

## SBC Annual Report 2017/18

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## **1. Foreword - Leader of the Council**

This annual report summarises key achievements during 2017/18 and how we are 'growing a place of opportunity and ambition'.

2017/18 was a year of great change for the Council. I became Leader of the Council in November and appointed a new cabinet to drive the Council forward and make good on our promises to residents.

My election as leader was closely followed by a new interim Chief Executive, appointed to stabilise the Council after all the changes at the top and to back the team of directors in making the commitments in our Five Year Plan a reality.

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.

It sets out our vision for Slough as a place of opportunity and ambition and lays out our priorities for the year ahead. It is more important than ever, at a time of squeezed budgets and government cuts we are focused on the right things for our residents, businesses and visitors.

This annual report summarises our key achievements during 2017/18 with a series of case studies and key statistics demonstrating work against the priorities of the Five Year Plan.

As always our success is down to the hard work and commitment of our staff and I thank them all for the service they provide to Slough every day.

[Photo]

Councillor James Swindlehurst  
Leader of the Council

## **2. Introduction - Interim Chief Executive**

I am pleased to be able to introduce this Annual Report of the council's performance and proud of the successes our staff have worked so hard to achieve.

The Five Year Plan sets the overall direction for the council and the priority outcomes against which our resources are allocated.

Since the first Five Year Plan in 2015 we have seen many changes in Slough. 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 to deliver our priorities.

Slough as a place has huge potential, with regeneration as a result of Crossrail and Heathrow already driving benefits across all sectors. It also has a strong and diverse community which makes it such a vibrant place to be.

As a council our staff are focused 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 by enabling better outcomes.

I am also pleased to have seen an extensive piece of work to embed our values across the organisation so that our staff and Members are clear about the way in which they can expect to be treated, how they treat each other and how we treat our customers. This has involved a series of interactive learning sessions entitled 'Actions Speak Louder' and our next steps will be to further develop our appraisal and recruitment processes so that these fully reflect our SBC values.

I am proud of the work of the Council and would echo the Leader in thanking staff for their dedication.

[Photo]

Nigel Pallace  
Interim Chief Executive

### 3. Progress against priority outcomes – putting people first

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

Our **early years'** provision is, for the first time ever, above average for securing a 'good level of development'. Slough's children scored 71.2 percent, while nationally children's attainment levels stand at 70.7 per cent. This is a significant achievement for all Slough children and a real acknowledgment of the excellent partnerships that exist across the sector.

The Cabinet approved a plan to increase the number of **early years' places** it provides for some of the youngest children in the borough. The plan will use money from section 106 agreements to pump-prime new provision to be run by private, voluntary and independent sector providers.

Every child that applied for a primary **school place** last year was successful; despite a continued high number of applicants. 84 per cent of Slough applicants were offered their first choice at primary level and 94 percent at secondary level.

The Council approved £18.75 million to fund a new **school places strategy** for the borough, which will include more **special educational needs** and pupil referral unit places, to keep pace with the needs of Slough's growing population.

Slough's **standards and effectiveness of schools** Key Performance Indicators within the main "Key Stages" shows clear improving performance in the following areas:

- **KS2:** Slough has improved by moving up 8 places since 2016, and is now ranked 55<sup>th</sup> against all other local authorities for pupils achieving the expected standards in Reading, Writing and Maths (RWM) combined. KS2 Disadvantaged Pupils are also performing well, achieving above national average grades in RWM.
- **KS4:** Slough is ranked 14<sup>th</sup> for progress 8 (which measure performance across 8 qualifications, capturing the progress a pupil makes from the end of primary school to the end of secondary school) against all other local authorities nationally, improving our position by two places from 2016/17. This also applies to KS4 Disadvantaged Pupils, who are doing significantly better than national average.
- **KS5:** There has been good improvement in Key Stage 5 in Slough. We are now ranked 50<sup>th</sup> for average point score entry per A-Level and 96<sup>th</sup> for average point score per Applied General Entry. This represents a rise of 15 and 42 places (nationally) respectively.
- Slough is doing well in General Certificate of Secondary Education (GCSE) results in English and Maths at grades A\* to C, where we come ninth nationally with 56.1% of our pupils gaining the required grade five, 13.5 percentage points above the national average of 42.6%.

The profile of **safeguarding in schools** has been raised significantly through the appointment of an education safeguarding officer. This has allowed us to complete all Section 175 Safeguarding in Education audits for all schools in Slough. We also launched safeguarding policy guidance for all schools and a schools guidance for children absconding from school

The Special Educational Needs and Disabilities (SEND) team and the Family Information Service (FIS) came back to the Council last year. Through FIS we are able to provide information about the services that are available to families like childcare, school admissions services, children's centres, benefits advice and identify a family's needs and create an action plan to meet those needs.

We launched our first **Multi-Agency Early Help Strategy** for Children, Young People and their Families in the autumn of 2017. The service will help children living in difficult family circumstances, for example those affected by parental drug and alcohol dependency, domestic abuse and poor mental health.

We have improved the outcomes for **immunising** our primary school pupils with 5,516 given the Flu vaccination (75% increase in the number of vaccines given in 2017/18 as compared to 2016/17). 91% of 13 to 14 year old girls in Slough schools received the human papilloma virus (HPV) vaccination. This is better than 84.3% in SE and 83.1% in England.

Our **Youth Parliament** broke the record for the highest voter turnout in the country (80 per cent) as 9,368 young people voted in the Make Your Mark ballot.

### **Slough Children's Services Trust**

Slough Children's Services Trust is continuing to make strong progress in improving services provided to support the most vulnerable children and young people in the borough. This was evidenced in the latest **Ofsted Monitoring Visit** which found there to be definite signs of improvement as leaders, social workers and managers continue to demonstrate a commitment to improving outcomes for children in Slough. This will be the last visit before the next full inspection later this year.

As the year began the Trust welcomed its **new Chairman of the Board**, Robert Tapsfield, a trained social worker who had previously been the Chief Executive of two national children's and family focussed charities. As the year closed the Trust welcomed a new **Interim Chief Executive** – Andrew Bunyan – following the retirement of Nicola Clemo.

The Trust's belief in the richness and the value of partnership working has been steadfast. The development of **a multi-agency hub** with professionals ranging from police and midwives to family therapists, clinicians and teachers, has shown what can be achieved by such an approach. It has meant that fewer children have crossed the threshold into statutory care but instead have remained as the Trust's motto intends – **safe, secure and successful**. Additionally, the Sexual Exploitation and Missing Risk Assessment Conference (SEMRAC) has been strengthened to ensure young people are not at risk of sexual exploitation.

The number of **permanent staff has increased** and, as a result, the number of agency workers has been reduced by half. This has not only meant greater stability

in the workforce, increasing the efficiency of operations on the frontline, it has the added benefit of reducing the extra costs associated with agency staff.

More children have been placed in – or very close to – Slough than ever before, almost three-quarters, and the number of **in-house foster carers** has increased by 40%, when many local authorities are losing carers.

The **Breakaway respite unit** has been expanded and is now open seven days a week so able to service more young people. **The Mallards residential unit** is being utilised to greater effect. Mallards was at one point considered for closure on the basis that it was a costly service with little utilisation, however the unit is now full with the expectation of expansion.

All **Care leavers** now have an allocated worker and pathway plan. The support available to care leavers makes it much easier for them to make their own way in life.

The Trust has built and maintained a strong and clearly **identifiable ‘brand’** and is now beginning to be noticed for all the right reasons. None of this would be possible without the **dedication of its workforce** and the commitment and strength shown by the leadership team.

#### **Case study – Slough Local School Improvement Fund**

Slough Local School Improvement Fund was set up to facilitate closer collaboration and support between schools within the borough. The fund also facilitates more partnership working between primary schools and Slough Borough Council. The improvement fund is from £150,000 (underspend) centrally held funds to support local school improvement initiatives. This was topped up with an additional £79,500 within the last two years (making the total fund £229,500) for specific primary school projects.

Schools are able to ‘bid’ for funding for school to school support or to work on collaborative projects, linked to local priorities. The funds are held by Slough Teaching School Alliance on behalf of the Slough schools communities and can be accessed through a simple application and assessment process.

As of April 2018, 75% of schools in the borough were involved in projects and £79,875 has been spent. One primary school project involves the collaboration of 11 schools.

#### **Year in numbers**

4,187 babies registered

6,413 children registered at our Children’s Centres

54,701 meals cooked in Children’s Centres

10 Children Centres received gold accreditation as part of healthy smiles programme

3,696 Lbs of play dough made and played with in our Children’s Centres

3,454 people attended family learning programmes

3,061 one to one hours with young people

964 children received bikeability training

264,695 hits on our Family Information Service (FIS) website

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

**Adult Social Care**

Our **adult social care (ASC) team** is responding to the changing landscape in the way it provides its services with much emphasis on wellbeing and prevention, with services being dependent on service users and their carers, families and personal support networks being properly equipped and supported to arrange and manage more of their care with less reliance on direct support from the Council.

Over the past year, the team embed a “**Strengths Based Conversation**” model within its operational teams. Locality network events were organised in order to link adult social care service users to their local communities, maximise independence and reduce the need for long term care or hospital admissions.

We have improved the outcomes for our **adults with a learning disability** by providing ‘stable and appropriate’ accommodation. The nature of accommodation for those with learning disability has a strong impact on both their safety and overall quality of life, and the risk of social exclusion. Slough’s value of 84.5% places us in the top quartile, and this is an improvement from the previous year (81.6%). This is also better than the all-England position (76.2%) of learning disability service users living in their own, or their family, home.

**Reablement** is an effective way of providing short-term support to people in crisis to enable them to regain their independence (wholly or substantially) and therefore minimise their need for ongoing support and dependence on public services. Slough has for several years performed very highly on this measure, within the upper quartile. At 87.4%, this places us within the upper end of the second quartile, above the all-England position of 82.5%.

Working with our partners, we put together a **Memorandum of Understanding (MOU)**, which involved a commitment from local health and social care partners within the third and statutory sectors, as well an integrated approach to identifying and assessing carer’s health and wellbeing’ needs. Within the last year, adopting this strength based approach for carers has resulted in:

- 510 carers registered
- 169 supported Tier 1 conversations/wellbeing plans
- A successful carers’ week – 114 carers taking part in the activities
- Re-launching the Council’s carers identification /discount card (with 21 businesses signing up)

The Council’s **Drugs and Alcohol Team (DAAT)** has over the last year focused on working with its service users to equip them to manage their own care needs. According to Public Health England (PHE) indicators, the proportion of Slough’s service users in treatment who have successfully completed treatment and did not re-present within 6 months was 18 percent for opiates (compared to 6.7 per cent nationally), 48 per cent for non opiates (37 per cent nationally) and 66 per cent for alcohol (39 per cent nationally). Our performance on sustainable recovery is therefore better than the national average and no one who is referred to the DAAT has to wait longer than three weeks for their treatment to start.

Our service users who use **direct payments** are now enjoying the flexibility and choice, which is giving them greater self esteem and confidence. We had 251 ongoing direct payments in place. Of the recipients, 173 were using their payments to employ their own Personal Assistant (PA), 63 were using to purchase support from a CQC registered agency and 15 were using a mixture of PA and agency.

This has resulted in an increase in Direct Payments. The percentage of the budget spent on supporting people at home increased from 31 percent to 35 percent.

### **Case study – Direct Payments**

KB is blind, of Spanish origin and does not have a good command of English. KB was finding it difficult to have replacement care at home through a personal assistant, which she preferred rather than being in residential care. KB had expressed interest in a Direct Payment arrangement as this best suited her fluctuating needs. When Direct Payment was set up, it allowed KB to employ a Spanish speaking personal assistant, which was personal centred to her, providing consistency and familiarity to her needs and therefore reducing her anxiety. Direct Payment gave KB more flexibility and control over her budget. Her carer was able to provide the required support that would not have been possible from a residential home. This also meant that KB did not use all the hours allocated to her to spend with her carer. These hours could then be banked to allow the carer to spend more time out in the community when required

The Council's **Commissioning Team**, who developed DAAT service, won Procurement Innovation of the Year 2017/18 in the GO National Excellence in Public Procurement Awards. The team was also finalist for Outstanding Procurement Initiative of the Year 2018 in the CIPFA/Public Finance Innovation Awards.

Adult social care commissioning won an award for 'Transformation through Support Services' at the 2017 Improvement and Efficiency Social Enterprise (IESE) Awards.

Our mental health team won the Slough Voluntary Sector Partnership Award 2017

### **Public Health**

The Council's **Public Health** service continues to provide essential services to protect and improve the health and wellbeing of our residents. Over the last year, this has included work to improve the lives of: children and young people with physically and emotionally healthy lives; targeting those individuals most at risk of poor health and wellbeing outcomes to take up health checks; and, developing preventative approaches to enable our residents to become more able to support themselves.

Throughout the year, the Public Health team has worked with partners to run a number of successful campaigns to reduce the prevalence of a number of preventable diseases, improve the detection rate for certain conditions and reduce local health inequalities. This included:

- Working with the Change4Life public health campaign team to raise awareness of the importance of good **dental health**. So far more than 160 hours of



information sessions have been held, with 4,000 'top tips for terrific teeth' leaflets distributed. All 10 of Slough's Children's Centres have also now achieved gold accreditation, for reaching high standards in oral health advice and promotion.

- Commissioning "**The Daily Mile**" project to get children, young people and their families more active, more often. This project has led to in excess of 5,000 primary school children now walking, jogging and running for 15 minutes a day.
- Supporting the launch of the Slough Wellbeing Board's **#Be Realistic** (obesity) social media campaign, to encourage local people, staff and Councillors to make small changes to their diet and lifestyle to become healthier.

### **Public Health nursing:**

New born babies continue to receive good care in Slough, with 94% of births receiving a face to face New Birth Visit (NBV) within 14 days by a Health Visitor, as compared to 85.6% in the South East and 88.45% in England. Better still, 100% of infants received a 6-8 week review by the time they were 8 weeks (88.1% in SE, 86.1% in England)

Working with our partners, we set up a new Children's Health and Wellbeing Board. The board will be looking at opportunities for collaborative working and how we can jointly commission services for children's health and wellbeing. This would include services for SEND and Child and Adolescent Mental Health Services (CAMHS) transformation fund.

### **Year in numbers**

5,515 primary schools children receive a flu jab  
8 schools participating in Active Movement pilot  
5,000 primary pupils running a mile a day  
3,500 hours of Active Slough sessions delivered  
1.3 million steps completed by participants on Active Slough Healthy Walks  
211 kg of weight shed in first 8 weeks of Active Slough's man v fat football project  
23,667 care alarm activations answered  
10,842 health visitor visits carried out  
1,284 blue badges issued – and all within 10 days of application  
702 responder service call outs dealing with 393 Careline client falls of which only 15 required an ambulance therefore saving 687 ambulance call-outs  
246 adult social care clients managing their own care and support

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

Slough won recognition as the best **place to live and work in the UK** beating Manchester and Cambridge into second and third place. We were also awarded **Town of the Year** at the Thames Valley property awards, beating Bracknell and Oxford. The awards recognised the incredible investment that has been made, and continues to be made, in our town; the new homes and offices, the infrastructure improvements, the new and improved school buildings, The Curve, Arbour Park, the leisure facilities and open spaces and innovative and forward thinking partnerships.

Slough was also voted **most productive place in the UK** last year by Centre for Cities, beating London into second place. The Centre for Cities report lists Slough as top for productivity with £82,100 of output per worker compared to London with £73,700 and Reading with £68,900.

### **Leisure**

Our Leisure Service opened the town's exciting new ice and leisure complex at **Slough Ice Arena** in March 2018. The multi-million pound rebuild includes a new climbing wall and clip 'n' climb feature and a new gym area.

Slough saw six new **free green gyms** spring up in Slough's parks. There are now a total of 18 green gyms across Slough, catering for the whole community regardless of fitness levels.

### **A safer town**

The Council's Children and Adult Social Cares services combined to establish a **Joint children and adult safeguarding** business unit to bring together expertise from adults' and children's services. The business unit works closely with staff from Slough Children's Services Trust to improve the range of services provided for vulnerable people in the borough.

Slough's Community Safety Partnership organised an East Berkshire **Against Violence and Exploitation** conference held at Copthorne Hotel on 22 November 2017. The conference was attended by more than 250 professionals from across the country, who are taking a stand against violence and exploitation. We have also joined forces with Thames Valley Police under the '**Hidden Harms**' campaign to focus on a number of different abuse-related crimes including modern slavery, child abuse, honour based abuse, forced marriage, female genital mutilation, domestic abuse and hate crime. The team has recruited a new Risk & Exploitation co-ordinator to raise the profile of **modern slavery** across the borough and understand local need.

Our **Community Safety Partnership Manager** won a Local Police Area (LPA) Commanders Award for continued support and contribution to the work of the town's Safer Slough Partnership.

Our Superintendent Registrar won a High Sheriff award for her service to the community.

## **Environmental services**

Our **environmental services** were brought back in house to provide a **First Class Service**. These include: bin collection, street cleaning, the Chalvey waste and recycling centre, grounds maintenance and highway maintenance.

We have installed a fleet of new solar powered smart bins, known as **Bigbelly Bins**, throughout the High Street and outside the train and bus stations to improve the cleanliness of the town centre. The bins 'phone home' when full – meaning they only need to be emptied when full and our street cleaners can spend more time on other street cleaning operations.

## **Parks and Open Spaces**

Our parks have been recognised as some of the best in the country, with **Herschel and Salt Hill Parks** scooping the international prestigious **Green flag award** for the sixth and seventh year running respectively. The Green Flag award, now in its third decade, is a sign to the public that our parks boast the highest possible environmental standards, are beautifully maintained with excellent visitor facilities.

We completed a £2 million refurbishment project to **Slough Crematorium**. This gives users a better experience to our residents during a difficult time and helps create a smoother transition between ceremonies. Improvements were made to the chapel and shelters. The cremators were replaced to make them more environmentally friendly and conform to air quality standards.

## **Transport**

In partnership with Buckinghamshire County council, we completed a **new cycle route** running along the north side of the A4 between Burnham Lane and the Huntercombe Lane crossroads. This provides a safer route for commuters and leisure cyclists travelling between Slough and Taplow. The route is wide enough to accommodate both cyclists and pedestrians and connects with other cycle routes in the area along the A4 to the Bath Road Retail Park.

We installed **two new cycle docking stations** at Kennedy Parade, Britwell and High Street Chalvey. The scheme is helping to get people out of their cars and on to two wheels for less than the cost of a bus journey. Bikes can now be hired from [13] docking stations across the borough and can be returned to any of the [13] docking stations.

The council purchased three Renault ZOE **electric cars** and six new **electric bikes** (e-bikes) for staff to use when travelling around the borough on business.

## **Year in numbers**

213,809 calls, 8145 emails and 46,522 visits to My Council

1,600 pot holes filled

527 miles ridden on our electric bikes

25 shops visited on underage sales stings

72 new refuse collection vehicles purchased

474 people attended Child sexual exploitation (CSE) and gang awareness training  
3,669 number reports of Anti Social Behaviour (ASB) dealt with - including 905 fly tips, 551 vehicle nuisances and 111 rat infestations.

65 domestic abuse reduction champions trained

91 pieces of green gym equipment and machines installed in 13 parks

113 homes visited to offer advice and protection for scam victims

Case study:

**Arbour Park wins** two prestigious building excellence awards - The council's community sports facility, Arbour Park, has won two major titles at the Local Authority Building Control (LABC) central region building excellence awards. Arbour Park scooped the best public service building and best inclusive building. Members of the council's building control team, councillors and officers along with the builders attended the central region awards in Milton Keynes. Regional winners in each category are automatically shortlisted for the LABC national awards which are being held in London in November. The £8.4 million Arbour Park facility is one of a series of projects developed through Slough Urban Renewal (SUR) – a partnership between the council and Morgan Sindall Investments Ltd, which is driving regeneration across the town.

Arbour Park is a state-of-the-art 1,950-person capacity community sports stadium and home of Slough Town Football Club, which has a 3G artificial full size pitch, two covered stands, covered terraces, changing facilities and a large venue as part of the grandstand, bar, onsite catering, training areas and more. Arbour Park's flood-lit 3G artificial pitch is one of only 28 in the country and has been awarded the prestigious Fédération Internationale de Football Association (FIFA) Quality Pro certificate.

In 2017 Arbour Park was awarded the Non-League stadium of the Year by Groundtastic – the magazine for football grounds

#### **Outcome 4: Our residents will have access to good quality homes**

One of the major achievements for the Housing Supply Team included successful delivery of the Council's housing strategy in regard to building new Council houses, securing affordable housing through Section 106 planning requirements, and securing properties for homeless families in the private rented sector as part of the Local Plan.

The Housing Supply Team is developing a new **Local Plan** for Slough that will set out how new developments in Slough can guide development in the borough to 2036. The plan will contain policies to support high quality development in appropriate locations that continues to meet the needs of Slough's growing business and residential communities up to 2036.

Slough's Local Plan partly depends on factors outside of the Council's control such as proposals for expansion at Heathrow (part of the third runway would be within the east of the Borough). However this does not affect our ability to continue to deliver housing, employment and other regeneration schemes in the short term. Under the Plan, 200 new Council homes are being built in the town with the provision of a further 927 new housing units each year through working with private and public sector partners.

We have been working with landlords to create new spaces for the town's homeless people to live and opened our first **emergency housing facility** in more than 40 years providing 12 double bedrooms.

We established two subsidiary housing companies, **James Elliman** and **Herschel Homes**, to give us more controls over the local housing market whilst developing a rental portfolio. James Elliman Homes purchased **20 street properties** to provide affordable accommodation for a range of vulnerable groups in Slough, including homeless households, key workers and young people leaving care. We secured £18 million for James Elliman Homes to acquire a further 50 temporary accommodation street properties/units in 2018/19. We also completed the **Milestone** development which includes 23 new council homes.

We now have extended new powers under the **Homeless Reduction Act 2018**. Under the Act, we have a duty to assist families and single people who are at risk of becoming homeless. The Act has increased the ways in which we provide advice and assistance to **prevent and relieve homelessness** at an earlier stage than previously.

To help with the implementation of the new Homeless Reduction Act, we recruited a dedicated **Tenancy Sustainment Officer**, specialising in homelessness to help sustain individuals in their own homes and meet their wider needs, as part of the Council's forthcoming **Homelessness Prevention Strategy**.

We launched the Slough **home = work and learning club** to assist homeless workless households back into paid employment and into a settled home. Households who are not in employment, 'agreed' homeless by the Council and living in temporary accommodation are eligible to join.

The council developed a new **Affordable Housing policy** and introduced **Slough Living Rent** based on average local incomes. Slough Living Rent sits alongside a Slough Affordable Rent, akin to existing target rents in social housing. We are also expanding our existing affordable housing policies to encompass the development of models of intermediate housing so that they can be applied locally.

**18 new council homes** were built at Foxglove Close and 11 at Lydia Court in partnership with Slough Urban Renewal (SUR), a joint venture between the Council and Morgan Sindall Investments Ltd. We also saw 25 small sites (including redundant garages, empty ground and an old doctor's surgery) redeveloped under phase three of our **small sites development programme**, to create 130 new Council homes for people on the housing waiting list. These properties will be available for tenants by the summer of 2019.

The Council now has an established new **key worker policy** to provide Council accommodation for key workers (teachers and Social Workers dealing with vulnerable adults and children) who want to live in the borough.

The Housing Supply Team started a new seven year repairs contract, worth £100 million, with **Repairs, Maintenance and Investment (RMI) Osborne** to maintain and repair more than 7,000 council properties across Slough. This programme will ensure that works are prioritised and the council's housing stock is maintained in accordance with legislative and regulatory requirements and beyond. Under this contract we also plan to establish a trading partnership to offer quality repairs to the private sector.

Our **neighborhood services team** was co-located with Osborne at **Hawker House** in Langley for collaborative working and place the partnership at the heart of the community it serves. Slough residents will further benefit from Osborne's commitment to investing locally for the long term through a contract designed to create job opportunities, skills and local supply chains, as well as re-investment and income opportunities for the borough.

Using the findings from our recent **stock condition survey**, we have started to improve the quality of our housing stock. We are using the survey result to inform our maintenance and investment programme with Osbornes on how our services would be delivered over the next five years.

To meet our housing needs, we have been holding formal meetings with neighbouring Councils under the '**Duty to Cooperate**' to discuss the potential of a northern expansion of Slough and identify opportunities to work together to meet each other's housing needs.

We undertook a full Building Research Establishment (BRE) study of the town's **private rented sector** and started to develop a plan for the implementation of new legislation that will allow for the licencing of Houses in Multiple Occupation (HMO) properties.

Working with **private landlords** and their tenants, we are improving the quality and thermal efficiency of private rented accommodation across the town. This is a key factor in tackling fuel poverty and health inequality.

Our Housing Demand Team worked alongside The London and Slough Run who provide Slough's rough sleepers with a safe place to stay in the winter by operating the **Slough Winter Night Shelter**. The night shelter opened on 29<sup>th</sup> December with the last night being 1st April. 42 people used the shelter for at least one night with the average being approximately 15 per night. 15 people moved on to accommodation with the help of the Council and London and Slough Soup Run (LASR).

### **Year in numbers**

917 tenancy verification visits carried out

76 HMOs registered

1200 Housing applications assessed

400 residents housed off register

1,500 planning applications approved

95 people with learning disabilities supported to live in their own homes

£608k spent on housing Aids & Adaptations/HIA

48 Rough sleepers accommodated

42 Units for temporary accommodation acquired

## Case study

Following the tragic fire at Grenfell Tower, much work has been undertaken to assess **fire safety in all Council owned blocks of flats** but, more particularly, our four tower blocks. Based on fire safety grounds, the decision had previously been made to decant and demolish Tower and Ashbourne Houses, however a small number of leasehold tenants remain in residence. Testing at Broom and Poplar Houses revealed a programme of works to be completed to address fire safety risks and interim arrangements were put in place to ensure residents' safety pending the completion of these works.

During this process, a six-storey, privately owned, block in the centre of Slough was identified as having the same cladding as Grenfell Tower, as well as a range of design and building faults arising from its conversion from office to residential accommodation.

The Council took immediate action to protect residents' safety, including the 24 hour on site presence of a fire appliance.

In March 2017 the Council successfully completed the purchase of the block from Ground Rents Estates 5 Ltd (GRE5) which owned the freehold of **Nova House** and works will commence to address fire safety issues shortly.

The Council announced its intention to purchase this company, which owned the town centre block, last year. Since that announcement the Council has been undertaking due diligence on the purchase with the acquisition now complete.

The Council has appointed four directors to the board of GRE5, to drive forward the improvements so desperately needed, liaise with the leaseholders and, most of all, protect the safety of residents in the short and longer terms.

All four directors have a great deal of experience in housing, regeneration, finance and managing assets and will be drawing on the expertise of external companies, Council officers and Royal Berkshire Fire and Rescue.



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

As Slough continues to grow, we are investing in the town to make it an attractive place for businesses create opportunities for our residents. We acquired a major development site in the heart of Slough which will net the town £550 million of investment. The former **Thames Valley University** (TVU) site, on the corner of Wellington Street and Stoke Road in the centre of Slough is now set to be transformed with new homes, new offices, shops and leisure facilities. The massive regeneration project, the largest single local authority regeneration project outside of London, is expected to create more than 1,400 homes, 45,000 square feet of retail and leisure space and 250,000 square feet of office space. Negotiations with a development partner are expected to be complete by July 2018.

The Curve, the Council's iconic flagship library and cultural centre, was shortlisted in the 'Best public service building' category in the Local Authority Building Control (LABC) building excellence awards 2017 and named '**Best public service building**' at a central region awards ceremony. The £22 million cultural hub houses Slough's 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.

We also held our **first property investor** days to demonstrate our economic strengths.

The council saw a record number of **apprentices** celebrate their graduation from a programme run in partnership with Arvato last year: 24 apprentices, aged between 16-18, spent the last year training towards qualifications in business administration, customer service and youth work. Almost two-thirds went on the secure permanent roles with both the Council and Arvato.

We secured funding from the Big Lottery Fund and European Social Fund for the **Building Better Opportunities** project to support those furthest from the labour market back into work. Over the next three years this project will identify and address barriers to participation and deliver activities including confidence building, skills development (basic and business), work experience and job trials - all leading to education and employment.

We launched a **new sustainable transport scheme** to enable and encourage the town's workplaces, schools and the wider community to use more environmentally-friendly forms of transport, including public transport, cycling and walking routes last year. The initiative will additionally help boost the local economy by enhancing access to jobs, skills, training and education and improve the health and wellbeing of residents.

We secured a **Memorandum of Understanding** framing our partnership with Heathrow.

**Year in numbers**

7,500 of our 12,000 streetlights were upgraded to energy efficient Light Emitting Diode (LED) lights

£3.5 million generated to balanced our budget with no frontline service cuts  
87,000 jobs available in the borough  
Number 1 best place to work in the UK  
25,000 employees and 15,000 pupils benefit from improved transport connectivity

### Case study

Council attends influential international property conference to show case the opportunities Slough has to offer

More than 26,000 real estate, city and political leaders, influential international property players from the office, residential, retail, healthcare, sport, logistics and industrial sectors, including 5,400 investors, from more than 100 countries came together in Cannes, France, in March 2017 at the Marché International des Professionnels d'Immobilier (**MIPIM**), the world's leading international real estate business, conference and networking event.

The leader of the council, James Swindlehurst, attended the four day event alongside the council's director of regeneration and the economic growth and our enterprise manager.

Whilst there, they met with investors, developers, agents and architects and spoke at a round-table session on our engagement with Heathrow and what it offers, staffing a shared stand with other Heathrow authorities; whilst all the time showcasing Slough as the best location for new business and investment.

The team also hosted a breakfast session for developers and future stakeholders to discuss all the opportunities Slough has to offer. Among the key talking points at the conference, was the growth in real estate investment opportunities expected this year, urban development, the move to target cities rather than countries in investment strategies and how tech is now being more fully embraced by real estate companies, all of which are key issues for Slough, if we are to achieve our economic growth ambitions. The trip was funded by external sponsorship.

## 4. Budget

**[Update after 2017/18 'account' closed - early June 2018]**

The Council's base budget for 2017/18 stood at [£xxx]. The sources of income available to the Council are set out in the chart below.

[Insert chart].

By the end of 2017/18 we had generated a surplus of £3.5 million which balanced our budget for 2018/19 without having to make reductions to front line services.

To insert chart setting out where our money was spent

## Medium Term Financial Strategy (METS)

[Update after 2017/18 'account' closed – early June 2018]

This is holding text until updated after close of accounts

The MTFSS 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 MTFSS.

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 focused 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 MTFSS from 75 per cent to almost 100 per cent of the Council's income. The Council will by the end of the MTFSS 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 Five Year Plan.

2018/19 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 2018/19 ensures that the Council's finances are based on solid footings for the future.]

No.	2017/18	Funding	2018/19
1	52.48	Council tax	
2	30.30	Retained business rates	
3	13.18	Revenue support grant	
4	0.26	Education services grant	

5	3.30	New homes bonus	
6	1.36	Other non-ring fenced grants	
7	-0.30	Collection fund	
<b>8</b>	<b>100.48</b>	<b>Total budgeted income</b>	
9	103.73	Prior year baseline (adj.)	
10	2.70	Base budget changes	
11	2.90	Directorate pressures	
12	0.33	Revenue impact of capital investment	
13	3.23	Other adjustments	
14	-12.42	Savings identified	
<b>15</b>	<b>100.48</b>	<b>Net expenditure</b>	

### 5. Performance Scorecard: latest available data

Five Year Plan outcome	Performance measure	Date of latest available data	Outcome	Actions
1 Our children and young people will have the best start in life and opportunities to give them positive lives	Increase percent pupils achieving a good level of development across the Early Years Foundation Stage	Oct-17	Increased to 71.2%	The Council will continue to work with individual schools and families to provide a targeted system of educational support, challenged and assistance.
	Reduce prevalence of children with excess weight at start and end of primary school	Oct-17	Childhood prevalence of excess weight increased locally	The Council, working with the Slough Wellbeing Board, schools and families and the National Health Service (NHS), will continue to contribute to efforts to increase physical activity and support healthy diets.
	Safeguarding measure	May-18	38.9 children subject to a child protection plan (CP) per 10,000 local child population	The number of plans is rising. However, the number of children subject to a CP fluctuates depending on the personal needs of children known at any moment, but this measure gives an overall measure of success (or otherwise) of all agencies in providing and environment within Slough for families to prosper. The Council will continue to lead efforts with agencies and partners to ensure families are enabled and supported to provide their children with safe and healthy lives, whilst Slough's Children 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)	Oct-17	Latest national data not yet released by national government	Slough's 2016 combined NEETs rate was 3.7%, which exceeds the target of 5%. This consists of 2.8% NEET rate and 0.9% for 'activity not known'. The Council will continue to work with local schools; colleges, businesses and neighbouring local authorities to ensure a range of education, employment and training opportunities are available for all our young people.

2 Our people will become healthier and will manage their own health, care and support needs	Increase number of people starting a smoking cessation course/ percent of those who successfully quit smoking	Apr-18	Q4 data update not available yet  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.
	Increase number of adults managing their care and support via a direct payment	Apr-18	Increased by 4% (from 31 percent in 2016/17 to 35 percent in 2017/18) thus 397 clients and carers  [241 clients + 156 carers]	The number of service users and carers supported through a Direct Payments continues to rise. We have implemented a new system of prepayment cards which is making Direct Payments easier to manage and use and issued guidance to staff to support as the default position when providing service. We are contracting with Enham Trust to provide a personal assistant matching and Employment Support Service
	Increase the uptake of health checks	Feb-18	Q4 data update not available yet Increased to 17.85% (at end of Q3 - was 9.75% in Q4 in 2016/17) Health check rates among Slough residents are increasing and for the first time are higher than those seen elsewhere.	The Council will work with the local Clinical Commissioning Group to increase the offer of health checks to targeted individuals alongside the new Cardiowellness4 Slough programme which was launched in January 2017.
3 Slough will be an attractive place where people choose to live, work and visit	Increase levels of street cleanliness	May-18	Improving	The Council has reviewed its street cleaning services New contractor appointed in December 2017 Clear expectations for delivery have been set

	Reduce crime rates per 1,000 population	May-18	Q4 data update not available yet  Crime rate increased [slightly] though less than comparator (i.e. most similar group) areas	Whilst Slough's crime rate (based on rolling year to date) increased by 0.66%, this is significantly less than the 2.7% increase seen nationally. Slough is currently positioned 8 <sup>th</sup> out of 15 towns in our Most Similar Group (MSG) and in the Thames Valley; we have a lower crime rate than both Reading and Oxford. Police and Council services will continue to monitor intelligence relating to criminal activity and respond, in partnership, to new and ongoing challenges.
4 Our residents will have access to good quality homes	Increase in number of dwellings	May-18	846 net completions of new homes	The number of planning permissions granted during 2017/18 is 30% higher than the average over the last three years. There are currently 193 new dwellings under construction. Planning services continue to work with private developers to maximise the potential of developments across Slough.
	Increase number of affordable homes	May-18	37 affordable homes delivered in 2016/17 and 114 on 2017/18	The Council continues to work with private partners to ensure affordable homes are included in development plans. A further 41 new build dwellings are underway, with more developments planned and in the pipeline for delivery.
	Increase number of planning applications approved	May-18	1,112 planning applications approved in 2016/17 and 1,324 in 2017/18	The Council will continue to encourage businesses and residents to make suitable planning applications for house building and home improvement, 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	Apr-18	In year collection rate increased to 97.63%	The collection rate at the end of March 2018 was above target for the year. We will continue efforts in the future to ensure easy payments methods are available and that late payments are targeted.



	Reduce unemployment rate	May-18	Slough's claimant rate remains constant at 1.4%	Whilst Slough's rate is in line with previous years, it is still lower (better) than the GB average of 2.1%. The Council has expanded its work with partners, broadening its range of activities in order to reflect businesses needs and local priorities. We will continue efforts with our partners to increase employment opportunities and improve skills locally to secure reductions in overall unemployment.
	Reduce journey time	Dec-17	Department of Transport estimates of bus punctuality fell to 76%	The Council has carried a number of junction improvements to help reduce congestions and improve journey times and influence punctuality. We will continue to implement traffic management schemes to decrease congestion and increase the use of dedicated bus land, including highway improvements, and the use of smart technology such as intelligent traffic light systems.
Enabling	Increase Council tax in year collection rate	Apr-18	Slough's collection rate remains constant at 96.8%	The Council will continue efforts to ensure future easy payment methods are available and that late or non payments are targeted.
	Increase proportion of Council tax payments by direct debit	Apr-18	Increased to 58%	At March 2018 the percentage of accounts paying by direct debit increased to 58%; efforts will continue to encourage more Council Tax payers switch to this payment method
	Increase proportion of residents signed up for self service.	Apr-18	By year end, almost 26% of households had signed up for self service	Self Service gives Council Tax and Business Rate account holders, benefit applicants and landlords the ability to access certain information digitally at their convenience instead of need to telephone or come into SBC offices.