

# **DRAFT Annual Report 2018/19**

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# 1. Foreword - Leader of the Council

Our Five Year Plan sets out a clear vision for the future of Slough as 'growing a place of opportunity and ambition'.

The Annual Report is an important document as it sets out the achievements during the past year towards delivering the objectives against our five key outcomes.

This has been the first full year of performance I have overseen since my election and the introduction of a new Cabinet on November 2017.

It was important to me and the organisation that we stabilised the Council and appointed a permanent Chief Executive and I was delighted that Josie Wragg joined us to take up this position in October 2018. She has been able to build on the solid work that our team of directors managed during the period when the Council was without a permanent Chief Executive and I would like to thank them for their hard work and dedication.

Key achievements during the last year included:

- The successful Ofsted inspection of children's services from inadequate to requires improvement to be good
- Significant progress with the integration of health and social care as part of the Frimley Integrated Care System
- Conclusion of the leisure programme with the opening of The Centre on Farnham Road
- Focussed work to deep clean the town centre and high street
- Housing – built around 850 new homes
- Setting a balanced budget for the next three years.

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

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

I would like to also thank our staff for the work they do every day to provide the quality of service to Slough and its communities.

[Photo]

Councillor James Swindlehurst  
Leader of the Council

## 2. Introduction - Chief Executive

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

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

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

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

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

The year ahead will see the start of transformation and indeed some of this has already begun – in particular the early decision to end our contract with Arvato and bring IT back in house.

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

[Photo]

Josie Wragg  
Chief Executive

### 3. Personal Stories

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

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

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

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

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

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

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

Trading Standards informed Gary to not carry out any work going forward and agreed with Mavis to discuss any future jobs being conducted. They also agreed

to contact Fire Safety services to arrange an urgent home safety visit. A multi-agency clean-up of the house took place, with Mavis' permission, involving Police, Adult Social Care, neighbours and the Royal Berkshire Fire and Rescue Service.

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

### 3- The Browns Project

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

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

### 4- Direct Payments for Carers

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

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

## **4. Performance against Outcomes**

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

#### **Early Help Hub and Family Services**

We've implemented a new Early Help Hub alongside our partners, to ensure a co-ordinated approach for early intervention and support, and the development of effective pathways for children, young people and their families. We also successfully bid for funding to provide training in reducing parental conflict.

#### **Literacy**

We have established parent workshops and demonstrations on how to read with your child at home, developed home reading bags and used our revamped Children's Centre gardens for storytelling sessions. This year St. Andrew's Way Children's Centre has been involved in an exciting project based on work by the National Literacy Trust and Reading University's Hello2you project. The project seeks to improve early literacy and language outcomes for children aged 3 to 5 years, better prepare them for learning in school, and increase parents' engagement with children's language and learning. There is a focus on the role of the outdoors, as children behave differently when outside and are more competent socially and emotionally. Data from April 2019 shows an increase in children at St Andrew's Way achieving 'as expected' in communication and language - up from 69% to 79% - and attainment in Literacy increased from 49% to 81%.

#### **Attainment**

2018/19 has seen excellent levels of educational attainment across all phases, with Slough outperforming national averages and our statistical neighbours. In summer 2018 the proportion of children achieving a 'Good' level of development at early years foundation stage was 74% (compared to 72% nationally). At Key Stage 2, 69% of pupils achieved the expected standard of reading, writing and maths (64% nationally) and 57% of pupils achieved grade 5 or above in English and Maths GCSEs (43% nationally).

#### **Schools**

This year we have continued the council's ambitious school places programme - a multi-million pound investment in primary and secondary school buildings, extensions and new schools. We have also launched The Link website - providing detailed information on schools in Slough, our approach to school improvements and the school effectiveness offer, as well as further information for professionals. This has proved an effective communication tool that is meaningful and engaging, that has been well-received by the education community.

#### **Safeguarding**

We have introduced a new online safeguarding tool to improve the capturing of data and have embedded best practice across our schools. We have received a 100% response and are now using this tool to conduct meaningful analysis of responses gathered and provide feedback to stakeholders.

### **Ofsted Inspection of Children's Services**

Significant progress has been made by Slough Children's Services Trust and Slough Borough Council in tackling deep-rooted problems. Following an Ofsted inspection which took place in January 2019, these services received the improved rating of 'requires improvement to be good', and the leadership teams at both the Trust and council have robust plans in place to ensure progress continues. The inspection found that the support received by children in Slough who need help, care and protection is much better than when the Trust was first set up in 2015.

### **Special Educational Needs and Disabilities (SEND)**

This year has seen 521 referrals into our SEND Information Advice and Support Service (SENDIASS), where families have received impartial support and advice for issues directly related to SEND. We have also opened a new SEND resource base with places for 60 students with education, health and care plans. The building includes 5 classrooms, 2 group rooms, a sensory room and a large entrance foyer that can also be used as a library area.

### **Youth Voice**

We have continued to build the support we provide to Slough Youth Parliament (SYP), which has gone from strength to strength in 2018/19. Slough saw a 95% turnout in the 2018 Make Your Mark Ballot - the second highest in the country. We've also collaborated to hold the Slough Youth Awards, highlighting the success of our young people, and supported the SYP's Women Leading Women event promoting equality for all, celebrating the achievements of Slough women and inspiring future generations.

### **Oral Health**

This year the council commissioned the 'Slough Healthy Smiles' project to upskill early years staff to be proficient in supervised tooth brushing and good oral health provision, delivering 39 information sessions amounting to a total of 176 hours worth of promotional activity. We have also been working with community dental practices in the Public Health England (PHE) 'Starting Well' initiative, supporting schools to supervise tooth brushing in Reception class and Year 1, and increasing the number of children and families using their local dentists.

### **Immunisations**

Working closely with the Berkshire Healthcare NHS Foundation Trust, we have supported the roll out of the annual flu programme to primary school children, helped promote the MMR 'mop up' programme and liaised with secondary schools to support the delivery of the HPV vaccine to 11 and 12 year olds. We also launched a new #IamVaccinated campaign to help overcome myths around vaccination through advertisements and engagement with schools.

## **Case study - Active movement**

### **Situation**

41% of children in Slough start secondary school overweight or obese. This is considerably higher than the national average of 34%. 67% of adult residents are overweight or obese, compared to the national average of 62%.

### **Action**

We commissioned 'Active Movement' in late 2017 as a pilot with 2 children centres, 5 primary schools and 2 secondary schools to explore how we could holistically engage with all pupils, teachers and their families to encourage life long learning of the importance of being physically active. The programme is designed to evolve with the children's own mobility, communication, education and maturity - and constantly changes to educate and inspire children to reduce their sedentary behaviour and increase low-level activity as part of their home and school life. Over the last year we re-commissioned Active Movement to deliver the same service in a further 18 primary schools, all 10 children centres, and to Slough Borough Council itself.

### **Impact**

Initial results from the pilot showed a significant impact on the 2 intervention schools - 44% of pupils increased physical activity levels outside of school. Waist circumference showed a statistically insignificant increase of 3.6% in the intervention schools compared to an increase of 19.8% in the control school.

In Chalvey Grove, the pilot for the children centres, there was a contribution to an 8% increase in children showing an expected level of progress in physical development compared with previous years and a 5.2% increase in the number of children showing expected levels of development in managing their feelings and behaviour.

Active Movement was only launched two years ago and has already reached over 10,000 pupils. We plan to commission the service across further early years sites in 2019, followed by offering the service to all secondary schools in September 2020.

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

### **Leisure Centres**

With the aim of getting more people more active, we opened to the public four flagship leisure facilities: Slough Ice Arena, Salt Hill Activity Centre, Langley Leisure Centre and The Centre. They provide facilities for a range of activities including swimming pools, ice-based fun and gym facilities. The new Salt Hill Activity Centre has a large soft play area for 6 months to 9 year olds.

### **Sports Facilities**

Our community and leisure team continue to deliver initiatives that encourage use of our parks, including introduction of cricket pitches. They have been also encouraging local groups and clubs to use our community sports stadium Arbour Park. In the past year, Arbour Park's rooms and pitches, managed by our building management team, were booked on over 1,600 occasions, generating an income of more than £180,000.

### **Green Gyms**

10 new green gyms have been built this last year and there are plans for more this coming year so that everyone can have access to a free gym in a park in their area of Slough. Slough now has a network of 16 green gyms. Three of our parks meet the international standard of quality for parks and green spaces and have been recognised again in July 2018 with Green Flag awards.

### **Active Slough**

We brought back the Family Fun Run and Slough Half Marathon, which took place in October 2018 after an 18-year absence. 752 and 287 people signed up to Slough Half Marathon and Family Fun Run respectively; despite bad weather conditions, 553 participants finished the Half Marathon. In addition, the Active Slough programme now offers over 100 sessions a week to people of all ages and abilities.

### **Allotments**

A new allotment site at Moray Drive has been built on derelict land to provide a place for people in the area to grow their own food. Moreover, new refurbished raised beds were installed at Cherry Orchard allotments site in May 2018 to help mobility-restricted plot holders grow their own produce. A new toddler play area is also planned for Upton Court Park to provide a place for families to meet and play.

**As a result of these interventions, there has been an increase in activity in Slough of 0.9%, according to the latest data published in March 2019. However, with only two full years of data it is too early to meaningfully review trends over time.**

## **Mental Health**

Over the year, the council, together with the Community Mental Health Team (CMHT), has been working towards engaging the local community in initiatives to support residents to become healthier and to better manage their own mental health care and support needs.

The council has worked hard to increase the number of people receiving direct payments, thus giving them more autonomy and control over the services they use and where they get them from. Last year, they managed to increase the number of people receiving direct payments across all care groups from 405 to 552, i.e. in excess of the target of 25%. This year, we have a target of 30% increase.

## **Enabling Town Slough**

The council and the CMHT have developed an innovative and comprehensive pathway ('The Pathway') for the residents of Slough by creating an 'Enabling Environment', which aspires to meet the needs of those requiring mental health services by developing a 'whole-town' concept. This also includes the #NotAlone campaign, which was launched in October to coincide with World Mental Health Day and was designed to transform residents' mental health and wellbeing. From the launch of both strategies, from October until December, we held local events which attracted over 640 people.

The Pathway has improved access to high-quality mental health care that is more integrated to other Slough services. The overriding focus is on prevention, earlier interventions and reducing inequalities in mental health care in Slough. The key to this approach is co-production and relational practice, which includes the following projects: Hope College, the psychologically led Assertive Stabilisation Team ('ASSiST') EMBRACE (Therapeutic Group Programme), Hope House supported living project, Peer Mentors and Social Prescribers, which work across health, social care, local supported living and voluntary sector providers.

The Pathway has been so successful that the Peer Mentors are now gaining employment within the system as Social Prescribers, and this has significantly improved the quality of mental health care in Slough. It has also allowed people to establish independence from crisis interventions and has considerably reduced the financial cost to both the council and NHS services. The creation of an in-patient discharge coordinator for Slough has allowed for more timely and appropriate discharge and improved quality of communication between Slough Counter Mental Health Team and in-patient services.

## **Hope College**

The council has also placed considerable focus on providing preventative mental health services, alongside reactive services. Hope College was formed in partnership with Berkshire Health Care Trust in 2015 to focus on asset-based conversations and increase use of personal budgets and direct payments. Hope College now offers 4 pathways for its' service users, which service users choose from, namely Recovery, Life-skills, Working towards Recovery and Peer Support.

Hope College has gone from strength to strength since launch, and it has run more than 127 different courses, completed 1,000 enrolments, trained 34 Peer Mentors

and Trail Blazers of whom 18 have gone on to volunteer in the community. It continues to focus on supporting more people to manage their mental health through the use of psychoeducation, and Peer Mentors utilising training and employment opportunities across Slough.

### **Mental Health Co-production**

The co-production and co-design, and then co-delivery across the system, enable people to take responsibility for their own mental health and wellbeing, rather than the system seeking to fix people which so often fails. The approach encourages people to find the support they need, including the ability to look after themselves, get on with their lives and take care of each other, with the potential to reduce loneliness and isolation, common determinants to poor mental health and wellbeing.

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

### **Suicide Prevention Strategy**

The council is involved in the Berkshire Suicide Prevention Strategy, with a view to reducing the incidents of suicide. The council takes an active role in working towards reducing suicide in key high-risk groups, tailoring approaches to improve mental health in specific areas, providing better information and support to those bereaved or affected by suicide, and to support the media in delivering sensitive approaches to suicide and suicidal behaviour.

### **Adult Social Care Co-production Network**

In March 2019, the new Adult Social Care Co-Production Network was launched, following a review of the previous Partnership Boards, in order to engage more deeply with local residents. The group is formed of 10 representatives from the community, and 8 staff from the council, Slough Clinical Commissioning Group (CCG) and Healthwatch. It aims to develop equal working partnerships between people with lived experience of the adult social care and support systems, and health and social care staff. It is about working together to ensure diverse views and ideas are considered during the design and running of social care services in Slough.

### **Health Checks**

NHS Health Check activity has not been as high as aimed for, so we are completing a deep dive to understand the issues better. In addition, a large scale research project, Health Beliefs, is currently underway to understand how Slough people perceive their health and their attitudes to improving it. Through a comprehensive programme of surveys and focus groups using existing community groups, the project will gain a granular understanding of our residents' beliefs and attitudes towards health, the barriers that our more challenged communities have in terms of improving their own health and understanding local examples of what is already working to improve health for individuals and the community. The project will focus on our key health inequalities.

### **Local Access Points**

This project will set up a Local Access Point (LAP) in each of the five Frimley localities to enable staff and organisations to jointly manage risk in order to prevent unnecessary admission in crisis. The intended outcomes of this will be to remove multiple referrals to agencies, stop people having to "tell their story more than once", reduce unnecessary hospital or care home admissions and make the best use of public resources.

### **Locality Teams**

Three social care operational teams are now working away from HQ and developing closer working relationships with partners.

### **Sale of Knives**

Trading Standards carried out 2 operations with Police in relation to the sale of knives to persons under 18. The 2 operations involved 17 visits to premises resulting in 3 sales of knives. All 3 of these traders are subject to a criminal investigation.

### **The Scams Initiative**

Last year, Slough Trading Standards carried out visits to 49 victims of mass marketing scams. The victims are made known to us through National Trading Standards, who have systems and agencies involved in the interception of mass mailing fraud. Invariably the victims of these types of fraud are vulnerable, have learning or capacity issues, are elderly or isolated or a combination of all. We did not only intercept the mail but also offered further support to each one of these victims, including a home fire safety inspection, opting into mail and telephone preference services and also directed to many providers of further support to vulnerable people.

### **Adult Safeguarding**

As a result of negotiations and engagement of partner agencies in Slough during 2018-19, we are developing a framework to support partners to work together to promote the safety of Slough residents. This encompasses safeguarding and protecting children and adults from abuse, neglect and criminal activities including exploitation. Informed by available local intelligence, national research and experience, partners have worked together to approach the current and emerging challenges to the safety of Slough residents.

## ***Case Study - Technology Pilot for People with Learning Disability***

### **Situation**

People with a learning disability are more likely to have additional health needs and are less likely to access health resources. It is also known that people with disabilities are more likely to be obese and have lower rates of physical activity than the general population. There is a need to create more opportunities for healthy eating, including enhancing cooking skills, shopping skills and budget management for those with disabilities, including learning disabilities.

### **Action**

In 2017, the Adult Social Care team successfully secured funding from The Department of Health and Social Care following a bid to pilot the use of technology to improve the lives of people with learning disabilities. The funding was used to purchase smartphones, tablets, Fitbits and software. 15 people with learning disabilities were trained over the past two years trained to use the technology to learn independent living skills and access services within the community. This included healthy eating, basic cooking skills and health and safety within the home.

### **Impact**

45% of the participants used the Fitbit to do more exercise, live a more active lifestyle and consequently felt fitter than before, and 55% felt more confident with engaging with the community and felt they had more friends. Moreover, 40% of the service users used the skills they had developed using the devices to access the internet for information on community activities and events.

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

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

### **Place Survey**

We conducted a Place Survey in October 2018. Headline results from more than 1,700 responses were received in March 2019. The full report and headlines will be presented at lead members and directors in the new municipal year and will be available online, with proposed projects based on the survey results. As a result of the survey, volunteers have come forward to form the Slough Town Association of Residents (STAR) groups, who will be able to provide the all important 'voice' of people living in the town centre and inform our future work.

### **Million Bulbs**

The Parks, Allotments and Open Spaces Service have planted well over 1 million bulbs 600,000 bulbs with the community in the parks and open spaces during the last year. Moreover, 200 trees have been planted throughout the parks and open spaces. Tulip trees have been planted in Upton Court Park to replace the diseased horse chestnuts and additional bulbs have been planted down the avenue.

### **Creating Strong and Attractive Neighbourhoods**

An officer workshop was run in June 2018 to identify the lead officers and teams. The council's community cohesion policy was presented at the People's Board in August. Building on the success of work undertaken in Manor Park, this initiative is now in planning stages of being rolled out to the following three areas: Trelawny Avenue, Foxborough (Social Housing) and Chalvey.

Following various discussion, the initiative is being extended and will include key partner agencies and be widened to include initiatives aimed at improving health and becoming strong, healthy and attractive communities. This allows us to seamlessly connect the work streams of the Five Year Plan outcomes 2 and 3. In addition we will also be taking into account economic prosperity as this plays a key role in the health and wellbeing within communities which links closely with outcome 5.

### **FGM & Domestic Abuse**

A specific area of joint working has been achieved through the quarterly Domestic Abuse delivery group meetings and the FGM Progression Group. Both have an action plan and a core multi agency working group supporting the agenda. In 2018/19, we trained 16 'Train the Trainers' from a wide range of multi agencies to develop and widen this remit during 2019/20.

### **Safer Slough Partnership**

The Safer Slough Partnership (SSP) published a violent Crime Strategy, with a focus on gangs and county lines drugs. It also worked with the Office of Police and Crime Commissioner to develop a Thames Valley Wide bid to the Early Intervention Youth Fund (Home Office). Thames Valley was successful in securing £822,000 over two years.

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

### **The Slough Brand**

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

### **Air Quality**

The Council adopted the Low Emission Strategy in September 2018. The strategy sets out 19 objectives to improve air quality in the town. We have been working with the taxi and private hire trade to support the use of more low emission licensed cars, and since May 2018 the number of low emission vehicles has increased from 75 to 188. Improved air quality impacts positively on people's health and so links the work we are delivering in outcomes 1 and 2.

### **Natural Environment**

We have been working with partners to improve our natural environment. For example, the River Scheme with WW, commissioning a green infrastructure assessment to help inform the local plan; and the Mayors 500 trees and the Parks and Open Spaces Team are planting over 100 trees, restoring the Salt Hill Rose gardens, planting a new herbaceous border and many other developments.

### **Modern Slavery**

In October 2018, Slough Borough Council launched, on behalf of the SSP, the Modern Slavery is Closer Than You Think campaign, a multi-channelled campaign aimed to raise awareness of modern slavery. A poster campaign was created and used throughout the borough to raise awareness and encourage people to call the Modern Slavery Helpline – which saw a 400% increase in calls.

This year, the SSP won the social impact category at the Outdoor Media Awards, for this campaign. The SSP plans to continue with the campaign and has been advertising on petrol pumps across the borough.

### **Food Safety**

Over a 12 month period, we delivered the food hygiene improvement project to poorly performing food businesses within the town centre (FHRS 2 or below). Tailored support was given to address areas of non-compliance, and an action plan was left with the business, then improvement and Food Hygiene Rating Scheme (FHRS) were assessed during the next routine food hygiene inspection. Overall, 17 businesses were invited to participate; 3 refused, and of the 14 premises that were included in the project, 64% improved their FHRS score. 50% are now 'broadly compliant' FHR 3 or above, with 33% are rated at a 4 and 11% achieving a FHR 5.

### **Street Cleansing**

Street cleansing activity is now recorded on Mayrise electronic scheduling / recording software. This has allowed us to respond quickly to emerging issues and re-blend work accordingly. Notably our Town Centre and our Chalvey Ward activity have been re-profiled at no overall increase in cost.

### **Controlling Migration Fund**

The Community Safety Team led a multi-agency bid to the controlling migration fund and secured £149,000 for the 2018/19 (year 1). The second year (2019/20) has not been released yet. This funding will provide another Roma Worker, Roma Youth Offending Team worker, funding for activities and English for Speakers of Other Languages (ESOL) classes.

### **Fly-Tipping**

Weighing technology has been retrofitted onto vehicles. Mayrise handheld technology allows instant reporting and opening/closing of actions to be recorded. History is now being accumulated through use of the systems above which aids decision making. The cost for Bulk Waste Collection has now reduced to £5 per item; minimum 3 items (£15), maximum 7 items (£35). Previously it was £30.75 for up to 5 items. Payment for these collections can now be done by credit card over the phone which saves residents having to come to the Chalvey office to pay by either cash or cheque.

### **Anti-Social Behaviour**

We continue to work with our community to tackle anti-social behaviour, including installing gates, railings and fencing where this is required. This year, we completed both Lynch Hill Target hardening work to address the motorcycles issue and Tomlin Road / Whittaker Road alley gate installation. Gateway Site inspections assure us that streets are generally maintained to a high standard of cleanliness.

### **Hate Crime**

Hate crime has been reviewed by the Safer Slough Partnership. The findings are that, while the figures are high, when the cases are reviewed, the majority of the reporting sits within a secondary element of the offence – such as a parking dispute or road traffic accident where during the event a name had been used. It was noted that it was good that these are being reported to the Police and that the Police reviewed these daily.

### **Prevent**

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

## ***Case Study - Clean, Safe, Vibrant***

### **Situation**

Areas of the high street and along routes into Slough town centre were not looked after and there was a build up of rubbish and litter. Whilst the council has a spec in place to litter pick, we were not able to run any promotional campaigns to effect behavioural change and encourage people into taking more responsibility for the cleanliness of their town centre by fully using the litter bins provided. Moreover, some homeless people had put up tents in the unused ground between The Curve and the iconic building housing our library and arts/community centre.

### **Action**

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

### **Impact**

There are now 3 dedicated officers in Town Centre patrols. A 9 day cleaning programme of Town Centre took place, where we removed 15 fly tips, removed fly posters and enhanced cleaning of alleyways. Slough Outreach supported our work by organising a litter pick in July 2018. A more co-ordinated events programme was also created, where events were published in one central location, with 10 large posters promoting them. In addition to flower baskets, 20 geranium balls were placed near the Curve and in the High Street pedestrian area, 31 new lamp column banners were designed and installed and 33 lamp columns were painted back, and all other signs painted or left as chrome, enhancing the look of the area.

As part of the Great British Spring Clean Campaign, 3 clean ups took place; two by Jubilee River and one in Cippenham Green. In total, 63 sacks of waste were collected in 6 hours.

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

## **Outcome 4: Our residents will live in good quality homes**

### **Homelessness**

The number of households in temporary accommodation decreased from 464 to 409 at the end of the year. Nonetheless, the demand for temporary accommodation remains high with the number of approaches to the Council under the Homeless Reduction Act averaging at 138 households per month (Apr 2018 - Mar 2019 average).

### **Houses in Multiple Occupation**

The number of licenced mandatory Houses in Multiple Occupation (HMOs) increased from 74 in March 2018 to 101 in March 2019. The numbers of both Licensed HMOs and applications made following were far lower than expected. Therefore, we intend to run a sustained publicity campaign in relation to property licensing once we launch the new Online App in June 2019.

### **Affordable Housing**

We invested our 2018-19 allocation of £18 million and £7m of our 2019/20's in buying homes to increase the supply of genuinely affordable housing for Slough families. 67 units have been bought and of these 29 have been let so far. The others are having works carried out to them. There are currently 10 properties under offer. At the end of December 2018, construction had started for 81 affordable homes.

### **Slough canal Basin Development**

We also have plans for a residential development of around 240 new homes, situated adjacent to the Slough Canal Basin, with construction anticipated to commence around the end of 2019. The new homes will be of mixed tenure and set within large areas of open space, with walkways from the development to the canal incorporated throughout, encouraging active use of the water, and the broader area will be enhanced with large areas of public realm.

### **Buybacks**

In addition to the work to build new homes, we will also continue with our policy of buying back properties from leaseholders. We had a target of 12 buybacks this year. This year, there have been 27 Right To Buy (RTB) sales; 5 viable buybacks were identified for acquisition and have been completed.

### **Building More and Better Homes**

861 new dwellings were built in 2017/18, but 15 were lost through demolitions and changes of use; net completions were, therefore, 846. At the end of March 2018 there were 865 new dwellings already under construction in Slough. Planning permission was in place for a further 1,140 homes although construction of these had not commenced.

The Housing Development and Contracts Service has identified 511 new dwellings for development on former garage sites to be delivered over next 3 year period. We are currently establishing the feasibility of building bungalows, accommodation for young persons supported by the children's trust and family houses for these sites. The team is in process of planning applications on 4 sites, pre-planning applications on 17 garage sites and design and dialogue with planners on 19 other garage sites.

### **Chalvey Regeneration**

We are planning to transform the site currently occupied by Tower and Ashbourne Houses to provide new high-quality social homes. Our housing development and contract team are in dialogue with key health provider to deliver a 60 bed extra care scheme. The team is also reviewing options to remodel social housing sites within Chalvey so as to update and enhance a number of sites that would add value to the community through refurbishment or renewal.

### **Council Housing Maintenance**

We committed £17 million to target substantive investment: replacement of 600 energy efficient boilers, 100 new bathrooms, 90 new kitchens, 250 new individual entrance doors, 220 properties having new energy efficient double glazed windows, 200 pre 1940s houses having new roofs (including enhanced insulation), fire risk works to flatted blocks, refurbishment of Broom House and Poplar House, works to garage sites to address ASB, create spaces and improvements to parking.

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## ***Case Study - Rough Sleepers' Initiative (RSi)***

### **Situation**

Following a successful bid for rough sleeper support money in July 2018, the council were awarded £260,000 for 2018/19. The grant was to reduce the number of people rough sleeping in Slough. The official rough sleeper count was previously 29 and this year's count was 27.

### **Action**

An RSi Co-ordinator and two Outreach Workers were appointed and tasked with bringing together a Rough Sleeper Partnership and creating a Rough Sleeper Charter for willing agencies to sign up to. The Slough Night Shelter opened in December 2018 and was due to be closed at the end of March 2019. However, this was extended for a month. This was the first time Slough had its own building for the night shelter. Moreover, the London and Slough Run opened a night shelter in January 2019 and, therefore, there was adequate provision for the first time in a long time.

### **Impact**

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

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

### **Employment and Skills**

We experienced the successful launch of the Building Better Opportunities (BBO) project. The aim of the BBO project is to increase employment rates for those that are economically inactive or unemployed over the age of 25. The project was launched on time, and we are working with five core partners to deliver it, namely; Ways in to Work, Slough Refugee Support, WEA, Get Berkshire Active and Destiny's Support.

We are continuously meeting the targets set by the funders, Big Lottery Community Fund/European Social Fund. Due to our success, an extension to the BBO project has been issued until 2022. Furthermore, we have been offered an additional £870,000 of external funding to assist with delivering the project.

### **Sustainable Infrastructure**

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

We obtained full planning approval for a permanent home in central Chalvey for Grove Academy which is temporarily located on the former Thames Valley University (TVU) site. We also created the opportunity to invest in a hotel on the old library site.

In addition to this, we improved our sustainable housing infrastructure by approving a final draft lease and plans to facilitate tenants obtaining finance to convert the upper parts to apartments and upgrade the external elevation. Furthermore, we determined planning applications of identified sites, ensuring high quality housing is delivered swiftly.

### **Strengthening Business Relationships**

We have taken several steps to strengthen our relationship with businesses. Our efforts included attending MIPIM in Cannes, France, and the London Real Estate Forum (LREF) to attract investors and occupiers to our borough, promoting Slough as a perfect location choice for business investment. We have also established the town centre stakeholder group which is made up of a variety of partners that aim to collectively attract businesses into the borough.

### **Heathrow Expansion**

To ensure the best outcomes for Slough as a result of the Heathrow expansion, we are working with the Heathrow Strategic Planning Group (HSPG) to inform and influence the draft Development Consent Order (DCO) application. We are also members of the HSPG sub-group of economy and skills which outline the requirements of jobs and training that are needed for an expanded Heathrow airport. Furthermore, we input into the Joint Evidence Base and Infrastructure Study for Heathrow.

**Transport**

Slough has expanded the cycle hire scheme to 17 docks placed strategically across the borough. Two are yet to go live, after which the entire scheme will be promoted and incentivised. There have been over 7,248 hires since the scheme went live, equating to 34 uses per day.

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## **Case study - The SMaRT Scheme**

### **Situation**

The A4 Slough Mass Rapid Transit ('SMaRT') scheme is a programme of works to improve the A4 public transport corridor to enable dedicated bus lanes along its length.

### **Action**

Highway construction works for Phase 1 (Slough Trading Estate to Slough Railway station) have been completed. The A4 has been widened at key points, and service roads utilised as bus lanes, to provide a bus service that is quicker, more frequent and more reliable. Through reducing congestion, the scheme also aims to improve the daily journeys of the 20,000 plus vehicles that use this stretch of road.

The council introduced an electric bus route on the A4 Slough Mass Rapid Transit ('SMaRT') dedicated bus lane, and has partnered with Thames Valley Buses to trial the first fully electric bus. The state-of-the-art electric bus has been operating from the Slough depot along the Green Line 703 service.

### **Impact**

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

A pilot is underway in collaboration with the businesses for free travel for Slough residents in the off peak period.

## 5. Budget

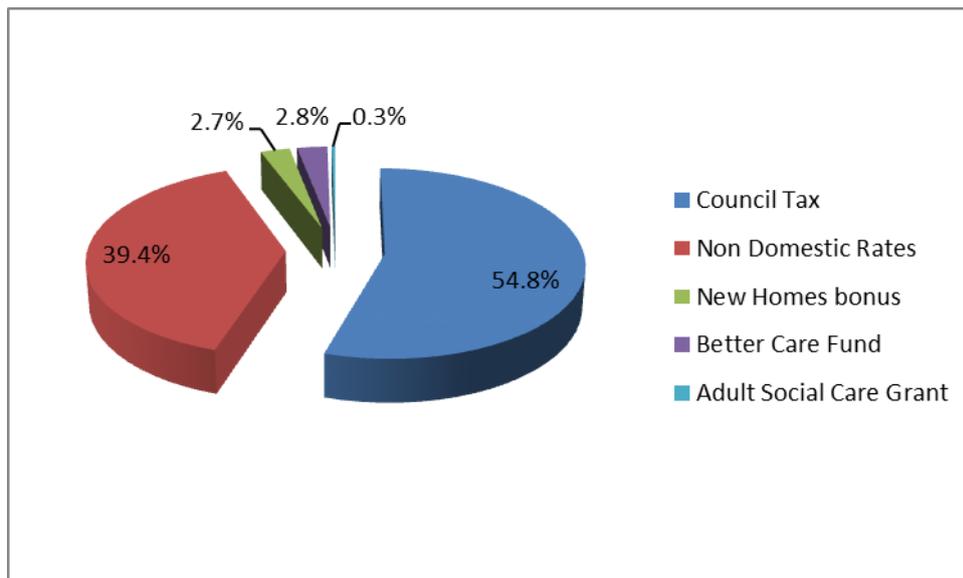
The council had a net overspend of £0.051m for the 2018/19 financial year. This position is summarised in the table below:

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

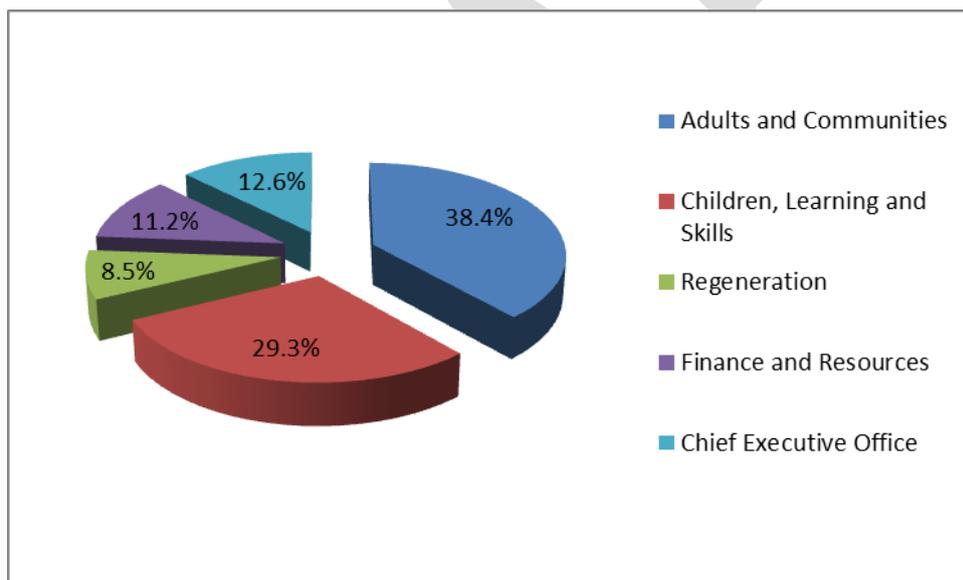
<b>% of revenue budget over</b>	<b>0.05%</b>
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The graphs below highlight where the Council has received income from for 2018-19 and where the gross expenditure to deliver services is.

Graph 2.1: Key income streams



Graph 2.2: Net expenditure on General Fund Council Services



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

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

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

## 6. Performance Scorecard - latest available data

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

	Percentage of 16 to 17 year olds not in education, employment or training (NEETs)	Oct-18	Local NEET rate well below the national average of 6.0%  Slough 3.2% (2017/18)	Slough's 2018 combined NEETs rate was 3.2%, which is better than the target of 4%. This consists of 2.3% NEET rate and 0.9% for 'activity not known'. The council will continue to work with local schools, colleges, businesses and neighbouring local authorities to ensure a range of education, employment and training opportunities are available for all our young people.
2 Our people will be healthier and manage their own care needs	Number of adults managing their care and support via a direct payment	May-19	Increased from 405 clients and carers at the end of Mar-18 to 552 at the end of Mar-19  (265 clients + 287 carers)	The number of service users and carers supported through direct payments continues to rise. We have implemented a new system of prepayment cards which is making direct payments easier to manage and use. Guidance has been issued to staff to support direct payments as the default position when providing service.
	Uptake of targeted health check The percentage of the eligible population aged 40-74 who received a NHS Health Check	Jul-19	Increased from 7.3% for 2017/18 to 7.9% for 2018/19	The council will work with the local Clinical Commissioning Group (CCG) to increase the offer of health checks to targeted individuals alongside the CardioWellness4Slough programme.
	Number of people inactive The percentage of people aged 16 and over who do not participate in at least 30 minutes of sport at moderate intensity at least once a week	May-19	Local inactivity rate higher than the national average  (Slough 35.9%; National 25.1%)	Physical inactivity is closely linked with a number of factors including deprivation and poor physical and mental health. Active Slough is working to target communities and individuals where high levels of inactivity are prevalent, enabling opportunities for great participation.

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

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

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