 'hubs' made up of professionals from different disciplines who work directly with children and families.

In February 2016, it was confirmed that the Trust had been successful in its Innovation Fund bid, enabling the transformation of the staffing model by introducing Enhanced Hubs, a more dynamic way of delivering early help and support to children in need, introducing a practice model including Signs of Safety and a new domestic abuse assessment response. £1.4 million total funding was received including £200,000 for evaluation.

To date, Ofsted have made three monitoring visits to Slough under their 'Monitoring and re-inspection of local authority children's services judged inadequate' framework. The visits noted progress in key areas including outcomes for children, with specific areas identified for further improvement.

The Trust monitors Key Performance Indicators which show clear improving performance in the following areas:

- KPI 4: We have seen consistently strong performance by the Trust in reducing the % of children subject to a child protection plan for 2 years or more.
- KPI 6: Progressively improving performance in the timeliness of our decision making around referrals.
- KPI 9: There has been a significant reduction in the % of contacts that have lead to a referral, which can be linked to a growing effectiveness of the MASH and Early Intervention Service.
- KPI 16: Our performance in the timeliness of holding Initial Child Protection Conferences remains well ahead of our statistical neighbours and the England average, and this has been sustained throughout 2016/17 despite increased numbers in the Child Protection process at the start of the year.
- KPI 18: There has been improved performance in limiting the % of looked after children with three or more placements in the last year. moving us closer to our target as well as our statistical neighbours and the England average.
- KPI 22: The % of children who have participated in their LAC review has improved over the year amplifying the voice of the *child*.
- KPI 26: There has been sustained improved performance through 2016/17 culminating in 79.6% of eligible children with a pathway plan.

Outcome 2 Our people will become healthier and will manage their own health, care and support needs

Public Health

We have continued to provide essential services to protect and improve the health of Slough residents, including the health visiting and school nursing services, sexual health services and smoking cessation (where we continue to perform above England and the South East in quit rates).

The new **CardioWellness4Slough** service started in January 2017. This service is a one-stop shop for healthy lifestyle information, advice and referral. Between January and April, the service reached over 450 Slough residents (of which 50% were residents of deprived wards in Slough). Nearly 40% of those engaged received an NHS Health Check. Eat4Health started under cardioWellness4Slough and so far 75 people have attended courses. This service is being expanded to provide more places in 2017/18. A further 2,305 Health Checks were carried out through general practice, a small increase on the previous year.

The falls prevention programme **Fallsfree4life** has been rolled out following a successful pilot. From September to March the service completed 301 falls risk assessments. The team hold classes to improve people's balance and increase their levels of physical activity levels, which both reduce the risk of falls and improves their self well being. As well as running classes in local community centres the team work in partnership with Upton hospital falls clinic to cover falls risk and support people who are either at risk or have had a fall to improve their balance and reduce future risk. Fallsfree4life also work with the fire service and SBC adult social care to identify people at risk.

We have undertaken specific activities to improve **children's health** including Let's Get Going which ran across 4 sites with 55 people attending and the Brushing for Life programme which promoted oral health to children. Both of these activities will be expanded during the next year.

A key aspect of the council's approach to healthy living is encouraging people to be more **physically active**. Our Leisure Strategy is therefore focussed on improving local facilities available to people. One of the most exciting of these is the work to demolish The Centre on Farnham Road in readiness for a brand new state of the art leisure centre. Work to demolish The Centre has already begun and will be replaced with a new leisure centre containing:

- 25m, eight lane, swimming pool and 15m by 10m teaching pool
- sauna, steam room and treatment rooms
- four court sports hall, 135 statin gym and three exercise studios
- café.

The work is being undertaken by Slough Urban Renewal (SUR), a partnership between the council and Morgan Sindall Investments Ltd, which is driving regeneration across the town including in leisure, housing, community and school buildings.

In February, work started on the Slough Ice Arena site in Montem Lane which is being completely refurbished and extended. When complete, the new Ice Arena will

include: a new ice rink; new changing rooms and toilets; new spectator seating; a café; climbing wall and clip and climb feature; gym and extensive landscaping to the Bath Road. While the ice arena has closed, a temporary ice rink has been provided and is being run by Silver Blades Slough.

Elsewhere phase one of Arbour Park was completed in August 2016, which included adding a FIFA approved 3G pitch (one of the highest spec football pitches in the country), stands for spectators and completing the ground floor with changing rooms, a bar and kitchen. Slough Town Football Club played their first home game on the new pitch, drawing the biggest crowds in their league. Pupils from St Joseph's use the pitch at Arbour Park regularly, along with smaller clubs and community groups across the town.

These initiatives are part of the council's ambitious leisure plans to get more people, more active, more often.

Adult social care

To ensure **adult social care** services in Slough are fit for purpose and can meet increasing demand, big changes are being made to how care and support for vulnerable residents is delivered.

Over the past year the adult social care team has been trialling new approaches and preparing staff to roll out a new model of social care delivery in Slough. These new ways of working recognise the strengths of local people and organisations – such as their skills, knowledge, experience, passions and achievements – rather than focusing solely on their needs and what is lacking in their lives. The aim is to help people improve their resilience, interdependence with each other and wellbeing by focusing on what can be done by working collectively as citizens, communities and as professionals.

Highlights from Adult Social Care:

- 1,761 new cases opened.
- 4,863 client assessments and 325 Carer assessments completed.
- 1,580 referrals made into the Reablement / Intermediate Care / OT Equipment service.
- 986 safeguarding concerns received; 358 safeguarding investigations held.
- 422 service users and carers were supported to engage their own care and support through a Direct Payment – a 10% increase over the previous year.
- The council's Careline service received around 35,000 calls in the past year – a telecare service which uses technology to help people live more independently and safely. It includes personal alarms and activity and inactivity sensor devices which send an alert to a response centre or nominated carer who can take appropriate action to make sure the person gets help quickly if there is a problem.

Case study – Direct Payments

AK is a 27 year old young woman who lived in the YMCA in Chalvey (she has since moved into a more disability appropriate accommodation with the support of SBC). She has Crohn's disease which results in chronic fatigue, anxiety and depression, dizziness and intense pain. She received a care assessment in July 2016. AK had expressed interest in a Direct Payment arrangement as she had this in the past and felt it best suited to meet her fluctuating needs. While a Direct Payment was being set up she continued to receive care. She was allowed the flexibility to use the care package to meet her needs, after which AK felt empowered and in control. Enham Trust are assisting in the process of setting up a Personal Assistant who can meet the needs of AK and also provide her the flexibility, choice and control over the type and quality of care that she will be receiving in the long term. This example of person centred practice shows how Direct Payment are used to best effect

The council won an award for 'Transformation through Support Services' at the 2017 Improvement and Efficiency Social Enterprise Awards. The annual awards showcase some of the most innovative projects in the public sector. SBC won the award for the overall approach to adult social care commissioning and procurement and the judges specifically highlighted:

- The innovative value chain based procurement model used to re-commission the drug and alcohol treatment services.
- The SPACE contract - bringing voluntary and community organisations together in partnership to provide a coordinated service to residents.
- Hope House - the creation of a supported accommodation recovery service for people with medium to high mental health needs.
- Improving contract management within the directorate and saving more than £1million on the council's grouped schools PFI contract.

The **Drug and Alcohol Action Team (DAAT)** has over the last year reduced the cost of the service, procured a new service at a lower cost; stimulated innovation and ensured that the new service could relocate to new premises on termination of the existing contract. Last year 189 people left structured treatment drug or alcohol free. The adult social care commissioning team won 'Procurement Innovation of the Year' at the national GO Excellence in Public Procurement Awards in March. The award recognised the work to develop an innovative procurement model to reconfigure the council's drug and alcohol treatment service and deliver a challenging savings target, while continuing to deliver five year plan outcomes relating to social care, public health and community safety.

Slough Fest – world mental health day

More than 400 people from the local community attended 'Slough Fest', a celebration of World Mental Health Day on 10 October. There were performances by service users, carers and mental health staff during the day. There was a play written by a service user, an art display by Alexander Sadlo, who has dementia, and poetry, live music by choirs and the 'Big Sing' which included the audience. A lot of people also took part in the energetic Bhangra dance workshop, led by SBC's organisational development officer Kusham Nijhar on behalf of Apna Virsa.

Slough Mental Health Services Recovery College: snapshot of outcomes

922 Students Referred/Enrolled
121 Courses Delivered
64 Students accessed Personal Budgets
199 Students Referred/Self Referred Employment Service

- 51 Job Outcomes
- 28 Trained Volunteer Peer Mentors
- 25 Clients who have been referred for Peer Support

Case study

Dawn experienced depression and suffered mental health problems following the ending of her relationship with her husband. She initially went to her GP who started her on medication which helped but only did so much. Dawn attended stress control workshops run by talking therapies. She was further supported by the Link Group where she met other people. Dawn was diagnosed with Bi-polar disorder and went on to join the WAVE project through the volunteer centre in Slough. This was the start of her journey back to work. She began volunteering as a teaching assistant within the WAVE project mentoring others going through the course and progressed to a volunteer position with the Age Concern resource centre. Dawn is about to graduate from the Recovery College Peer Mentor Project at Slough Community Mental Health Team to become a Peer Mentor where she will be supporting other clients to reach their recovery goals.

Learning Disability Services – promoting independent living

The service has over the last year successfully supported an increasing number of people to live independently in their homes and redesigned our local day services offer for people with a more community focussed approach.

Case study – Learning Disability Supported Living

Miss A is 29 years old and has cerebral palsy, a learning disability, spastic quadriplegia and her left side is particularly weak. She requires support to perform most tasks on a daily basis and uses a wheelchair and hoist to mobilise safely. She used to live at home with her mother but expressed the wish to move out of the family home and into supported living accommodation close to home, in Slough.

Miss A has full support with personal care task but is encouraged to complete some aspects on her own. In the past she was dependant on her mother but she now has the confidence and ability to do some things for herself. Miss A sees her mother on a daily basis and enjoys going on holidays together.

Miss A is able to make decisions regarding her own care and she is content with her current lifestyle. She no longer attends day services and is actively looking at college courses and for a part-time job. In the meantime, she is able to access community services. Miss A is content living independently and is happy that she is able to express her wishes and views. In addition, this has given her the confidence to think about her future and to make plans as to how she would like to progress further in life.

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

Retained our green flags for parks

In July it was announced that three of our parks had retained their Green Flag status, recognising them as among the premier parks in the country. Salt Hill Park, Herschel Park, and Pippins Park have all won the prestigious Green Flag Award, which recognises the UK's best parks and green spaces.

A Green Flag flying overhead is a sign to the public that a park boasts the highest standards of management, is well maintained to be safe, welcoming and clean. It also recognises the community's involvement in the management of the park and how well the council applies best environmental practice to its management. It was the seventh year in a row that Pippins Park has been awarded a Green Flag, the sixth for Salt Hill Park and the fifth for Herschel Park. We have planted 100 trees and 1,550 shrubs and herbaceous plants spread through Godolphin, Granville, Salt Hill, and Herschel parks.

Case Study –Baylis Park Restoration

We have facilitated partnership working for the restoration of Baylis Park. The council has completed restoration of the pond and rose garden in Baylis Park and is continuing to work with local community group SNAP to deliver further improvements. The overall aim is to increase visitor enjoyment and safety. Improvements have included the installation of a mosaic art piece designed by local schools and the installation of three state of the art CCTV cameras. The high definition day/night cameras provide high quality images which are monitored and recorded by Slough's 24/7 CCTV control centre and are part of our commitment to improve safety and wellbeing in the borough.

Slough Community Wetlands Project

We have launched a 5 year project to improve local rivers through community engagement which will also improve cleanliness and alleviate flooding. This has already attracted £310K from partners. The first project has been Temple Wood where several work parties cleaned up the stream, cleared vegetation, dug dragonfly pools and pulled Himalayan balsam. We are also working with local schools to engage children and have put in a S.U.D's pond in St Mary's Junior School.

Libraries came back home

Library services came back into the council on 1 July 2016. They had been transferred out in 2011 to be managed by an arms length company of Essex County Council. The return of library services enables us to control outcomes, delivery and resources. Some key statistics related to the libraries service are set out below:

- 579,834 visits to Slough's Libraries last year
- 212,579 visits to Curve (from opening in September 2016 to March 2017)
- 518,066 books and other items borrowed by over 20000 borrowers
- 293,857 children's material borrowed
- 10,246 new people signed up as new members
- The Curve signed up 2212 new members in the first 2 months of opening
- Cippenham Library visited 3073 schoolchildren in June at school assemblies to tell them about the Summer Reading Challenge
- The challenge was Big Friendly Read, linked to Roald Dahl's 100th anniversary and 4,082 Children and Young people signed up to take part
- 87 young volunteers spent 1,845 hours supporting the summer reading challenge across all libraries
- 49,434 children and families attended 2352 events across all sites included music and story sessions, half term and holiday activities

- Of these 518 events happened in The Curve

Increased cycle training in schools

The council expanded its Bikeability cycle training programme for schools, after being granted £128,000 from the Department for Transport. In addition to continuing the current Bikeability road skills cycle training programme in primary and secondary schools, the funding, which runs until March 2020, will enable the council to provide additional programmes including basic bike maintenance classes for children, road skills cycle training for parents and teachers and a series of led rides along pre-determined, low traffic/traffic free routes. The council's Bikeability cycle training programme is provided by Spokes Cycling Instructors and Cycle Experience Ltd.

Electric taxis and vehicles

Slough Borough Council was successful in its bid for 'Ultra Low Emission Taxi Infrastructure' to the Office of Low Emission Vehicles (EV) and was awarded £157,500 capital grant on 30 March 2017, which will help to promote EV use across the borough and improve air quality. This funding will match 'capital' funded by the Council and is to be used over two years. The key outputs of the project are:

- Install 7 electric vehicle 'Rapid Chargers' in the Town Centre and close to railway hubs of Burnham, Slough and Langley to serve all EV car users but with specific focus on taxis and private hire vehicles.
- Modify the Taxi Licensing Standards to support uptake of electric taxis and private hire cars over the next 8 years to 2025 until the entire fleet is electric/hybrid electric. Short term target in 5 year plan is 100 electric/hybrid taxis and hire car vehicles by 2020.
- Operate a dedicated app booking system for taxis and private hires cars to use to book their EV charging.
- Work with major EV manufacturers to promote EV uptake within the taxi/private hire trade (through finance leasing and other attractive packages)

Food hygiene visits and advice to businesses

The council's food and safety team launched a commercial service to provide tailored food hygiene advice to local businesses in February. The team offers bespoke business advice to help businesses save money and get it right the first time. Tailored packages range from business start up advice, to pre-inspection visits, and support in achieving a top Food Hygiene Rating Scheme score of five.

We take a robust approach to enforcement where businesses fail to heed advice and put customers at risk. Examples of this include ordering a Slough restaurant owner to pay £3,750 after pleading guilty to a series of food safety and hygiene offences; and a pizza restaurant was closed by the council with immediate effect in February due to an active infestation of mice.

A Safer Town and Safer Slough Partnership

The Safer Slough partnership has been strengthened by a new delivery structure to enable us to react more swiftly and effectively to local concerns such as safety in our parks.

We have appointed a full time Child Sexual Exploitation and Trafficking Coordinator to focus our partnership work in this area across the town. Our work to raise awareness has been recognised nationally. We have developed our approach to Domestic Violence and Violence against Women and Girls, strengthening our partnership working to more effectively protect victims and their families.

Case Study: Parks and open spaces

The Safer Slough Partnership formed a Task and Finish Group to look at reducing violent crime in parks and improving people's perception of safety. The Fire Service, Police, Parks, Voluntary Sector, Youth Services and Community Safety and Park users contributed to the problem solving group focussing on Salt Hill Park with an overview on all the other spaces.

As part of a public reassurance campaign, police stepped up their presence in Salt Hill Park on foot, on bikes and on horses. Mobile CCTV cameras were fitted and the Fire Service made random visits to the park during unsocial hours, using their high powered lights to scan the areas near the A4. Meanwhile, we tweeted and talked about what we were doing in the park at every opportunity. The parks team worked to remove high hedging, dense foliage and improve the physical appearance of Salt Hill Park. Green gyms have been introduced and regular inspections of parks took place to ensure maintenance standards.

To further promote increased use of parks the 'love our parks' campaign was launched, encouraging residents to become involved in schemes such as 'friends of' groups and activities in the evening including poetry in the park.

ASB investigations and prosecutions

There have been a series of successful prosecutions in the past year including:

- A Langley rubbish clearance company was fined £90 and ordered to pay £300 in court costs for failing to check for a valid waste carrier's licence. The rubbish was found burnt and dumped in a Colnbrook field.
- A private landlord who failed to ensure his property was well maintained and safe for his tenants to live in was fined £11,620 after a council prosecution.
- A benefit fraudster caught out when she bought her council house with undeclared savings was ordered to pay back more than £80,000. She was caught after, despite claiming benefits for more than 13 years, she tried to buy her council house under the Right to Buy scheme using up to £36,000 of savings she hadn't previously declared.
- A man who mistreated his dogs was jailed for 20 weeks and banned from keeping animals for life.
- An anti-social neighbour who left rotting vehicles strewn around a residential street was fined more than £2,000 for his poor behaviour.

New Public Space Protection Order

We have been working with our partners to agree plans for a new Public Space Protection Order (PSPO) for Slough, which can be used to regulate activities in particular public places that have a detrimental effect on the local community. We looked at data from Police, Ambulance, A&E, Fire Service and the Council and have identified 9 areas across the Borough where we intend to introduce the new PSPO.

Following feedback from residents to an initial consultation, the revised terms of the proposed Order would prohibit a number of activities in all the Restricted Areas including continuing to drink alcohol or consume intoxicating substances when required to stop doing so by a Police Officer or Police Community Support Officer. We will be running a further public consultation starting in July 2017.

Case Study: Taxi scheme safeguarding

In a bid to help stamp out any potential child sexual exploitation, the council teamed up with 850 taxi drivers this year. All currently licensed drivers, new applicants and private hire operators were required to attend free mandatory training. The training gave them the skills they need to help identify victims of child sexual exploitation and vulnerable adults and what to do if they suspect a passenger is a victim of abuse.

The results show more than 72 percent of drivers who went on the training feel they have very good knowledge on identifying victims and what to do and 91 percent said they now felt confident or very confident about putting their new skills into action.

The scheme has been nominated for an award from NWG – the UK network of 13,000 practitioners tackling child sexual exploitation and trafficking – and awarded the Berkshire Environmental Health Managers award for the training. Now the team is moving on to encourage drivers to use a new app to identify people who may be victims of human slavery or trafficking.

A Cohesive Community

A new Slough women's forum was set up in May 2016 to identify and address issues that matter to women in the local community. The forum held a personal safety session in August on how to stay safe, recognise risks and deal with situations that could cause harm. Further sessions are planned in response to high demand. In November, the forum held a two hour interactive training session for women on positive parenting skills.

As part of the Prevent programme, the Home Office has funded two projects - Evolving Youth Leadership and Women's Voices Matter. The youth programme has thirty young people aged 15 to 18 years who are becoming more confident and resilient; the women's project engages and empowers women to have a voice in their communities.

Outcome 4 Our residents will have access to good quality homes

The **Housing Strategy** will act as the delivery mechanism to achieve the aims and objectives of this outcome in the Five Year Plan. The Housing Strategy is also designed to contribute towards all the other outcomes. It has been developed in tandem with Slough's Joint Wellbeing Strategy priorities as the links between wellbeing and good quality housing have been clearly established. The Housing Strategy also sets out the Council's ambition to regenerate neighbourhoods, improve the quality of housing and contribute to the supply of new homes in Slough as part of the Local Plan.

Work has started on 104 new homes in **Wexham Green** – the latest housing development by Slough Urban Renewal (SUR). SUR, the joint venture between the

council and Morgan Sindall Investments Ltd, is bringing new family-sized housing to the site of the former Wexham Nursery on Wexham Lane.

Named Wexham Green, the homes are being built by Lovell and include two, three and four bedroom detached and semi detached houses. The high-specification homes will be both for private sale and affordable rent and there is Help to Buy available across the development. Sales for the Wexham Green development are planned to start in summer 2017.

Another SUR project is **Lydia Court**, a development of 11 new council homes, being built on the site of the old Eschle Court, Elliman Avenue. The development is named after Lydia Simmons OBE, 78, a former Mayor of Slough who was the first black lady Mayor in the country.

There are one, two and three bedroom apartments and Lydia Court also includes a ground floor three bedroom apartment built to wheelchair standards, with its own front door access, dedicated parking and garden area. Lydia Court is part of the council's drive to provide more council homes for residents on the housing waiting list. Residents are expected to move in to Lydia Court this summer.

In partnership with SUR the Council has completed the **Milestone** development on Ledgers Road, with 73 high quality one and two bedroom apartments, two and three bedroom houses and including 23 new council homes provided at affordable rents for residents on modest or low incomes. Help to Buy is available across the scheme to assist those keen to take their first step onto the housing ladder.

The Council has established two **Subsidiary Housing companies** -James Elliman Homes and Herschel Homes to provide accommodation for Slough residents. These will be an exemplar of the high quality management of rented homes and provide additional affordable homes for a range of groups, including homeless households, key workers such as teachers and you people leaving care.

A new **Repairs, Maintenance and Investment (RMI)** contract was commissioned to improve this key service for council tenants and leaseholders and provide training and job opportunities for local people. Over £100m will be invested on repairing and improving Council housing over the next 10 years.

The first new **emergency housing** facility to be provided by the council for more than 40 years opened in January. The council recently bought two neighbouring houses in Langley and converted them into a 12 double bedroom facility with two kitchens, a large garden and outside storage area for bikes and buggies. The property, which includes an adapted unit to meet the needs of people with impaired mobility, is intended to be a stop gap for households who are waiting for more suitable permanent accommodation. The only other council-owned temporary housing facility, in Cippenham, contains 29 flats, meaning the council regularly has to rely on using expensive private rental properties or bed and breakfast accommodation to house families in need.

Like all Councils in the South East of England Slough is having to accommodate some **homeless** households in temporary accommodation. However, unlike most

the Council has ceased placing families with children in Bed and Breakfast hotels as these are unsuitable for the families and very expensive. Instead a higher quality of accommodation is now provided.

Case study: Faye

Through no fault of her own, Faye was made homeless with her three children aged, eight years, 19 months and one month old. Her private landlord was selling his property and Faye simply had nowhere to go.

Though Faye wanted to stay in Slough, she agreed to be housed in temporary accommodation in Bracknell but, on advice, signed up to the council's Home=Work Club which helps homeless households back into work. Unfortunately the upheaval had taken its toll on the family and Faye slipped into rent arrears. The rent arrears team were on hand to help and after continued support through the Home=Work Club, Faye found work in Bracknell.

In March Faye moved into her new home in Slough and as her employer was so impressed she was moved to the local Slough branch so she could stay employed.

Faye said:

"This was a difficult period in my life and I don't know what I would have done without the council's help. I am very grateful in particular to the temporary housing team and the rent arrears team for all the work they put in to help me."

Leaving homes empty is a waste of housing resources when so many people in the borough need housing or are homeless and in temporary accommodation. In 2016/17 the Council took legal action to bring 7 homes back into use that had been kept empty for long periods by their private owners.

Case Study: Use it or lose it

Homes are at a premium in Slough, but despite this, some properties in the borough are left to wrack and ruin, becoming steadily more derelict and attracting anti-social behaviour.

In November, Cabinet took the decision that enough was enough and approved a policy of 'use it or lose it' on private empty and run down homes in the borough; giving the council permission to compulsory purchase derelict properties and bring them back into use.

In April three properties were targeted, in Bath Road, Dawes Moor Close and Warwick Avenue.

Councillor Zaffar Ajaib, cabinet member for urban renewal, said:

"In an area like Slough where housing is at a premium and more homes desperately needed, there is no reasonable excuse for homes to be left to rot. We promised we would get these properties back into use, back to being the homes they deserve to be for local families and this is the next step."

A **night shelter** offering Slough's rough sleepers a safe place to stay was open for 94 nights before closing in April. Run by the London and Slough Run in conjunction with the council, the shelter provided warmth, safety, meals and advice and support for rough sleepers across the borough. Around 47 different people used the shelter for at least one night with the average being 14 people per night. Users included people who had been rough sleeping for some time to those who suddenly found themselves homeless and in need. Thanks to the support, advice and help offered by the shelter, the council and other services, at least 20 of the guests now have a home with at least 11 finding work.

DRAFT

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

Opening of The Curve

Slough's flagship new library and cultural centre, The Curve, opened to the public on 2 September with a two-day festival with activities taking place in The Curve, along the High Street and in the Town Square. The £22million building houses a new central library, community learning rooms, the registrar services including a wedding room, a 280-seater performance and multi-use space, café and garden area.

In the first week of opening the library issued more than 7,000 books to local residents, compared to 11,000 for the whole month of July. 522 new members joined, more than 1,000 used public computers and 150 people enrolled in community learning courses.

The Curve has hosted scores of exciting events since it first opened its doors, including author visits, storytelling sessions, poetry readings, art exhibitions, comedy nights, film showings, 3D printing workshops and our first Christmas Panto!

Held first property investor day

Slough is an excellent place to invest and vital to West London – the town's first property and investor day showed.

The day, run as a partnership between the council and UK Property Forums on 1 December, attracted developers, investors and businesses from across the region including Jules Pipe CBE, deputy mayor of London for planning. Speaking at the event at The Curve, Mr Pipe said: "We (in Slough) are on the growth corridor of London, particularly Crossrail and beyond its boundaries so we really want to work with Slough to achieve your growth ambitions and help each other to achieve our ambitions."

The event demonstrated our close economic ties to London, particularly with the expansion of Heathrow Airport and improved transport infrastructure including Crossrail.

As well as the speech by Mr Pipe, the investor day featured presentations and panel debates by:

- Slough Urban Renewal – the 50:50 joint venture between the council and Morgan Sindall Investments Ltd
- U+I – owners and developers of Brunel Place
- Landid – owners and developers of The Porter Building
- CBRE – commercial property consultants
- Catalyst Capital – new asset managers of Queensmere Observatory shopping
- Slough Borough Council interim chief executive, Roger Parkin and Paul Stimpson from planning policy.

Purchased TVU site

Slough Borough Council is now the owner of a major development site in the heart of Slough which will net the town £550million of investment.

The former Thames Valley University (TVU) site, on the corner of Bath Road and Stoke Road in the centre of Slough is now set to be transformed with new homes, new offices, shops and leisure facilities. This massive regeneration project is expected to bring:

- more than 1,400 homes
- 45,000 square feet of retail and leisure space
- 250,000 square feet of office space.

The investment from the council will trigger the largest single local authority regeneration project seen outside of London.

Copthorne roundabout reduced journey time

The Copthorne roundabout – the junction of Tuns Lane with Church Street and Cippenham Lane – has been converted to a so-called hamburger roundabout, where the main carriageway goes straight through the middle of the junction.

The roundabout has new ‘intelligent’ traffic lights that sense traffic jams and adjusts the sequencing of lights accordingly. Since opening, we have seen a considerable improvement in traffic flow on the A355. This route is now much more reliable for motorists travelling both into and out of Slough, resulting in greatly reduced journey times.

Replaced LEDs

The new LED streetlights are proving so popular the council is now looking at new places where they could be placed. The two year programme which is replacing all the old yellow sodium streetlamps with white LED lights is already ahead of schedule – with more than 7,500 of 11,000 lights already having been replaced.

Now the council is looking at new places where street lights could be useful – including areas currently unlit or where new lights would be of benefit.

Local Plan

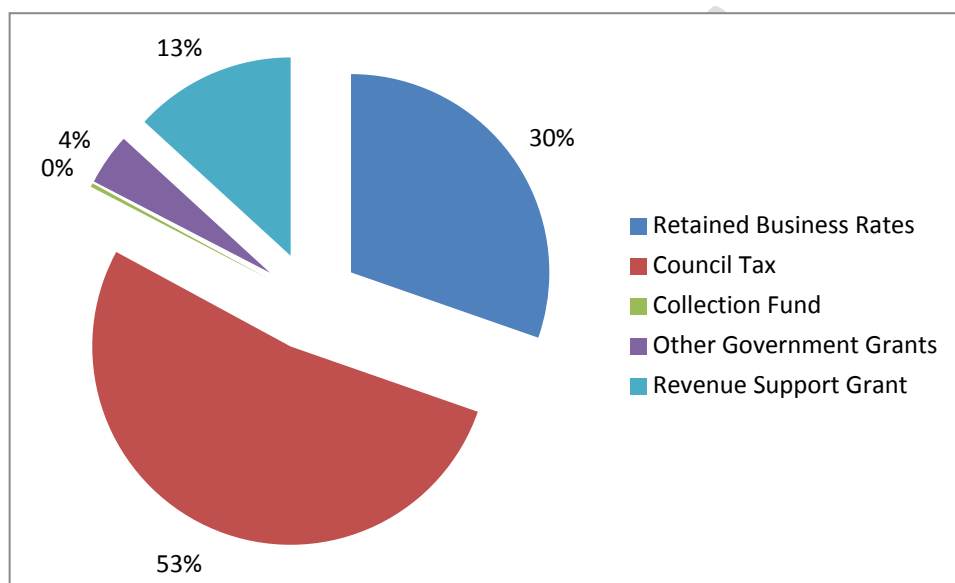
As part of our work to develop the Council’s new Local Plan we carried out a statutory consultation on Issues and Options in early 2017. Paper copies of the main documents, a summary leaflet and magazine were available at The Curve, Landmark Place and local libraries, or on request. We also opened a facebook page, promoted the consultation on Twitter and Streetlife, held a public consultation at The Curve and presented at a number of other public meetings. The Council received over 500 responses, the planning elements of which will be used to inform the emerging Local Plan. The new Local Plan will be used to make decisions about planning applications and development projects over the next 20 years. This includes decisions about new homes, the economy and town centre, transport, design and the environment.

4. BUDGET

By the end of 2016/17 we delivered a small underspend and set a balanced budget for 2017/18. This was achieved with no reductions to front line services.

The Council's base budget for 2016/17 stood at £103.73m. The sources of income available to the Council are set out in the chart below

Council income sources



Medium Term Financial Strategy (MTFS)

The MTFS seeks to set out the background to the Council's current financial position, and estimate its future financial position, and highlight some of the key strands to deliver a balanced position over the period of the MTFS.

Given the scale of the ongoing reductions in Central Government spend, the Council has, and will increasingly need to, deliver public services in a more joined up, effective and efficient manner. Maintaining the current levels and delivery of existing services is unlikely to be an option to the Council in the future.

The Council is well prepared to meet the financial challenges of the coming years. It has a history of ensuring a balanced budget is delivered, as well as over recent years increasing general reserves to a sustainable level to meet the future financial challenges. The Council has successfully delivered a number of change projects in recent years, with a number of the Council's services being delivered by private sector partners. At the same time, the Council has maintained investment in its infrastructure through the approval of capital budgets to deliver a variety of programmes. The Capital Strategy going forward will be even more focussed on delivering revenue savings through the effective use of infrastructure investment.

The relative importance of Council Tax and retained business rates will grow over

the period of the MTFs from 75% to almost 100% of the Council's income. The Council will by the end of the MTFs be much less reliant upon Government funding. To reflect this, the Council has made retaining existing businesses and attracting new businesses, as well as ensuring a strong supply of housing two of the key outcomes within the new 5YP.

2017/18 is set to be another difficult year financially for the Council, with a continued reduction in Government funding, as well as an increased demand for Council services. The Council has managed to, wherever possible; protect Council services whilst ensuring that there is sufficient budget for the next financial year to deliver its key outcomes.

There remain difficult years ahead for the Council due to the financial pressures that it faces, but the budget for 2017/18 ensures that the Council's finances are based on solid footings for the future.

No.	2016-17	Funding	2017-18
1	48.69	Council Tax	52.48
2	30.00	Retained Business Rates	30.30
3	18.48	Revenue Support Grant	13.18
4	1.37	Education Services Grant	0.26
5	3.64	New Homes Bonus	3.20
6	0.84	Other non-ring fenced grants	1.36
7	0.84	Collection Fund	-0.30
8	103.73	Total Budgeted income	100.48
9	106.58	Prior year baseline (adj.)	103.73
10	2.30	Base budget changes	2.70
11	5.75	Directorate Pressures	2.90
12	0.33	Revenue Impact of Capital Investment	0.33
13	-1.10	Other adjustments	3.23
14	-10.13	Savings identified	-12.41
15	103.73	Net Expenditure	100.48

5. BALANCED SCORECARD: latest available data

Five Year Plan outcome	Performance measure	Outcome	Actions
1 Our children and young people will have the best start in life and opportunities to give them positive lives	Increase % pupils achieving a good level of development across the Early Years Foundation Stage	<input checked="" type="checkbox"/> Increased to 69.1%	The Council will continue to work with individual schools and families to provide a targeted system of educational support, challenge, and assistance.
	Reduce prevalence of childhood with excess weight at start and end of primary school	<input checked="" type="checkbox"/> Childhood prevalence of excess weight increased locally	The Council, working with schools and families and the NHS, will continue to contribute to efforts to increase physical activity and support healthy diets e.g. through the installation of Green Gym equipment in parks.
	Safeguarding measure (from Corporate Parenting Plan)	<input checked="" type="checkbox"/> Introduced agreed measure relating to number of children subject to a child protection plan	The Council will continue to lead efforts with all partners to ensure families are enabled and supported to provide their children with safe and healthy lives, whilst the Children's Trust will step in on behalf of the council to ensure children are protected where needed.
	Reduce levels of those not in education, employment or training (NEETs)	? Latest data not yet released by national government	The Council will continue work with local schools, colleges and businesses to ensure a range of education, employment and training opportunities are available for all our young people.
2 Our people will become healthier and will manage their own health, care and support needs	Increase number of people starting a smoking cessation course / % of those who successfully quit smoking	<input checked="" type="checkbox"/> Slough saw a higher rate of take up AND a better success rate of certified quitters.	Slough continues to perform above the region and England in terms of numbers of people who set a quit date and go on to quit for 4 weeks and longer; this service will be reviewed and improved further.
	Increase number of adults managing their care and support via a direct payment	<input checked="" type="checkbox"/> Increased by 53%	We have implemented a new system of pre-payment cards which will make Direct Payments easier to manage and use, are contracting with Enham Trust to provide a Personal Assistant Matching and Employment Support service, and have issued guidance to staff to support and seek Direct Payments as the default position when providing services.
	Increase the uptake of health checks	<input checked="" type="checkbox"/> Rate of taking up health checks among Slough residents is lower than seen elsewhere	The Council will work with the local Clinical Commissioning Group to increase the offer of health checks to targeted individuals alongside the introduction earlier this year of a new cardiowellness service.
3 Slough will be an attractive place where people choose to live, work and visit	Increase levels of street cleanliness	? Pending data finalisation	Street cleansing services are being reviewed and a new contractor will be appointed during 2017/18, with clear expectations of delivery.
	Reduce crime rates per 1,000 population	<input checked="" type="checkbox"/> Crime rates increased slightly, though less than comparator areas.	Whilst the rate of 'all crime' in Slough during Q4 increased slightly (by 1.4%), this was significantly less than the 3.8% increase seen nationally and the 3.3% increase seen amongst our Most Similar Group (MSG). Police and Council services will continue to work in partnership and share both intelligence and resources to closely monitor and direct delivery to

Five Year Plan outcome	Performance measure	Outcome	Actions
			reduce crime.
4 Our residents will have access to good quality homes	Increase in number of dwellings	<input checked="" type="checkbox"/> 521 net completions of new homes	Planning services continue to work with private developers to maximise the potential of developments across Slough; there are already 1,251 new dwellings under construction and planning permission has been granted for a further 2,344.
	Increase number of affordable homes	<input checked="" type="checkbox"/> 190 affordable homes delivered in 2015/16 and 16 in 2016/17	The Council continues to work with private partners to ensure affordable homes are included in development plans; there are a further 135 new build dwellings planned.
	Increase number of planning applications approved	? Pending data finalisation	The Council will continue to encourage businesses and residents to make suitable planning applications for house building and home improvements, whilst maintaining standards for those applications.
5 Slough will attract, retain and grow businesses and investment to provide jobs and opportunities for our residents	Increase business rate collection / increase in business rate base	<input checked="" type="checkbox"/> In-year collection rate increased to 97.45%	The collection rate at the end of March 2017 was above target for the year, and we will continue efforts in the future to ensure easy payment methods are available and that late payments are targeted.
	Reduce unemployment rate	<input checked="" type="checkbox"/> Slough's position reduced to 1.4%	The council and partners will continue efforts to increase employment opportunities and improve skills locally to secure further reductions in unemployment.
	Reduce journey time	<input checked="" type="checkbox"/> Department for Transport estimates of bus punctuality fell to 80%	The Council will continue to implement traffic management schemes to decrease congestion and increase use of dedicated bus lanes, including highways improvements and use of smart technology such as 'intelligent' traffic light systems.
Enabling	Increase Council Tax in year collection rate	<input checked="" type="checkbox"/> Increased to 96.79%	The Collection rate increased to 96.79%; we will continue efforts in the future to ensure easy payment methods are available and that late or non-payments are targeted.
	Increase proportion of Council Tax payments by direct debit	<input checked="" type="checkbox"/> Increased to 57.4%	At March 2017 the percentage of accounts paying by direct debit had increased to 57.4%; efforts will continue to encourage more council tax payers to switch to this payment method.
	Increase proportion of residents signed up for self service	<input checked="" type="checkbox"/> By year end, almost 17% of households had signed up.	Self Service gives Council Tax and Business Rates account holders, Benefit applicants and Landlords the ability to access certain information digitally at their convenience instead of needing to telephone or come into SBC offices.

Outcome Groups have been set up to drive progress on delivering our priorities, and we will be rigorously monitoring performance in the year ahead to ensure success.