

# **Slough Borough Council**

## **Strategic Plan**

**Final draft version (last updated 01.04.2009)**

## Slough Borough Council's: Strategic Plan

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## 1. Message from the Leader of the Council

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**“People are proud to live in Slough where diversity is celebrated and where residents can enjoy fulfilling, prosperous and healthy lives”**

This is your vision and our vision for Slough in 20 years’ time. This Strategic Plan sets out what we, the council, will do to make sure this is fulfilled.

Slough’s Sustainable Community Strategy, “Proud to be Slough”, sets out the long-term vision for our town and explains how, together with our partners, we are all working to improve the lives of all of you who live, work, learn and play in Slough. This plan tells you how the council is contributing to this. It explains about our key priorities in delivering services and in working more effectively as an organisation. The plan runs from now until 2011.

We want to make you proud of Slough and what it represents. Essential in achieving this is that we keep listening to all of you and that we make sure we act on the information you give us. We will feed back to you so that you can see how we have acted as a result of your views. We want you to continue to get involved in shaping the services that we deliver so that they meet your needs. If you want to take action yourself, as part of a group of residents or of the community, we will support you to do this wherever possible.

As councillors, we represent all of Slough’s communities and we care about the life chances of all our residents, especially our children and young people. We are pleased to say that Slough Borough Council has been named as one of the top 20 most improved local authorities in England. We have had a 22.5% increase of pupils attaining five A\* to C grade GCSEs, including English and Maths, over the last decade.

Many other things are also going really well – we are officially rated as a ‘good’ council, our adult social care service has maintained its 3 star ‘excellent’ rating for overall performance for the fourth year running, recycling has increased, we have more community wardens, and there are many more improvements that have been made.

Slough Borough Council will continue to deliver better outcomes and to try and exceed your expectations. I, and my fellow councillors, want to ensure Slough Borough Council delivers the services that you want, delivers them to a higher standard and improves your quality of life. Please let us know how we are doing.

**Cllr Rob Anderson, Leader Slough Borough Council**

## 2. Introduction from the Chief Executive

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This is an exciting time for Slough Borough Council. We have worked with our partners to develop and agree a Local Area Agreement (LAA) which sets out what we are doing over three years to deliver our longer twenty-year vision set out in the Sustainable Community Strategy (SCS). We have also agreed the main changes that we will be making to the council to make sure we work as efficiently as possible. We have adopted “Proud to be Slough” – a campaign to improve the reputation of the town and increase levels of local pride so that residents and businesses feel ‘Proud to be Slough’.

Our overall focus is to improve outcomes for local communities and we have agreed new priorities based on what you have been telling us is important. We continue to concentrate on improving our services – we know which services are most important to you and are pleased to say that these are the services you are most satisfied with.

We have transformed as a council, having been through a major reorganisation, with a new structure from 1<sup>st</sup> September 2008. As well as the support services that are needed to make any organisation work, we have three directorates providing highly targeted frontline services to residents, businesses and other service users.

Working in partnership has become even more important and we have been working hard to make sure that our Local Strategic Partnership (LSP) is effective so that public resources are spent in the most beneficial way for our residents. The LSP brings together partners from the public sector (like the Thames Valley Police and Berkshire East Primary Care Trust), from the private sector (businesses) and the voluntary and community sector (including voluntary and community groups). The LSP provides direction for the town, making sure that we are all working to the same goals, and encourages a wide range of people to get involved.

There are many challenges facing us arising from the changing needs of our communities, as well as from changes coming from central government. We have to be flexible and responsive in order to meet these challenges and deliver the improvements needed.

Some of challenges we are dealing with are:

- **Supporting Slough during the recession** – We will offer all the help we can to assist local communities vulnerable to the recession. We have set up an Economic Taskforce to assess the impact on our communities and agree how we can best support you. We have launched a ‘Credit Crunch’ booklet explaining the advice, guidance and support available to local communities to manage issues to do with debt, employment, housing and benefits. We are continually monitoring the situation in Slough as we know our services need to be responsive;
- **Responding to community needs** – It is essential that we get better at understanding our communities and at listening to local people, including children and young people. And we need to get better at using what we have been told to shape our priorities and services. We are putting lots of work into improving our consultation, using the information you give us and offering more and different opportunities for you to get involved;
- **Safeguarding vulnerable people** – We take our responsibilities to protect and promote the welfare of vulnerable adults and children very seriously. We are reviewing the arrangements that we have in place to safeguard vulnerable children and adults. We need to ensure that we are maintaining the excellent inter-agency arrangements that we have for safeguarding children and adults at risk;

- **Responding to climate change** - We recognise that we need to act now to protect residents from the dangers of climate change and adapt our services to take account of the heat waves, droughts, winter storms and flooding which are virtually inevitable. To meet these challenges we are working with our partners to identify the threats, impacts and opportunities that climate change represents. We have made a good start in managing and reducing the carbon dioxide emissions that result from our own services and have set ourselves ambitious goals aiming to reduce our greenhouse gas emissions by 20% by 2028;
- **Providing value for money** – Managing our limited finances presents an important challenge as we are being asked to deliver high quality services within a tight budget. This requires us to be more efficient and innovative as well as continuing to improve and to make the most of our resources to deliver what our residents want; and
- **New External inspections** – The new Comprehensive Area Assessment (CAA) means that we have to demonstrate how we are delivering better results for local people and are offering value for money. There is a stronger focus on better outcomes – on getting results on the ground. This is clearly something that we work towards on an ongoing basis and this new inspection process reinforces this.

I hope you find this document both informative and useful. Slough Borough Council needs to continually evolve responding to the needs of residents, of children and young people, of businesses and of visitors. As the custodian of public money and services, and ultimately responsible for the future of Slough, the council is accountable to the people of Slough. I welcome your views and any comments you may like to make.

**Ruth Bagley, Chief Executive, Slough Borough Council**

### 3. About this plan

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This Strategic Plan runs from 2009-2011 and shows how the political direction of the council's administration (councillors) combines with the long term vision for the town. It sets out medium term council priorities. The plan explains how we are organised, our priorities, how we are improving the way we work and how we pay for our activities. Our Strategic Plan will normally cover a 3 year period. This version of the plan runs for 2 years (2009-2011) to bring it into line with our planning cycle. This is so that we can plan and allocate resources more effectively. The plan will be updated each year.

The Strategic Plan is an important part of how we manage our performance, linking the council's vision and priorities into the everyday activities of our staff. It sets out our 5 key priorities and explains what we are doing to ensure the organisation works more effectively so that our services can make a difference. Our service plans, which guide our day to day activity, link into this plan.

The Strategic Plan explains the council's role in "*Proud to be Slough – Slough's Sustainable Community Strategy*" – which sets out 20 year long-term vision. This vision sets out what it will be like to live, work, play, learn and do business in Slough in 2030. It is based on your priorities and addresses your concerns. We work towards this in partnership with other agencies and organisations and in partnership with local communities.

This strategy forms part of a pyramid of plans and strategies that are aligned with each other.

- **Proud to be Slough - Sustainable Community Strategy** contains the vision and long term priorities for Slough shared by the council and partners.
- **Local Area Agreement** contains the 3 year priorities for action that contribute towards achieving the *Proud to be Slough* vision for all partners. Every 3 years we check that the things in our vision are still important and set ourselves new priorities for the next 3 years.
- **The Strategic Plan** sets out the way that the council, through providing services, contributes to the vision and long term priorities.
- **Service plans** set out the direction for each service over the coming year and show how each service contributes towards the achievement of the council's priorities. They set out the key actions, goals and risks.
- **Individual plans** translate service plans into individual performance objectives for every member of the council's staff.

This Strategic Plan is one of several key documents that we will be publishing;

- **The Annual Report** - to be published in early summer each year, which will look back on progress during the previous year and report on the performance of our services against national and local performance indicators. It will show our performance at the end of the year and give budget information for the following year;
- **The Annual Consultation Report** – this will summarise the main findings from consultation and research and how we are changing what we do as a result; and
- **The Medium Term Financial Strategy** (MTFS) – this will explain about the resources we need to meet our priorities and how we allocate them.

## 4. About Slough

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The borough of Slough is a geographically compact urban area surrounded by green space – at 32.52 square kilometres it is one of the smallest unitary councils in the UK.

Slough is estimated to have a population of about 120,100 (Office of National Statistics 2008). Like many local authorities throughout the country, we believe that these population figures have been underestimated and that we are providing services to meet the needs of a far larger (and more diverse) population.

Slough is multicultural: about 40% of our residents are from a Black, Asian or Minority Ethnic (BAME) background. Over 50 different first languages are spoken and the town has relatively high proportions of Sikh, Muslim, Hindu and Polish residents.

Different areas of Slough have very different characteristics. The wards of Foxborough, Chalvey and Britwell are some of the most deprived in the country. Langley St Mary's and Cippenham Meadows are some of the least deprived wards nationally.

There are noticeable health inequalities in Slough with the life expectancy of local people being up to three years lower than the regional average. There are high levels of diabetes, coronary heart disease and mental illness.

Slough has a young population with a higher than average number of young people and those of working age. Thirteen per cent of people are of pensionable age and this is much lower than the regional or national averages of around 19 per cent.

There has been a widening gap between the skills needed in the work place and those available in the local population. This is reflected in the average weekly salary of workers in Slough of £564 compared to the actual average salary of residents of only £460.

The economic downturn has had an impact in Slough. Unemployment levels are increasing. During 2008, more people have been claiming Job Seekers Allowance. There has been a steady increase in claims made for Housing Benefit. There has been a steady decline in the number of visitors to the town centre and some retail stores have closed. The Citizens Advice Bureau (CAB) has seen a higher than average number of people wanting advice and support to manage mortgage repossessions, rent arrears and an increase in utility bills.

Slough continues to be an economic hub, despite the recession, with a strong culture of enterprise and entrepreneurship. A recent economic assessment reports that the economy of Slough contributes close to £7.5 billion to the national Gross Domestic Product and up to £700 million of manufacturing output. This makes Slough the third most productive town outside of London.

## 5. Our performance in 2008/9

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As a council we receive 3 main kinds of feedback about how we are performing – from residents, from external bodies that make judgements about our performance and through our achievements – including awards that we win.

### **What our residents say.**

In our most recent Attitude Survey (face to face interviews with 1575 residents) residents told us that:

- Satisfaction with the council continues to increase;
- The way we run things have stayed the same – not got better or worse;
- Half of respondents think that the council offers value for money;
- Satisfaction with Slough as a place to live is 74% and with their neighbourhoods is 82% but a quarter of people think their neighbourhood has got worse over the last 3 years;
- Satisfaction with the High Street as a place to visit is low;
- A low level of crime is most important in making Slough a good place to live and health services are becoming more important;
- 38% of respondents said that making improvements in the level of crime is important and activities for teenagers (26%) and the cleanliness of the streets (22%) are also important;
- Recycling facilities by kerbside collection and local public transport are the most important services;
- Satisfaction with waste and refuse collection is high and dissatisfaction is highest with facilities for young people; and
- Things are not the same in all parts of Slough – some areas are more satisfied with things than others.

### **What external feedback has told us.**

In March 2009 the council was rated as ‘good’ by the Audit Commission’s Comprehensive Performance Assessment (CPA), achieving 3 stars out of a possible 4. This means that we are now in the top 30% of councils in the country. We have continued to demonstrate improvement and were judged as improving ‘adequately’.

The Audit Commission said

*‘Slough Borough Council is improving adequately and is now much better placed to deliver improvements in future. It has maintained high standards in education. Outcomes in social care are excellent. Some poorer performing services have improved, including benefits, transport and housing. Customer services are better. Slough’s increasingly diverse community gets on well together. Recycling rates have recently started to noticeably increase. The council is actively addressing community safety issues but this is not yet reflected in good performance.*

*Improvement has not always progressed as planned and has not been as fast as other councils in the past year. However, the council has reorganised the way it works, strengthened dialogue with local people and is investing in areas that are important to them. It is developing better plans and investing in systems to support service delivery.*



*The council provides good value for money even though available estimates of migrant numbers for calculating the population, upon which its funding is based, are acknowledged to be inadequate. Opportunities to significantly improve value for money through partnership working are actively being pursued.'*

Along with all other councils we have been scored against various parts of our work on a basis of 1-4, with 1 being the lowest and 4 the highest.

|                                                                                                                                                                                                                                               | 2007 | 2008 |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|------|
| <b>Use of resources</b> – the way we manage our money                                                                                                                                                                                         | 3    | 3    |
| <b>Benefits</b> – the councils performance in benefit services                                                                                                                                                                                | 3    | 4    |
| <b>Children and Young People</b> - the council's performance in providing children's services, such as children's education and social care.                                                                                                  | 3    | 3    |
| <b>Culture</b> - the council's performance in services, such as libraries and leisure                                                                                                                                                         | 2    | 2    |
| <b>Environment</b> - the council's performance in services, such as transport, planning and waste.                                                                                                                                            | 3    | 3    |
| <b>Housing</b> - the council's performance in community housing and, where applicable, housing management services                                                                                                                            | 1    | 3    |
| <b>Social care (adults)</b> - the council's performance in adult social care services.                                                                                                                                                        | 3    | 4    |
| <b>Corporate Assessment</b> - what the council, together with its partners, is trying to achieve; what the capacity of the council, including its work with partners, is to deliver what it is trying to achieve; and what has been achieved. | 3    | 3    |

## **Our achievements and awards.**

We have achieved a lot over the last year. More details are given in Appendix A.

A selection of our achievements follows:

- Teenage pregnancy rates are now decreasing faster than the national average (we had the 5<sup>th</sup> best reduction nationally in 2006);
- More people from all ethnic backgrounds are employed by the council - Black and Minority Ethnic representation in employment is now 36% which reflects the current BME population in Slough;
- New sports initiatives have been introduced to encourage people of different ages to try a new sport and develop an active lifestyle;
- 654 homes have received investment to bring them up to the Decent Homes Standard;
- The amount recycled increased by 30% during November 2008. The amount of waste sent to landfill reduced by a massive 350 tonnes for the month;
- Slough is 1 of only 8 authorities in the south east to achieve its 3 year crime reduction targets;
- 1300 free burglar alarms have been installed in older and vulnerable people homes;
- We have been awarded level 3 of the Equalities Standard for local government which shows that we routinely consider equality needs in providing services and that we are well prepared to meet the needs of our diverse communities;and
- An external assessment shows that the services we provide to safeguard young and vulnerable are effective.

*section on achievements will be further updated*

We know that we are doing well when we win awards for the services we provide and the projects we lead. This year we have received:

- 2 Silver Green Apple awards recognising the good work we do to promote a cleaner greener Slough in our Big Green Day Out and another for Environmental best practice;
- Most improved transport authority of the year (2008);
- A council employee was awarded 'Officer of the year' for the Energy Care scheme which insulated record numbers of domestic properties, mainly at zero cost;
- The Guardian award for Housing - won by the Slough Home Improvement Agency;
- Local Authority website of the year award from the Good Communication Awards;
- CIPR Best newspaper or Magazine gold award for the Citizen our residents' newspaper;
- Health and Safety ROSPA (Royal Society for the Prevention of Accidents) award commended for Public Service and Government Sector;
- The Slough Home Improvement Agency has been named agency of the year 2008 for its high quality of work in the homes of elderly, disabled and low-income residents; and
- MyCouncil has been named as one of the top 50 call centres in the UK. They also won an award recognising the improvements made to customer services.

## 6. Our Priorities

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A Vision of Slough - 20 years from now

*“People are proud to live in Slough where diversity is celebrated and where residents can enjoy fulfilling, prosperous and healthy lives”*

Our vision for Slough is shared with our public, private, voluntary and community sector partners. This vision was developed after the council and its partners spent nearly a year talking to local people, public, private and voluntary sector agencies to identify and agree our long term vision and ambitions for the future. There are 5 priorities supporting that vision that everyone in Slough will be working towards. These have been adopted by the council.



In working towards achieving these priorities we, together with our partners, will help to create a sense of pride around Slough and a place where people want to live, work, learn, visit, and do business now and in the future.

The sections that follow give some more information about each of these priorities. Our Local Area Agreement lists these priorities and that the actions being taken by us and by our partners to achieve the targets we have set. Appendix D lists the 3-year targets from our Local Area Agreement.

## **6.1 Cohesive Communities – Celebrating Diversity**

Slough has enjoyed good relations amongst its various communities and we want to build on this and ensure that the diversity which characterizes Slough is recognised and celebrated. Our goal is a town where all communities, irrespective of background, have a chance to succeed and prosper and where they have an equal stake in shaping the future direction of the town.

Slough has always been an area that has welcomed new communities and now has a diverse population in terms of ethnicity.

Over the last 10 years we have made significant progress in narrowing the gap across many types of inequality. For example, the number Black and Minority Ethnic (BME) people in employment within the council has increased from 8% ten years ago to 36% today. This now reflects the current BME population for Slough.

Closing the gaps in educational attainment is a key priority. Targeted interventions and support for school pupils has led to considerable improvement for under-achieving groups across key stages.

The proportion of people who get along with people from different ethnic backgrounds has improved across all ages, ethnic groups and most wards – our Attitude Survey shows that 82% of all respondents believe people of different backgrounds get on well together; for young people aged 16-19 the percentage is even higher at 91%. This is despite negative national media relating to new migration and its impact.

### **What you have told us:**

- You want to live in a town that celebrates its diversity;
- You want a strong sense of pride in your community which promotes a feeling of public ownership of shared spaces and a sense of belonging to bring people together; and
- You want to live in a town that is inclusive which provides accessible services and support, particularly for the vulnerable, elderly, children and young people.

### **Our targets:**

Our 3 year targets set to measure progress towards our long term priorities are included in our Local Area Agreement. The council takes the lead in:

- Increasing the percentage of people who believe people from different backgrounds get along well together in their local area;
- Building resilience to violent extremism – strengthening communities so that they can resist all forms of extremism;
- Ensuring everyone is treated fairly by local services; and
- Increasing overall satisfaction with the local area.

## **Our actions:**

Some of the main things we will be doing during the time this plan covers to help achieve our targets are:

- Developing better strategic information to make sure that we understand the issues and making sure that we use this information to target what we do where we can make most difference;
- Holding the Annual Diversity Conference which brings together agencies that provide services to agree a common approach to making changes;
- Developing and rolling out our approach to neighbourhood working - a new way of working that brings together a wide range of people who are already delivering services, like the Police, Health, the council, the voluntary and community sector and Parish Councils, so that they can work together in a more co-ordinated way. It involves everyone working together with residents in a neighbourhood to improve quality of life by supporting active communities, ensuring that services work together and are more responsive to people's needs;
- Working with the Muslim community to establish a dedicated Youth Forum, a Council and researchers;
- Running a Women's Leadership programme with Aurat Enterprise and the Pakistani Welfare Association;
- Assessing how our services are delivered to different groups so that we can make the necessary changes if any of our services are affecting some groups of people more than others; and
- Reviewing our employee equalities training so that we can support our staff in treating everyone fairly.

## 6.2 Health and Wellbeing – adding years to life and life to years

We want Slough to have one of the healthiest communities in the country with the building blocks in place to support and encourage people to improve their health and lifestyles.

Various factors affect the health of Slough's population including the impact of the urban environment, poor quality housing (both public and private sector), and the presence of large industrial estates, traffic congestion and Slough's proximity to Heathrow.

Slough is home to a variety of different communities, each of whom brings unique health challenges. Circulatory diseases (coronary heart disease and strokes) are the largest cause of death in Slough, closely followed by all cancers. Diabetes is a major health problem and is particularly common in the Asian communities.

The percentage of households in Slough with one or more persons living with a limiting long-term disability is 14% (2001 Census), a relatively high percentage when compared to the South East. This particularly affects the working age population in some of our wards such as Foxborough, Baylis and Stoke and Chalvey. Poor health is strongly related to poverty and according to the Berkshire East Primary Care Trust Annual Report approximately 5,800 children are living in low income households in the borough.

### What you have told us:

- You want easy, affordable and fair access to quality health services that focus on your needs;
- You want activities for the elderly and vulnerable;
- You want greater mental health awareness; and
- You want to be provided with high quality recreation facilities.

### Our Targets:

Our 3 year targets set to measure progress towards our long term priorities are included in our Local Area Agreement. The council takes the lead in:

- Increasing adult participation in sport;
- Increasing opportunities for children and young people to take part in high quality PE and sport;
- Promoting the emotional health of children;
- Increasing the number of adults, older people and carers who access their support via a Direct Payment and/or an Individual Budget. This gives them greater flexibility in how support is provided and ensures that their support package is directly responsive to individual needs and wishes;
- Increasing the number of carers receiving a specific carer's service, information or advice. Support for carers is a key part of supporting vulnerable people and also enables carers to continue with their lives, families and work;
- Delivering more affordable homes;
- Tackling fuel poverty; and

- Ensuring that services respond quickly when a child is thought to be at risk of serious harm by increasing the percentage of initial assessments completed within 7 working days.

## **Our actions**

Some of the main things we will be doing during the time this plan covers are:

- Running a range of fitness activities that meet the needs of different communities including seated exercise classes, women only physical activity sessions (yoga, keep fit, badminton, netball, football in community settings), elderly People's Tai Chi Classes, activities targeting adults with disability, healthy walking programmes and weight management projects;
- Encouraging Youth Support Workers for Substance Misuse and Sexual Health to provide information and support to parents, carers and professionals in relation to substance and alcohol misuse, sexual health and teenage pregnancy;
- Giving extra help and treatment to young people experiencing significant harm from their substance/alcohol misuse;
- Promoting infant mental health by health visiting and school nursing supporting mothers with postnatal depression and providing support for young people at school drop-ins;
- Running multi sport sessions after school & on Saturday mornings, and holiday camps for children aged 4-12 years;
- Maintaining the '5 Hour Offer' - 5 Hour Children & Young People's Sports Offer, extra activities initiative;
- Working with service user and carer groups to increase awareness and uptake of self directed support;
- Continuing to support carers' organisations; and
- Making sure that carers are aware of their entitlement to receive an assessment of their support needs.

### **6.3 Community safety - Being Safe, Feeling Safe**

Since 2004 crime has been coming down in Slough. People's perception of crime in Slough is higher than the actual levels of crime. Today, only 5% of people feel unsafe in Slough in the daytime (compared with 12% in 2006). However 41% feel safe outside in Slough after dark, compared to 29% in 2006 (Annual Attitude Surveys). Despite the progress made, crime continues to be the number one priority for local residents.

Like many other urban areas, Slough has some drug problems, possibly worsened by its good transport links which make it an ideal transit route to the rest of the country. The number of people misusing drugs in Slough (14.5 per 1000) is above the national average. We encourage drug users to attend treatment and we have a higher proportion successfully completing their treatment than is the case nationally.

A wide range of council services, such as the Youth Offending Team (YOT), Drug and Alcohol Action Team (DAAT) and CCTV, work together to reduce antisocial behaviour. The Community Wardens, part of our Neighbourhood Enforcement teams, are out and about in Slough's neighbourhoods highlighting things that need to be addressed, like graffiti and litter, so that we can quickly target of resources to deal with the problems.

We work closely with Thames Valley Police, particularly with the police Inspectors that are responsible for Slough's different areas. Each ward has a Neighbourhood Action Group (NAG) which meets on a monthly basis to agree and deliver on community safety priorities (including concerns over parking and speeding). The NAG is chaired by a resident and has an agreed resident membership.

#### **What you have told us:**

- Community safety is your biggest concern;
- You are concerned about the provision of activities for teenagers; and
- You want resources invested in education aimed at addressing drug and alcohol abuse.

#### **Our targets:**

Our 3 year targets set to measure progress towards our long term priorities are included in our Local Area Agreement. The council takes the lead in:

- Improving perceptions of the amount of anti social behaviour;
- Increasing the number of young offenders' engaged in suitable education, employment or training;
- Reducing the number of first time entrants to the youth justice system; and
- Encouraging young people's participation in positive activities.



## **Our actions**

Some of the main things we will be doing during the time this plan covers to help achieve our targets are:

- Developing an Apprenticeship programme within SBC for 16 and 17 year olds;
- Running preventative programmes for children and young people at risk of offending related to anti-bullying, discrimination, victims, citizenship, leadership and community involvement/volunteering;
- Increasing communications to children and young people about preventative programmes being run such as the Youth Offer, Targeted Youth Support, Citizenship, Anti-bullying and the Princes Trust;
- Giving advice, education and guidance about substance misuse and anti-violent crime, particularly to children, young people, parents and carers;
- Maintaining and expanding programmes which enable carers/parents to take responsibility for their child's behaviour and support a reduction in anti-social and illegal behaviour;
- Alley gating in various locations resulting in less anti social behaviour, littering and vandalism (like in Wellesley Road and Richmond Crescent);
- Carrying out more 'clean up' campaigns and 'neighbourhood walkabouts' to improve the image of the area and feelings of safety;
- Continuing to make use of Anti Social Behaviour Orders;
- Targeting known drug dealers and closing of crack houses to reduce the supply of heroin and providing the necessary support for addicts whose supply of drugs have been stopped;
- Working with licensees regarding the sale of alcohol and test purchases; and
- Working with the police on high profile joint operations to tackle vehicle crime, burglary and drug offences.



## 6.4 A Cleaner, Greener Slough

Slough has made good progress in recent years to improve the local environment and is now one of the cleanest boroughs in the South-East (GMB Survey 2008). Despite the progress made the town still suffers from poor air quality and traffic congestion and the standard of the built environment remains poor. Nearness to Heathrow and the major motorways (the M40, M25 and M4) aggravate problems especially in relation to air quality. Approximately 51% of social housing fails to meet the government's 'decent homes standard' and 54% of vulnerable residents in the private sector live in non-decent homes.

Slough has a lack of affordable and appropriate housing. This impacts differently across communities with the amount of overcrowding ranging from 23.6% in Central ward to 10% in Cippenham Green (Census, 2001).

We aim to have a town that is environmentally sustainable, where world-class infrastructure continues to facilitate economic success and where housing provision meets the needs of all residents. This means looking at how we live, how we travel and how we use our resources and energy to ensure a sustainable future and create an attractive local environment for Slough.

The high profile Heart of Slough project and the re-development of the town centre will help to regenerate the town. The benefits of a vibrant town centre will be felt by all wards within the borough and help build strong local communities. Initiatives such as Art@theCentre will help in the regeneration of the Town Centre, improve its image and allow it to become a regional transport and shopping hub.

### What you have told us:

- That the importance of public transport is increasing - the use of public transport, such as bus (12%) or train (8%), to get to work has doubled since 2006;
- You want a pleasant, clean and attractive local environment with good quality, congestion-free roads and accessible green spaces;
- You want an attractive and vibrant town centre and public spaces that are tidy and pleasant.
- You want to feel proud of Slough - the place you live, work and visit; and
- Awareness of environmental issues is growing and many of you are looking for simple but effective ways to limit negative impact on the environment.

### Our Targets:

Our 3 year targets set to measure progress towards our long term priorities are included in our Local Area Agreement. The council takes the lead in:

- Increasing the amount of household waste recycled and composted;
- Reducing per capita CO2 emissions in SBC area;
- Increasing the number of local bus passenger journeys originating in the authority area;
- Increasing the number of children travelling to school by public transport, walking and cycling; and
- Improving access to services and facilities by public transport, walking and cycling.

## **Our actions**

Some of the main things we will be doing during the time this plan covers to help achieve our targets are:

- Working in partnership with Housing Partners (social landlords for example) to monitor progress on private sector and council led housing developments;
- Working with bus operators to deliver better services and improve punctuality;
- For major planning applications, making sure that the locations can be reached by public transport and are located within easy reach of bus stops;
- Improving and replacing bus stops and shelters;
- Reviewing bus routes, services and frequencies to popular destinations;
- Ensuring that the new bus station delivers improved facilities for customers and potential customers;
- Identifying priority areas for projects to reduce carbon emissions;
- Reducing the council's own carbon emissions;
- Rolling out new red bin recycling scheme to flats;
- Increasing membership to garden waste collection service; and
- Encouraging schools to get involved in travel planning activities, such as WOW (Walk on Wednesday) and Walking Rewards

## 6.5 Economy and Skills

Slough's economy is traditionally strong and Slough continues to be an economic hub despite the recession. A recent economic assessment reports that the economy of Slough contributes close to £7.5 billion to the national Gross Domestic Product and up to £700 million of manufacturing output. This makes Slough the third most productive town outside of London. Figures from the Office for National Statistics show that Slough continues to see an increase in VAT registered businesses and that self employment has grown by 56% over the last 6 years, involving 8.4% of the working population.

Unemployment rates are currently 5% for males and 7% for females. Slough has higher numbers of claimants of incapacity benefit than the regional average. The number of occupations requiring minimal skills has increased. The gross average weekly pay of residents in Slough increased to nearly £460 in 2007 but this is below the South East average of nearly £500. It is much lower than the average salary for jobs in Slough (£564.60). Data also shows that more 16-74 year olds have no qualifications than in the south east overall and less have a first degree or equivalent. The number of entrants into university is increasing.

The economic downturn has had an impact in Slough. Unemployment levels are now increasing: during 2008, more people have been claiming Job Seekers Allowance. There has been a steady increase in claims made for Housing Benefit. There has been a steady decline in the number of visitors to the town centre and some retail stores have closed. The Citizens Advice Bureau (CAB) has seen a higher than average number of people wanting advice and support to manage mortgage repossessions, rent arrears and an increase in utility bills.

There are different economic circumstances between different communities. Some wards have relatively high number of Job Seeker Allowance (JSA) claimants and some have relatively high numbers of individuals in receipt of at least one form of DWP benefit. The types of jobs that local residents do also differ greatly between wards.

We aim to create a sustainable economy which fulfils the aspirations and potential of local people, businesses and other partners. This includes making sure residents have the necessary skills to allow them to compete in the new knowledge economy. We also need to retain the right 'mix' of jobs to meet the needs of our different communities. We will create the right environment for businesses to flourish and for all sections of our community irrespective of background or personal circumstance to realize their full potential.

### What you have told us

- You want to see full employment for local people;
- You want jobs that are accessible to the diverse local population;
- You want local skills and training centres developed to address the skills gap in Slough; and
- You want the council, local businesses and other partners to support the further development of a local workforce.

## **Our Targets:**

Our 3 year targets set to measure progress towards our long term priorities are included in our Local Area Agreement. The council takes the lead in:

- Supporting migrants to improve their English language skills and knowledge;
- Assisting pupils eligible for free school meals in achieving the same level at Key Stages 2 and 4 as other pupils;
- Reducing the number of 16 to 18 year olds who are not in education, training or employment; and
- Increasing support for pre-start up and start-up businesses measured by the VAT registration rate.

## **Our actions**

Some of the main things we will be doing during the time this plan covers to help achieve our targets are:

- Providing continued support for communities to improve their English language skills;
- Running workshops and seminars for local Businesses to learn about the range of advice and information they can access through the current economic recession;
- Under Train 2 Gain, working with local employers to help them increase their employees' skills levels;
- Supporting the Skills Pledge which demonstrates the commitment of improving skills levels of its employees as well as encouraging other local employers to do the same for their staff;
- Launching the 'Steps to Employment' programme which offers CV writing courses, interview skills, Job Clubs, including Executive Job Clubs, Job search activities all with the aim of improving opportunities for employment;
- Improving enterprise advice to those that want to set up in Business by securing more Government funding and working with existing partners;
- We have launched the Slough Economic Taskforce (SET) to support local residents and businesses through the credit crunch and economic uncertainty;
- Setting up a range of advice for residents to help them deal with the impact of the Credit Crunch;
- Setting up advice for businesses including how to recover debts; to apply for business and European Funding, Credit Crunch help, advice and information, Surviving the Credit Crunch seminar for small/medium sized businesses;
- Annual Job Fair – Workshops held for the first time in January 2009 on support available to people who are unemployed or facing redundancy;
- A multi agency "recession watch" group has been established involving Housing Officers, People 1<sup>st</sup>, Citizens Advice Bureau and Shelter to monitor the impact on housing;
- Extra staff are being transferred into providing debt & welfare advice; and
- Increasing support for residents who are not in work to get involved in volunteering.

## 7. How the Council works

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### 7.1 Political Structure

The council has 41 elected members of the council (councillors). Each councillor is democratically elected to represent their wards for 4 years. Each ward has three members representing it. A third of councillors are elected in each election and the last elections were held on 1<sup>st</sup> May 2008.

Councillors have a duty to the whole community. They all agree to follow a code of conduct to ensure high standards in the way they undertake their duties.

The Mayor is voted in by fellow councillors at the council's annual meeting in May every year. The Mayor chairs council meetings and attends many different types of functions throughout the borough. These include representing the council at civic functions, receiving dignitaries, opening events, talking to societies and visiting schools. The mayor also hosts visits to the mayor's parlour from various groups and organisations.

### The Council

All councillors meet together as 'the Council'. The Council decides the council's overall priorities and policies and sets the budget and Council Tax each year. The Council may question the performance and decisions of the Executive. Meetings may include formal decision making, wider debates and presentations. Meetings of the Council are normally open to the public. The Council elects the Leader.

### The Cabinet (or Executive)

The Cabinet is the part of the Council which is responsible for most day-to-day decisions. It is made up of 8 councillors - the Leader plus 7 Commissioners. Commissioners are councillors that are appointed by the Leader to look after their own range of services (called a portfolio). The Cabinet has to make decisions which are in line with the council's overall policies and budget. If it wishes to make a decision which is outside the budget or policy framework, this must be referred to the Council as a whole to decide. The Cabinet provides political and community leadership and makes many of the day to day decisions on service provision. Appendix B gives more information.

### Overview and Scrutiny

At Slough we have a main Overview & Scrutiny (O&S) Committee and 4 Scrutiny Panels. The main Committee and its Panels are made up of councillors and co-optees (those with particular expertise in a certain field). O&S provide a check on the activities of both the Council and the work of our partners such as the Police and the local NHS Trust. Scrutiny can question the Cabinet's decisions to ensure that they take account of community concerns and the way that they take the decisions is transparent and fair.

More information about the Cabinet Members and the Chair of our Overview and Scrutiny Committee is in Appendix B.

## **7.2 Organisational Structure**

The leadership and management of the borough are undertaken by the Corporate Management Team (CMT), led by the Chief Executive. The 5 Strategic Directors sit with the Chief Executive on CMT. CMT works with the council's staff to translate the elected councillors' vision into strategies that ensure achievement in a cost effective way.

CMT seek better ways of providing a seamless service for residents and a high standard of customer care. CMT leads work to deliver our priorities and performance is reviewed with the director. The team also regularly monitors the council's overall performance and ensures that improvement activity is undertaken where necessary.

The council is divided into directorates to help manage the day to day work of the council. The specific services managed by each Directorate are explained below. The Directorates work together to achieve the council priorities. The services provided by each of the Directorates contribute to achieving the priorities. For example, in improving the skill levels of people in Slough, Education and Children's Services ensure children and young people have access to excellent schools; the Green and Built Environment directorate plays an important part in making Slough attractive to business through promoting good transport links for example; the Community and Well Being directorate provides adult learning opportunities; the Improvement and Development directorate works with partners to promote learning English amongst migrant communities; and the Resources directorate ensure that the council's own staff are well skilled.

A major restructure (in progress at the moment) is helping the council to make savings and ensures that we can meet our priorities as effectively as possible.

See Appendix B for who is in our Corporate Management Team.

### **Chief Executive**

The Chief Executive (CE), Ruth Bagley, is the council's principal policy adviser reporting to the Leader of the Council, Rob Anderson, and works closely with councillors to ensure that their key priorities and objectives are implemented. The CE is also the council's representative at the highest level in its dealings with external organisations.

The CE works to improve the overall leadership and strategic direction of the council and town by developing the authority's forward plans. The CE is responsible for the implementation of the council's Improvement Plan and is particularly involved in working with public, private and third sector partners to deliver the Community Strategy priorities.

### **Community and Wellbeing Directorate**

This directorate includes adult social care, lifelong learning, sports development, community centre services, the creative arts and library services. It provides frontline services to support some of the most vulnerable members of our communities and places the promotion of health and wellbeing at the centre of the council's activity.

Our adult social care services have achieved three star 'excellent' rating for some years now, whilst our other services have been acknowledged for their achievements through national awards and through successful allocation of external funding to develop new and innovative schemes.



## **Education and Children's Services Directorate**

Our education and children's services make a major contribution to delivering better outcomes for children and young people. Slough's 47 schools offer high quality education for all our children. Services to support parents include our 7 children's centres. A new centre is being planned for Colnbrook.

Children with additional needs are supported through schools, respite care, and advice for parents. We have a range of youth services offering activities throughout the year. Our children and families teams work with children who need to be safeguarded or looked after. We have also set up local teams Multi Agency Locality Teams (MALTS) to deliver services more locally in four areas of Slough.

## **Green & Built Environment Directorate**

This directorate brings together key services that impact on the green and the built environment in Slough. It brings together planning, transport, environmental services (including the cemetery and crematorium, parks development and the Registrar) public protection (including community safety, food safety and trading standards) and housing. The Directorate also maintains the emergency plan in order to manage its response to any emergency affecting the town or its residents.

The key focus for the directorate is to make Slough's neighbourhoods attractive, safe and friendly. The Cleaner, Safer, Greener campaign helps to promote positive behaviour and respect for our environment.

Neighbourhood enforcement teams have been established to tackle enviro-crime and anti-social behaviour. The community safety team has been strengthened to provide additional capacity to involve local communities in neighbourhood initiatives.

## **Resources Directorate**

The resources directorate brings together the support service functions of the council. By bringing the support service functions of the council together we secure a consistent council-wide approach whilst retaining strong links back to frontline directorates. We are also able to run these parts of the business as efficiently as possible. The directorate includes Financial Services, Audit & Risk Management, Property Services and Regeneration, Customer Services, Housing Benefits, Legal and Democratic Services and Human Resources.

The key focus for the directorate is to ensure a one council approach is progressed effectively and efficiently for priority areas.

## **Improvement & Development Directorate**

This new directorate has been created to provide a range of strategic central services to assist the front line services in meeting the needs of our local community.

The directorate takes a strategic leads in partnership working by managing the Local Strategic Partnership and the council's relationships with the voluntary and community sector. It helps to ensure efficiency by managing the how we procure goods and services. It is also responsible for the overall performance management systems of the council. The directorate also leads on economic and skills development for the town together with our partners in the private, public and voluntary sectors.

## 8: Improving the way we work

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The council's role is changing as we take a stronger leadership role for the town. It is even more important that we listen more closely to your views about what you need for yourself and want for local communities, help you to engage with us on in ways that you want to and work more closely with our partners.

As we take on this new role and continue to improve the services we deliver, we have to improve the way we work as an organisation. We need to work effectively to maximise the use of our limited resources, to change the services we provide where residents want us to, to communicate with each other and with our residents more effectively, to lead local partnerships and make them more effective, to use our land and buildings appropriately, to reduce our costs, to manage and motivate staff, and to plan for the future.

To do these things, we are concentrating our efforts on the following areas:

### **Developing a shared vision to inspire our town, bind communities and instil pride**

Its essential to have a clear vision reflecting the priorities of everyone who lives, works, plays, learns and does business in Slough. It's critical that this is shared by all the organisations that are in the town – by public services, by the private sector (business) and by voluntary and community groups. This is because we need to work collectively, as agencies and organisations, making the most of our combined resources, with local communities, towards the same goals. We contributed to this through:

- Leading the development of Proud to be Slough our Sustainable Community Strategy (SCS) and we have launched this together with our Local Area Agreement.
- Regeneration of Slough which is making a real difference to the image of Slough. Work to revitalise Slough includes the Heart of Slough project, a 289 acre site around the bus station and roundabout. Work has started to improve the High Street and we are working closely with residents in Britwell to plan the improvements that will offer most benefits to residents. We also have plans to redevelop the station forecourt.
- The new Proud to be Slough campaign is about improving the reputation of the town by promoting the town in a positive light and stopping the myths about the borough which may have been ingrained over many years through media stereotypes. It is about building support for the town and aims to encourage residents and businesses to question and defend the town and its image when negative comments are made – usually by external audiences who have never visited the town. Ultimately the campaign is about increasing levels of local pride so that residents and businesses feel Proud to be Slough.

### **Clear leadership to drive and inspire within and outside the council**

The council is taking the lead on Slough's Local Strategic Partnership, the town's overarching partnership. This is the forum for effective partnership working, collectively monitoring and reviewing progress on the delivery of our vision and priorities in the LAA. The council puts in place any financial, commissioning or contractual commitments agreed by the partnership. All partners sign up to joint targets and their own strategic plans reflect the priorities agreed in the LAA.

Councillors, including the Cabinet, are keen to take on their role as to leaders of the council and to strengthen their democratic accountability. As part of this they are doing regular ward walkabouts so that they can make sure the council is focused on community outcomes. Overview and Scrutiny are reviewing the way that they work, focusing on those areas that are important to get right so that we can deliver real changes for communities.

The Chief Executive and her management team are leading the council through some large-scale changes. We have already restructured parts of the council to create greater capacity and consistency. Some further changes will follow that will radically change how we deliver our services. They are working to ensure a “one council” approach delivering seamless services to our customers.

### **Making the council a place where people want to come to work**

We know that the way in which we interact and work with our staff is crucial in order to provide high quality services. Our employees are the council’s most valuable assets. We want to support staff to fulfil their full potential so we are developing effective ways of recruiting, retaining, utilising and developing our staff.

We are committed to training and development and recognise that this is a key investment for the council. By providing opportunities for staff to develop their knowledge and experience and gain high quality skills we can deliver better services to you.

We are focusing on putting things in place to help us achieve this – promoting the council as an employer of choice, retaining experienced and skilled employees so that staff turnover reduces (and the associated costs) and supporting staff to realise their potential. Some of the things we are doing include providing a good working environment to support an appropriate Work-Life balance and flexible working, offering fair and competitive rewards, consulting with staff and responding to what they say. We provide a number of work placement, trainee and apprenticeship opportunities and are building links with local communities and schools to promote employment in local government.

### **Making the most of shared resources and partnerships**

We continuously seek to achieve more within limited resources and we know that we cannot work in isolation to tackle the various challenges.

We were identified as one of the two most successful local authorities at achieving efficiencies last year, achieving more than 6% gains compared with a national average of 2%.

We are reducing the amount of office space we use and have relocated back-office staff into two locations: our Town Hall and St Martin’s Place. We are also developing strategies for investment in Community facilities to ensure that we make best use of the buildings and facilities that are available and they meet the needs of their users.

We are going ahead with a groundbreaking project to share some of our services with other councils. Slough will join Cambridgeshire and Northamptonshire County Councils in the scheme which is due to go live from 1 April 2010. There will also be an opportunity to offer services to other councils from April 2011. The aim is to reduce the costs of running some support functions (such as payroll services, for example) and free up resources to be spent directly on frontline services as a result.

We work in partnership with public, private (businesses) and community sector organisations to deliver our vision for Slough. The council's leading role in our Local Strategic Partnership, and its associated thematic partnerships like the Children's Trust, allows the council to work with a broad range of organisations to direct resources and coordinate local activities that improve quality of life for people who live and work in the borough.

The LSP has been strengthened to ensure that we deliver the priorities for Slough. A new board chaired by the Leader has been established to oversee and drive delivery. Each of the thematic partnerships has responsibility to deliver a range of priorities. The board has just set up a new process to allocate shared resources specifically to new projects that will make a difference to local communities.

### **Achieving universal customer service**

The Customer Service Centre, MyCouncil, has continued to deliver customer service improvements. Overall satisfaction has increased to 64% (an improvement of 11% since 2006) and is now at 81% for people using MyCouncil. Waiting times have also reduced. MyCouncil has been recognised as one of the top 50 call centres in the UK. We wish to ensure that however people contact the council they have a good experience and that all services are working well with MyCouncil.

Three new Local Access Points have been opened (in Cippenham, Langley and Britwell) with a further three opening soon which means that you can access key council services more locally. We are also providing more services on-line via our website [www.Slough.gov.uk](http://www.Slough.gov.uk). You can Apply, Pay, Book or Report on-line.

The findings from our Annual Attitude Survey (carried out in 2007 on a cross-section of Slough's residents) showed that 82% of residents are satisfied with living in their neighbourhood. Resident satisfaction with their contact with the council and its staff has increased considerably. Satisfaction with some services has declined and we are working to reverse this.

We are reviewing the experiences that our customers have of the council so that we can be sure we are taking the right steps to improve things. We will be launching a Customer Service Strategy in autumn 2009.

We know that 'one size fits all' is no longer an acceptable approach to delivering all services. Residents should have more choice; services tailored to their needs, and joined up services delivered at a time that suits them. We need to understand what our residents want and need so that we can deliver appropriate services.

### **Improving our understanding of community needs and how we involve people**

Listening to and engaging with our citizens is important to us. We want to improve outcomes for the local community. We are working to encourage you to tell us what is important to you so that we can make the changes that meet your needs.

We regularly consult with residents and other people who use our services using a wide range of methods. We are introducing a new tool to help with this making it more convenient for a large number of our residents to give their feedback. If you express an interest our new system will send you alerts every time there is a consultation you might be interested in. As well as encouraging feedback it will help us to co-ordinate what we already do, saving resources, and allows us to share the results of consultations with our partners. Our Citizens Panel is also important – it's made up of people from all backgrounds and areas of Slough with the aim of ensuring that all groups are represented. This new Place Survey which is run by all councils will give us new information to compliment our Attitude Survey which is completed by approximately 1500 people in the Borough.

Children and Young People are encouraged to make a positive contribution and a Children and Young People's Cabinet has been launched to encourage this.

We are working hard, as councillors and officers, supporting local communities to set their own direction for the future. Our plans to develop neighbourhood working in the town support this involvement. Residents will be encouraged to get involved in agreeing local priorities, in deciding how resources are allocated to meeting them and in monitoring progress. We will also work with communities to apply for funding to support local groups in taking action themselves.

We are introducing a new annual report which will summarise the main messages from consultation during and feedback during the year. This will be important to the council and to our partners as it will pull together a range of feedback that we can use to inform the development of our services. Importantly it will also tell you how we have acted on what you've told us.

### **Improving performance in priority areas**

Each year we base our improvement plan on what our residents have told us and areas of weakness identified by external inspections. We also identify actions to improve the way the council functions.

In the last year we have made improved the services we targeted for particular help and support – including benefits, transport, housing and customer services. Recycling rates have recently increased significantly.

The council has been restructured to bring together performance support from across the council in the new Improvement and Development team. This will help us develop and deliver actions to make those improvements and share examples of what's working well in one area of the council across the whole organisation.

Managing our performance is about taking action in response to actual performance to improve outcomes for use council-wide or community level. Improvement to outcomes should benefit service users but this does not always mean increased service levels – sometimes better outcomes can mean delivering better value for money. Reducing levels of service in one area may free up resources to be used more effectively elsewhere.

### **Improving our systems and processes**

We are always trying to make our procedures more efficient, streamlined and effective so that we can achieve the same outcomes with less and make our processes easier for staff and customers to use.

We are particularly trying to improve the way we manage our performance. We have agreed with Government the 33 indicators that are most important and we have 3 year improvement targets for these indicators. These are included in our Local Area Agreement. Delivery of some of those indicators is led by our partners and we have been working with the LSP to improve management arrangements over the last year. We will be regularly reporting to you how we perform against these and other indicators.

Councillors are challenging performance through Overview and Scrutiny. They consider performance information for areas of poor performance, they ensure that the council's performance reports allow the real issues to be identified, they contribute to the development of policy and they carry out scrutiny reviews in areas of concern to local communities.

We have improved our systems that help us manage risk and all managers consider risks regularly as part of planning their services. We have also improved our ability to recover from a disaster and to continue to provide essential services.

Our systems for managing money continue to improve. The Audit Commission judges how well the council manages its money, through a mechanism which is called the Use of Resources (UoR) judgement. Slough has achieved a score of 3 out of a maximum 4. We face growing financial pressures to do more with less; resources need to be used well and we need to deliver economy, efficiency and effectiveness to demonstrate value for money in the services we provide. The government has introduced a new indicator for efficiency, NI 179 which compares how effective councils are at making efficiency savings. Slough is one of the most efficient councils in the Country delivering expected efficiency savings in 2008/09 of £7,746,000.

## 9. Finance

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The annual budget is the financial plan of the council and ensures that there are enough resources to deliver the council's priorities.

As part of our commitment to listen to local people we consult each year as part of our budget process. We ask what local residents think about council services and priorities and how this should be reflected in the annual budget. The top five priorities for investment were crime, the street scene, activities for teenagers, transport and job prospects.

The results of this consultation were considered by the Cabinet as it set the budget for the financial year ahead.

The table below shows the **amount of budget** we have set and how it has changed from 2008/09.

|                                          | <b>£000</b> | <b>£000</b>    |
|------------------------------------------|-------------|----------------|
| 2008/09 Revenue Budget                   |             | 98,336         |
| Transfers into/(out of) Funding Baseline |             | (45)           |
| 2008/09 Base Budget                      |             | <b>98,291</b>  |
| Inflation (Excluding Schools)            | 3,373       |                |
| Non-Schools Growth                       | 8,600       |                |
| Savings                                  | (7,868)     |                |
| Net increase in Budget                   |             | <b>4,105</b>   |
| 2009/10 Revenue Budget                   |             | <b>102,395</b> |

The details of this budget can be split into the **amounts we are spending on our services** as shown below:

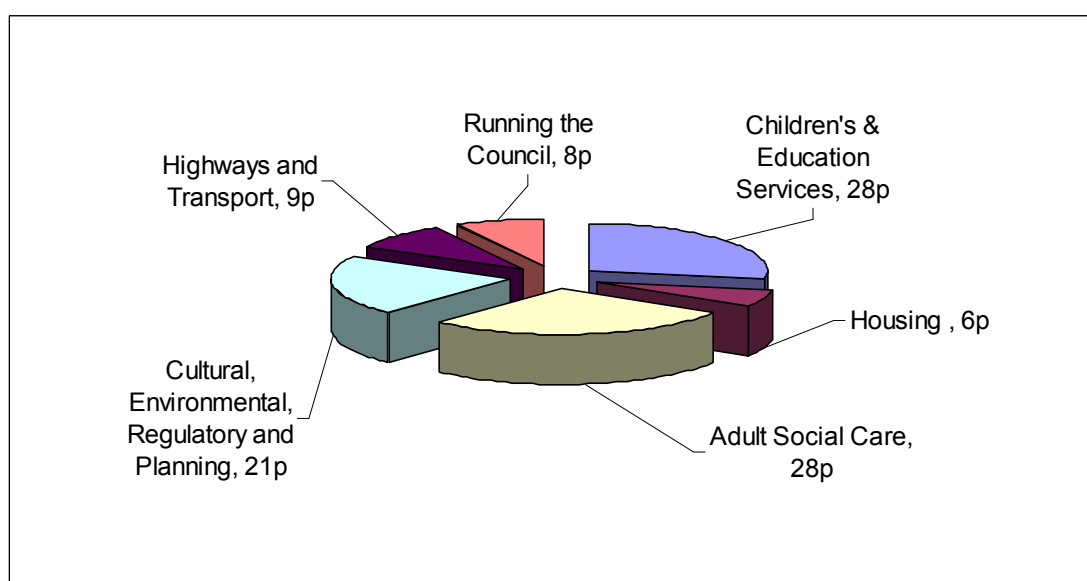
| <b>Services</b>                                  |                                                                                                                          | <b>Gross Expenditure<br/>£000</b> | <b>2009/10<br/>Net Expenditure<br/>£000</b> |
|--------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|-----------------------------------|---------------------------------------------|
| Children's & Education Services                  |                                                                                                                          | 166,015                           | 33,886                                      |
| Housing – Non HRA*                               | Rents due from council house tenants                                                                                     | 58,959                            | 8,030                                       |
| Adult Social Care                                |                                                                                                                          | 48,847                            | 33,889                                      |
| Cultural, Environmental, Regulatory and Planning |                                                                                                                          | 34,388                            | 25,719                                      |
| Highways and Transport                           |                                                                                                                          | 13,652                            | 10,442                                      |
| Central Services                                 |                                                                                                                          | 13,902                            | 3,078                                       |
| Corporate and Democratic Core                    |                                                                                                                          | 6,643                             | 6,396                                       |
| Court Services                                   |                                                                                                                          | 125                               | 125                                         |
| <b>Total Direct Services</b>                     |                                                                                                                          | <b>342,531</b>                    | <b>121,565</b>                              |
| Capital                                          |                                                                                                                          |                                   | (15,271)                                    |
| Treasury Management                              |                                                                                                                          |                                   | 1,924                                       |
| Earmarked Contingencies & Other Balances         |                                                                                                                          |                                   | 2,489                                       |
| Area Based Grant**                               | A pool of specific grants that can be used in the local area. The expenditure is included in the Direct Services figures |                                   | (8,312)                                     |
| <b>Budget Requirement excluding Parishes</b>     |                                                                                                                          | <b>342,531</b>                    | <b>102,395</b>                              |
| Local Parishes                                   |                                                                                                                          |                                   | 234                                         |
| <b>Total Budget Requirement</b>                  |                                                                                                                          | <b>342,531</b>                    | <b>102,629</b>                              |



## Of every £1 we are going to spend:

- 28p (30p 2008/09) pays for children's and education services, including looked after children, family support, youth justice, asylum seekers (families and unaccompanied children), schools, pre-school, youth services and adult learning;
- 28p (27p 2008/09) pays for adult social care, including, older people, physical & mental health care, adult asylum seekers;
- 8p (8p 2008/09) goes towards running the council and working with partners to improve local services. Includes members and corporate management costs;
- 21p (22p 2008/09) pays for cultural - community libraries, halls and other venues, arts and culture, parks and open spaces, sports, leisure, environmental health, the cemetery & crematorium, cleaning the streets, collecting rubbish and recycling and planning;
- 9p (8p 2008/09) goes towards maintaining highways and street lights, improving transport, our built environment and developing the town centre; and
- 6p (5p 2008/09) pays for housing. This includes advice, advances, homelessness, benefits and council housing.

We are spending an additional penny in every pound this year for housing (including advice, advances, homelessness, benefits and council housing) and another for maintaining highways, street lights, improving transport, our built environment and developing the town centre.



## Where does the money come from?

The budget to meet the Services provided by the council is £102.4 million. This is funded as below.

|                                      | Amount<br>2008/09<br>£000s | %           | Amount<br>2009/10<br>£000s | %           |
|--------------------------------------|----------------------------|-------------|----------------------------|-------------|
| Business Rates Pool                  | 48,295                     | 49%         | 45,446                     | 45%         |
| Revenue Support Grant                | 6,723                      | 7%          | 10,489                     | 10%         |
| <b>Total from Central Government</b> | <b>55,018</b>              | <b>56%</b>  | <b>55,935</b>              | <b>55%</b>  |
| Collection fund Surplus              | 0                          | 0%          | 400                        | 0.4%        |
| Balance from Council Tax             | 43,318                     | 44%         | 46,060                     | 44.6%       |
| <b>Total Budget Requirement</b>      | <b>98,336</b>              | <b>100%</b> | <b>102,395</b>             | <b>100%</b> |

## 10. What do you think?

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This is the council's strategic plan for 2009-2011. It is circulated to key organisations and groups in Slough. It is available to anyone who wishes to see a copy. It is also available electronically on our website [www.slough.gov.uk](http://www.slough.gov.uk)

We welcome all feedback, whether it is about this Strategic Plan, the services we provide, or any council activity.

You can let us know your views:

### **By post:**

The Director  
Improvement & Development Directorate  
Slough Borough Council  
Town Hall  
Bath Road, Slough  
SL1 3UQ

### **By Telephone:**

01753 875111

### **By Email:**

[enquiries@slough.gov.uk](mailto:enquiries@slough.gov.uk)

## Appendix A: Review of the year

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A selection of major events, achievements and initiatives that have taken place in and around the council during the year from April 2008 to March 2009 follow.

### April 2008

- Disabled people and those aged 60 and over were able to take advantage of free off-peak travel on local buses anywhere in England
- A new integrated Drugs and Community Safety team was set up to work closely with other partner agencies to tackle growing agendas of anti-social behaviour, drug and substance misuse, crime and the fear of crime

### May 2008

- The newly completed Langley library was opened
- Following the local elections on 1 May, the Labour Party took control of the borough with overall control with 22 seats
- New 3 year Local Area Agreement setting out medium term priorities for the council and partners agreed with Government.
- The Crime Reduction Environment Week (CREW) took place and the community safety team worked with Thames Valley Police, Royal Berkshire fire and rescue, local businesses and residents, to tackle anti-social behaviour, graffiti and fly tipping
- An SBC toolkit which helps arts officers in other councils adapt the Community Arts Training scheme run in their own areas, was recognised as an example of 'extreme' best practice by the British Urban Regeneration Association (BURA) and SEEDA (Sough East England Development Agency).

### June 2008

- The annual Big Green Day out took place at Wexham Nursery with this year's theme 'putting green ideas into practice'
- Trading standards successfully prosecuted a Slough store after it sold out-of-date food items to an officer during a routine check
- As part of Microchipping month, residents were offered discount price microchips for their dogs
- Trading standards confiscated more than 1,000 banned cigarette lighters in just two days as they resembled toys or were not child resistant
- The sport and health team achieved a highly commended Quest accreditation for the work they do in promoting healthy and active lifestyles in Slough
- As part of National Bike Week, a campaign was launched to encourage staff to cycle to work and leave their bikes at home. A series of cycling to work events was organised together with an In Town without my car day! in September

## **July 2008**

- SBC won best local authority website of the year at the Good Communications Awards 2008
- Trading standards, food and safety teams were rewarded for their excellent customer service with confirmation of their government Charter Mark Status
- According to the survey published by The GMB Union, Slough has the cleanest streets in Berkshire and is in the top ten for the Slough East
- Slough's Local Strategic Partnership formally launch Proud to be Slough, Slough's first Sustainable Community Strategy
- Four new community wardens were recruited making the total 14 – ensuring that all wards have their own warden
- Results from the Annual Attitude survey revealed the highest recorded levels of satisfaction with living in Slough than ever before
- A new website for Slough libraries was launched
- The results from the environmental health team's annual hand swab test showed levels of harmful bacteria on the hands of catering employees to be the lowest in four years
- The transport team was awarded the most improved local transport authority of the year for its work in transforming transport services over the last few years at the National Transport Awards 2008
- The corporate health and safety unit was awarded The Royal Society for the Prevention of Accidents award for excellence

## **August 2008**

- Slough schools achieved better results than ever in GCSE level and equivalent exams this year
- A new system for logging and following through resident complaints went live at the beginning of the summer
- The team at Mallards Children's Home received an outstanding Ofsted report
- SBC was successful in securing £322k from the Big Lottery to fund two new play areas

## **September 2008**

- The integrated transport team was successful in being granted £160k from the charitable organisation Sustrans to implement safer routes
- Building work began on the site at Elmshott Lane following successful funding for £800k from the Big Lottery for an improved library at Cippenham
- Slough Sure Start and the childcare workforce development team were accredited with the matrix standard – the nationally recognised quality mark for organisations providing information, advice and guidance
- SBC and local businesses launched The Proud to be Slough campaign which aims to change people's perceptions of Slough
- Speedwell Enterprises celebrated 30 years in business providing disabled people with a life line to the community
- The fraud investigation team successfully prosecuted a married couple after they cheated the benefits system
- Trading standards successfully prosecuted a Slough shop owner for selling alcohol to a minor
- Catering awards were given to 30 premises in praise of their healthy food variety and high standards of food safety
- SBC hosted its annual Canal Festival at Bloom Park in Langley

- The Children and Young People's plan was launched with a clear strategic plan based on ambitions for children and young people in the borough
- Trading standards successfully prosecuted a retailer for selling counterfeit children's shoes
- The adult respite service, Respond, was awarded a three-star 'excellent' rating following an unannounced Commission for Social Care Inspection (CSCI)
- The Local Strategic Partnership published the Sustainable Community Strategy

### **October 2008**

- New red wheeled bin waste scheme was launched
- Community wardens received new bikes
- The drugs and community safety team and Creative Academy joined forces to organise Urban Underpass, a range of arts and sports activities including painting the underpass entrances at Wellington Street
- Council secured £400k to develop a careers programme aimed at adults in the town
- The council, in partnership with Thames Valley Police, introduced a dispersal order in the town centre to tackle anti-social behaviour
- SBC received £322k from the Big Lottery to fund two new play areas
- MyCouncil named as one of the top 50 call centres in the UK organised by CMP, publishers of Call Centre Focus magazine
- Planning permission for the Heart of Slough development project was submitted
- The council achieved a gold award in the business and commercial premises category of Slough in Bloom 2008
- The food and safety team were one of six finalists in the 2008 Innovation Awards
- The council's local transport plan was recognised as an example of best practice by the Government Office for the South East (GOSE)

### **November 2008**

- The return of Slough's bonfire and firework spectacular lit up the sky above Upton Court Park
- A new cycle and walking map was launched to encourage residents out of their cars
- Safeguarding vulnerable adults conference took place which enabled delegates to recognise abuse and how to respond to it
- The council's annual Christmas light switch-on took place with Richard Fleeshman and Signature

### **December 2008**

- Adult social care service has maintained its three-star 'excellent' rating for performance for the third year running.
- People 1<sup>st</sup> has become the first Arm's Length Housing Management Organisation (ALMO) in the UK to achieve level three of the Equality Standard for Local Government through peer assessment.

## January 2009

- SBC won funding of £1.69m from the Big Lottery Fund and Heritage Lottery Fund, to restore the Grade II listed park to its original splendour, with a new multi-use community building being built.
- Work has started on a massive revamp of six play areas with funding from the Department for Children, Schools and Families (DCSF). The first play areas to be redeveloped are Granville Recreation Ground, Manor Park Recreation Ground, Faraday Recreation Ground, Rochford's Recreation Ground, Bloom Park and Spackman's Way.
- Slough's rate of attainment of 5 or more GCSEs at grades A\*-C (including English and mathematics) is 59.7% - 12.1% above the national figure. This places Slough in the top ten of 150 local authorities. In all other GCSE indicators Slough's performance is above the national average.
- A new scheme has been set up to help tackle loan sharks in the town. A specialist team will be helping the council's trading standards officers to target loan sharks in the borough and help the most vulnerable people in the community.
- The roll out of SBC's red recycling bins has been a huge success with 31 per cent of waste recycled in December '08 compared to 15 per cent in December '07. December saw 680 tonnes of recycling collected from the new red bins, compared with 435 tonnes collected from black boxes last December. The new recycling bins were delivered to houses across the Slough in October and November last year and there were immediate results.

## February 2009

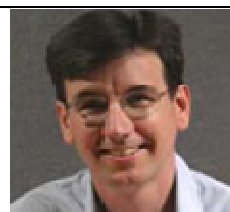
- New figures released by the trading standards team show a dramatic reduction in the sale of age restricted goods to minors in the town. The sale of alcohol, tobacco, knives, fireworks and solvents is restricted to people 18 years and over, 16 for aerosol spray paints.
- Residents have been making the most of the excellent resources at Langley Library, with visits up by 16 per cent and borrowing by 16.5 per cent since its grand reopening in May 2008.
- The council has begun to develop its staff and councillor travel plan which considers ways for staff and members to reduce their journeys to and around the council offices by car. The aim of the travel plan is to reduce local congestion and help to reduce the council's carbon footprint, whilst also improving staff health.
- Approval has been given for the development of a new children's centre at Colnbrook C of E Primary School. The children's centre will provide sessional childcare alongside a range of multi-agency services for families with children under five years of age.

## March 2009

- Fair-trade Fortnight (23 February - 8 March 2009)
- SBC has regained its status as a three star authority following the 2008 Corporate Performance Assessment (CPA).
- The present economic downturn, increased demand for services and the consequences of government under funding has led to job losses and certain services will be affected.
- SBC signed the Skills Pledge which is a voluntary public commitment to employees and the wider community that an organisation is committed to training and development.
- SBC achieved level 3 of the Equalities Standard for local government which shows that automatically think about equality needs in providing services and that we are well prepared to meet the needs of our diverse communities.

## Appendix B: Cabinet Members and Chair of Overview and Scrutiny

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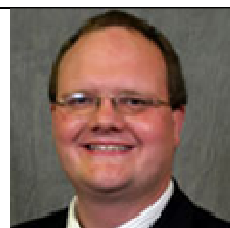


**Cllr Rob Anderson - Leader of the council and commissioner for finance and strategy.**

“In forming the current administration we were guided by a clear mandate from the electorate, which we are committed to delivering. We all know that Slough has a lot to offer, and we have therefore prioritised areas which enhance residents’ experiences; improving community safety; cleaning up our public spaces; ensuring children have safe places to play; and ensuring clear direction in our decision making.”

My commissioner responsibilities are:-

- Corporate strategy and vision
- Strategic performance management
- Communications and external relations
- Financial strategy
- Forward budget strategy & council tax
- Corporate accounts
- Exchequer services



**Cllr James Swindlehurst - Deputy Leader of the council and commissioner for neighbourhoods and renewal**

“Often what matters most to residents are their immediate surroundings, which is why improving neighbourhoods is a priority for us. Over the next year I will continue Ward Walkabouts which identify issues – many of which may otherwise be overlooked – such as fly-tipping and damaged road surfaces. In conjunction with Community Wardens, this work will help residents feel safe and proud in their neighbourhoods. We are also redeveloping eye-sore garage sites, and replacing them with high quality, sensitively designed social housing, many of them large family properties which are difficult to provide elsewhere. We will also be pushing ahead with regeneration across the Borough, in Britwell and Northborough, and as part of the Heart of Slough around Brunel Way and the bus station.”

My commissioner responsibilities are:-

- Housing/ALMO
- Neighbourhood renewal (inc. Heart of Slough)
- Community safety.
- Planning, Transport & Highways
- Development control
- Building control
- Regional strategic planning.
- Tenant services
- Community safety
- Neighbourhood wardens
- Crime/disorder / anti –social behaviour



**Cllr Balvinder Bains - Commissioner for performance and accountability,**

“Slough residents should be able to access council resources quickly and informatively – and MyCouncil is our portal to this information. Our call centre was recently named one of the top 50 in the country, and we aim to increase accessibility further through the utilisation of Community Libraries to take services direct to residents. Slough Borough Council will also be embarking upon an exciting Shared Services project with Cambridge and Northamptonshire County Council’s to improve our service delivery while reducing back office costs.”

My commissioner responsibilities are:-

- Human resources and Organisational development
- eGovernment and IT
- Procurement
- Asset management and Valuation services
- Legal, democratic and member services
- Business relations
- Customer service centre
- Emergency planning
- Local land charges
- Communications (secondary responsibility)
- Resident participation



**Cllr Sukhjit Dhaliwal - Commissioner for education and children’s services**

“Slough’s schools are continuing to achieve improvements in their teaching quality, which is in no small part due to high levels of investment, and the school rebuilding programme. Not only does Slough benefit from high quality buildings and teaching, but for our younger children we will soon have 10 Children’s Centres around the town, with the last two centres being located in Colnbrook and The Priory School, Haymill. We will continue to offer our children the best possible start in life, by maintaining the standards which residents have come to expect.”

My commissioner responsibilities are:-

- Education Raising achievement
- LEA services to schools
- Children’s agenda
- Child protection Adoption and fostering
- Children and families services & support service
- Parenting family services
- Pupil services & parental support for children with special needs



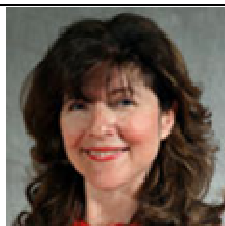


**Cllr Shafiq Chaudhry - Commissioner for community and leisure**

“In Slough we are investing in a new generation of Libraries which actively reach out to communities, and provide many extra services in addition to those traditionally expected. This year we will be extending the opening hours of our Community Libraries, which will allow residents greater access to valuable services, such as MyCouncil, while also giving access to traditional library services. Since refurbishing Langley library, visits and borrowing are up an impressive 16% against a backdrop of falling usage nationally.”

My commissioner responsibilities are:-

- Cultural services.
- Leisure services & libraries
- Community facilities (post age 26 provision)
- Community celebration & faith group involvement in council planning
- Events
- Community information
- Trading standards.
- Consumer protection.
- Licensing.
- Food safety & Health and Safety at Work
- Cemetery, crematorium, registrar and coroner

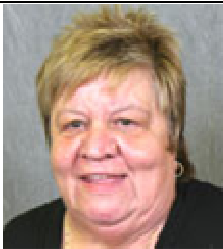




**Cllr Patricia O'Connor - Commissioner for opportunity and skills**

“Slough remains a location of choice for business, and we are always working to help our residents make the most of the employment opportunities on their doorsteps. By introducing our young people to the business world early, they can develop their skills and be well prepared for later in life, which is why we will twin every school in Slough to a business in a mutually beneficial relationship. We will also continue to provide more activities for our young people, such as ice skating, and will soon be operating a youth bus, which will take activities to harder to reach parts of the Borough.”






My commissioner responsibilities are:-

- Benefits/ Council Tax
- Social inclusion
- Equality and community cohesion
- Engaging communities in need & services to people in need
- Economic development
- Voluntary sector
- Young people's services.
- Youth offending
- Partnerships (grants to voluntary sector)
- Community facilities ( pre age 26 provision)
- Young People's centres
- Lifelong learning

|                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|-------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|    | <p><b>Cllr Chrissy Small - Commissioner for health and wellbeing</b></p> <p>“With the opening of Northampton Avenue and Oak Wood, Slough now benefits from a new generation of care homes, consisting of some of the best provision in the country. This has been recognised by the highest rating for Adult Social Care in the most recent Comprehensive Performance Assessment. As Older People’s Champion I can also see the merit of free swimming for our older residents which we will be funding this year.”</p> <p>My commissioner responsibilities are:-</p> <ul style="list-style-type: none"> <li>• Social and community care</li> <li>• Asylum seekers</li> <li>• Public health</li> <li>• Careline</li> <li>• Older person’s services</li> <li>• Services for people with disabilities</li> <li>• Services for people with learning disabilities</li> <li>• Services for people with mental health needs</li> <li>• Health links / partnerships</li> <li>• Substance misuse strategy</li> </ul> |
|   | <p><b>Cllr Satpal Parmar - Commissioner for environment and open spaces</b></p> <p>“Everyone in Slough deserves access to parks and green spaces, as well as the right to enjoy these safely. This year we have invested over a million pounds in our parks, and will soon achieve Green Flag status for Herschel Park – as part of the restoration of this treasure. We are also delivering for children – with 20 play areas around the Borough being refurbished over the next year. The environment is also one of our priorities, which is why I am delighted that our recycling rates have doubled since the introduction of the Red Bins.”</p> <p>My commissioner responsibilities are:-</p> <ul style="list-style-type: none"> <li>• Parks and open space.</li> <li>• Grounds maintenance</li> <li>• Waste management.</li> <li>• Recycling.</li> <li>• Refuse collection</li> <li>• Environmental services and street scene</li> <li>• Air quality</li> <li>• Agenda 21</li> </ul>                  |
|  | <p><b>Cllr Councillor Jagjit S Grewal - Chair of Overview and Scrutiny</b></p> <p>“Overview and Scrutiny has undertaken many interesting and worthwhile investigations to improve the local environment for Slough’s communities. We continue to question the activities of both the council and the work of our partners such as the Police and the local NHS Trust. We make sure that residents concerns are listened to and that way decisions are made is transparent and fair. “</p> <p>My responsibilities are:-</p> <ul style="list-style-type: none"> <li>• Ensuring that Scrutiny fulfills its roles of holding the Executive to account</li> <li>• Reviewing matters of specific concern</li> <li>• Helping the council fulfill its core responsibilities to ensure community wellbeing</li> <li>• Helping develop policy on behalf of residents and stakeholders</li> <li>• Engaging residents and stakeholders in the processes of policy and service development.</li> </ul>                    |

## Appendix C: SBC Corporate Management Team

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|                                                                                     |                                                                      |
|-------------------------------------------------------------------------------------|----------------------------------------------------------------------|
|    | <p>Ruth Bagley<br/>Chief Executive</p>                               |
|    | <p>Jane Wood<br/>Director of Community and Wellbeing</p>             |
|   | <p>Clair Pyper<br/>Director of Education and Children's Services</p> |
|  | <p>Denise Alder<br/>Director of the Green and Built Environment</p>  |
|  | <p>Andrew Blake-Herbert<br/>Director of Finance &amp; Resources</p>  |
|  | <p>Roger Parkin<br/>Director of Improvement &amp; Development</p>    |



**Appendix D: Local Area Agreement 2008 - 2011**

| Indicators                                                                                                            | Baseline     | LAA Improvement Target |              |              | Partners who have signed up to the target                                                                                                                                                                  |
|-----------------------------------------------------------------------------------------------------------------------|--------------|------------------------|--------------|--------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                       |              | 08/09                  | 09/10        | 10/11        |                                                                                                                                                                                                            |
| <b>Community Cohesion</b>                                                                                             |              |                        |              |              |                                                                                                                                                                                                            |
| <b>Percentage of people who believe people from different backgrounds get along well together in their local area</b> | 68.6 %       | N/A                    | N/A          | 72.3%        | <ul style="list-style-type: none"> <li>• Slough Borough Council</li> <li>• Thames Valley Police</li> </ul>                                                                                                 |
| <b>Building resilience to violent extremism.</b>                                                                      | Average: 2.3 | Average: 2.9           | Average: 3.3 | Average: 4.2 | <ul style="list-style-type: none"> <li>• Slough Borough Council</li> <li>• Thames Valley Police</li> </ul>                                                                                                 |
| <b>Fair treatment by local services</b>                                                                               | 61.3%        | N/A                    | N/A          | 65%          | <ul style="list-style-type: none"> <li>• Slough Borough Council</li> <li>• Thames Valley Police</li> <li>• Berkshire East Primary Care Trust</li> <li>• Royal Berkshire Fire and Rescue Service</li> </ul> |
| <b>Overall/general satisfaction with the local area</b>                                                               | 63.6 %       | N/A                    | N/A          | 67%          | <ul style="list-style-type: none"> <li>• Slough Borough Council</li> <li>• Thames Valley Police</li> <li>• Royal Berkshire Fire and Rescue Service</li> <li>• Berkshire East Primary Care Trust</li> </ul> |

| Indicators                                                                     | Baseline              | LAA Improvement Target |                      |                      | Partners who have signed up to the target                                                                                                                                                                                                                   |
|--------------------------------------------------------------------------------|-----------------------|------------------------|----------------------|----------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                |                       | 08/09                  | 09/10                | 10/11                |                                                                                                                                                                                                                                                             |
| <b>Health and Well-Being – Adding years to life and life to years</b>          |                       |                        |                      |                      |                                                                                                                                                                                                                                                             |
| <b>Adult participation in sport.</b>                                           | 19.4%                 | 20.4%                  | 22.4%                | 24.4%                | <ul style="list-style-type: none"> <li>• Slough Borough Council</li> <li>• Berkshire East Primary Care Trust</li> </ul>                                                                                                                                     |
| <b>Obesity among primary school age children in year 6.</b>                    | 22.1%                 | 20.1%                  | 19.4%                | 18.8%                | <ul style="list-style-type: none"> <li>• Berkshire East Primary Care Trust</li> <li>• Slough Borough Council</li> <li>• Heatherwood and Wexham Park Hospitals NHS Foundation Trust</li> </ul>                                                               |
| <b>Children and Young people's participation in high quality PE and sport.</b> | 75%                   | 84%                    | 87%                  | 90%                  | <ul style="list-style-type: none"> <li>• Slough Borough Council</li> </ul>                                                                                                                                                                                  |
| <b>16 plus current smoking rates.</b>                                          | 674 Smokers quitting  | 710 smokers quitting   | 772 smokers quitting | 773 smokers quitting | <ul style="list-style-type: none"> <li>• Berkshire East Primary Care Trust</li> <li>• Slough Borough Council</li> <li>• Heatherwood and Wexham Park Hospitals</li> <li>• NHS Foundation Trust</li> <li>• Royal Berkshire Fire and Rescue Service</li> </ul> |
| <b>People with Long Term Conditions supported to be independent.</b>           | No baseline available | Targets to be set      | Targets to be set    | Targets to be set    | <ul style="list-style-type: none"> <li>• Berkshire East Primary Care Trust</li> <li>• Slough Borough Council</li> <li>• Heatherwood and Wexham Park Hospitals NHS Foundation Trust</li> <li>• Royal Berkshire Fire and Rescue Service</li> </ul>            |
| <b>Emotional health of children.</b>                                           | 60.9 %                | 60.9%                  | 64.9%                | 69%                  | <ul style="list-style-type: none"> <li>• Slough Borough Council</li> </ul>                                                                                                                                                                                  |

| Indicators                                                                                                     | Baseline                       | LAA Improvement Target         |                                                          |                                                         | Partners who have signed up to the target                                                                                                                                                                                     |
|----------------------------------------------------------------------------------------------------------------|--------------------------------|--------------------------------|----------------------------------------------------------|---------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                |                                | 08/09                          | 09/10                                                    | 10/11                                                   |                                                                                                                                                                                                                               |
|                                                                                                                |                                |                                |                                                          |                                                         | <ul style="list-style-type: none"> <li>Berkshire East Primary Care Trust</li> </ul>                                                                                                                                           |
| <b>Health and Well-Being – Adding years to life and life to years</b>                                          |                                |                                |                                                          |                                                         |                                                                                                                                                                                                                               |
| <b>Self directed payment.</b>                                                                                  | 199 Service users              | <b>250 service users</b>       | 450 service users                                        | 1,015 service users                                     | <ul style="list-style-type: none"> <li>Slough Borough Council</li> </ul>                                                                                                                                                      |
| <b>Carers receiving needs assessment or review and a specific carers service, or advice and information</b>    | 21%                            | 23%                            | 25%                                                      | 28%                                                     | <ul style="list-style-type: none"> <li>Slough Borough Council</li> <li>Heatherwood and Wexham Park Hospitals</li> </ul>                                                                                                       |
| <b>Circulatory disease mortality.</b>                                                                          | 98.5 per 100,000 aged below 75 | 79.4 per 100,000 aged below 75 | 73.8 per 1000 aged below 75                              | 68.7 per 1000 aged below 75                             | <ul style="list-style-type: none"> <li>Berkshire East Primary Care Trust</li> <li>Slough Borough Council</li> <li>Heatherwood and Wexham Park Hospitals NHS Foundation Trust</li> </ul>                                       |
| <b>NI 59 % of Initial assessments for children’s social care carried out within 7 working days of referral</b> | 78.2% 2007/08                  | 80%                            | To be set for April 09                                   | To be set for April 09                                  | <ul style="list-style-type: none"> <li>Slough Borough Council</li> </ul>                                                                                                                                                      |
| <b>Drug related (Class A) offending rate.</b>                                                                  | Final data available July 2009 | N/A                            | Average 9% below baseline across 09/10 and 10/11 cohorts |                                                         | <ul style="list-style-type: none"> <li>Thames Valley Police</li> <li>Slough Borough Council</li> <li>Berkshire East Primary Care Trust</li> <li>HM Courts Service - Thames Valley</li> <li>Thames Valley Probation</li> </ul> |
| <b>Number of affordable homes delivered.</b>                                                                   | 0                              | 152 dwellings                  | 204 dwellings                                            | 128 dwellings<br><br>Cumulative target 484 dwellings in | <ul style="list-style-type: none"> <li>Slough Borough Council</li> </ul>                                                                                                                                                      |

| Indicators                                                                                            | Baseline              | LAA Improvement Target |  |        | Partners who have signed up to the target                                                                  |
|-------------------------------------------------------------------------------------------------------|-----------------------|------------------------|--|--------|------------------------------------------------------------------------------------------------------------|
|                                                                                                       |                       |                        |  | total. |                                                                                                            |
| <b>Tackle fuel poverty - Percentage of people living in homes with a low energy efficiency rating</b> | No baseline available | Establish baseline     |  |        | <ul style="list-style-type: none"> <li>• Slough Borough Council</li> <li>• Thames Valley Police</li> </ul> |

| Indicators                                                                                                                                                                                                                                           | Baseline                                   | LAA Improvement Target |                   |                                      | Partners who have signed up to the target                                                                                                                     |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|------------------------|-------------------|--------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                                                                                      |                                            | 08/09                  | 09/10             | 10/11                                |                                                                                                                                                               |
| <b>Safer Communities</b>                                                                                                                                                                                                                             |                                            |                        |                   |                                      |                                                                                                                                                               |
| <b>Serious acquisitive crime.</b>                                                                                                                                                                                                                    | 39.88 per 1000 pop in 2007/8               | 37.33 per 1000         | 37.88 per 1,000   | 35.89 per 1000                       | <ul style="list-style-type: none"> <li>• Thames Valley Police</li> <li>• Slough Borough Council</li> </ul>                                                    |
| <b>Assault with injury crime rate.</b>                                                                                                                                                                                                               | 08/09 baseline to be inserted in July 2009 | N/A                    | Baseline minus 3% | Baseline minus 3%                    | <ul style="list-style-type: none"> <li>• Thames Valley Police</li> <li>• Slough Borough Council</li> </ul>                                                    |
| <b>Domestic Violence</b><br>a) Increase the numbers of referrals to the advocacy project run by East Berkshire Women's Aid.<br>b) A percentage reduction in the risks of DA for victims in contact with local services.                              | a) 116<br>b) -48.39%                       | a) 130<br>b) -48.9%    | a) 140<br>b) -50% | a) 150<br>b) -52%                    | <ul style="list-style-type: none"> <li>• Thames Valley Police</li> <li>• Slough Borough Council</li> </ul>                                                    |
| <b>Number of primary fires and related fatal and non fatal casualties (excluding precautionary checks)</b><br>a) total number of primary fires per 100,000 population<br>b) total number of fatalities due to primary fires (per 100,000) population | a) 746.22<br>3 year total<br>b) 0.833      | b) 0.833               | b) 0.833          | a) 715.7<br>3 year total<br>b) 0.833 | <ul style="list-style-type: none"> <li>• Royal Berkshire Fire and Rescue Service</li> <li>• Slough Borough Council</li> <li>• Thames Valley Police</li> </ul> |



| Indicators                                                                                       | Baseline                                                  | LAA Improvement Target                         |                                                |                                                           | Partners who have signed up to the target                                                                                                     |
|--------------------------------------------------------------------------------------------------|-----------------------------------------------------------|------------------------------------------------|------------------------------------------------|-----------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                  |                                                           | 08/09                                          | 09/10                                          | 10/11                                                     |                                                                                                                                               |
| c) total number of non-fatal casualties per 100,000 population<br>d) dwelling fires              | c) 75.31<br>3 year total<br><br>d) 255.59<br>3 year total |                                                |                                                | c) 67.78<br>3 year total<br><br>d) 235.15<br>3 year total |                                                                                                                                               |
| <b>Perceptions of anti social behaviour.</b>                                                     | 35.4%                                                     | N/A                                            | N/A                                            | To be set                                                 | <ul style="list-style-type: none"> <li>• Slough Borough Council</li> <li>• Thames Valley Police</li> </ul>                                    |
| <b>Safer Communities</b>                                                                         |                                                           |                                                |                                                |                                                           |                                                                                                                                               |
| <b>Young offenders' engagement in suitable education, employment or training.</b>                | 71.9%                                                     | 74.8%                                          | 77%                                            | 79.3%                                                     | <ul style="list-style-type: none"> <li>• Slough Borough Council</li> <li>• Royal Berkshire Fire and Rescue Service</li> </ul>                 |
| <b>First time entrants to the Youth justice System</b>                                           | 2040<br>Rate per 100,000 population aged 10-17            | 2000<br>Rate per 100,000 population aged 10-17 | 1960<br>Rate per 100,000 population aged 10-17 | 1920<br>Rate per 100,000 population aged 10-17            | <ul style="list-style-type: none"> <li>• Slough Borough Council</li> <li>• Thames Valley Police</li> </ul>                                    |
| <b>Young Peoples participation in positive activities.</b>                                       | 73.7%                                                     | 73.7%                                          | 78.7%                                          | 83.7%                                                     | Slough Borough Council                                                                                                                        |
| <b>Offenders under probation supervision in employment at the end of their order or licence.</b> | 39%                                                       | 41% of the total                               | 43% of the total                               | 45% of the total                                          | <ul style="list-style-type: none"> <li>• Thames Valley Probation</li> <li>• Thames Valley Police</li> <li>• Slough Borough Council</li> </ul> |

| Indicators                                                                                                                                                                                                                                                            | Baseline                                     | LAA Improvement Target             |                                   |                                    | Partners who have signed up to the target |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------|------------------------------------|-----------------------------------|------------------------------------|-------------------------------------------|
|                                                                                                                                                                                                                                                                       |                                              | 08/09                              | 09/10                             | 10/11                              |                                           |
| <b>Environment</b>                                                                                                                                                                                                                                                    |                                              |                                    |                                   |                                    |                                           |
| <b>Household waste recycled and composted.</b>                                                                                                                                                                                                                        | 22%<br>2006/07                               | 26%                                | 28%                               | 29%                                | • Slough Borough Council                  |
| <b>Per capita CO2 emissions in the LA area.</b>                                                                                                                                                                                                                       | 5.72t CO2 per head                           | 1% reduction<br>5.65t CO2 per head | 4% reduction<br>5.5t CO2 per head | 9% reduction<br>5.21t CO2 per head | • Slough Borough Council                  |
| <b>Local bus passenger journeys originating in the authority area.</b>                                                                                                                                                                                                | 4,326,200 trips 2006/07                      | 4,516,087 trips                    | 4,614,133 trips                   | 4,701,895 trips                    | • Slough Borough Council                  |
| <b>Children travelling to school – mode of travel usually used.</b>                                                                                                                                                                                                   | 39%<br>Second Local Transport Plan - 2006/07 | 37%                                | 36%                               | 35%                                | • Slough Borough Council                  |
| <b>Access to services and facilities by public transport, walking and cycling:</b><br>a) Proportion of the population within a 45 minute journey to Heathrow door to door via public transport . Week day period between 7am and 9am.<br>b) Bus passenger journeys to | a) 61%<br>2006/7                             | a) 63%                             | a) 65%                            | a) 67%                             | • Slough Borough Council                  |

| Indicators                 | Baseline                | LAA Improvement Target |              |              | Partners who have signed up to the target |
|----------------------------|-------------------------|------------------------|--------------|--------------|-------------------------------------------|
|                            |                         | 08/09                  | 09/10        | 10/11        |                                           |
| Heathrow commencing Slough | b) 1,770,818<br>2006/07 | b) 1,883,793           | b) 1,952,294 | b) 2,055,047 |                                           |

| Indicators                                                                                                                               | Baseline                           | LAA Improvement Target      |                             |                             | Partners who have signed up to the target                                                                                                                                                  |
|------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|-----------------------------|-----------------------------|-----------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                          |                                    | 08/09                       | 09/10                       | 10/11                       |                                                                                                                                                                                            |
| <b>Economy and Skills</b>                                                                                                                |                                    |                             |                             |                             |                                                                                                                                                                                            |
| <b>Migrants English language skills and knowledge.<br/>LOCAL</b>                                                                         | Baseline to be set in year 2       | Targets to be set in year 2 | Targets to be set in year 2 | Targets to be set in year 2 | <ul style="list-style-type: none"> <li>• Slough Borough Council</li> <li>• Royal Berkshire Fire and Rescue Service</li> <li>• Learning and Skills Council</li> </ul>                       |
| <b>Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stages 2 and 4.</b> | Key Stage (KS) 2<br>baseline – 24% | 22.5%                       | 21%                         | 19.5%                       | <ul style="list-style-type: none"> <li>• Slough Borough Council</li> </ul>                                                                                                                 |
|                                                                                                                                          | Key Stage (KS) 4<br>baseline – 37% | 35%                         | 33%                         | 31%                         |                                                                                                                                                                                            |
| <b>16 to 18 year olds who are not in education, training or employment (NEET).</b>                                                       | 5.3%<br>Feb08                      | 4.7%                        | 4.4%                        | 4.3%                        | <ul style="list-style-type: none"> <li>• Slough Borough Council</li> <li>• Learning and Skills Council</li> <li>• Connexions</li> <li>• Royal Berkshire Fire and Rescue Service</li> </ul> |

| Indicators                                                             | Baseline   | LAA Improvement Target |       |       | Partners who have signed up to the target                                                                                                                            |
|------------------------------------------------------------------------|------------|------------------------|-------|-------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                        |            | 08/09                  | 09/10 | 10/11 |                                                                                                                                                                      |
| <b>Working age population qualified to at least level 2 or higher.</b> | 60.5% 2006 | 61.2%                  | 62.2% | 64.2% | <ul style="list-style-type: none"> <li>• Learning and Skills Council</li> <li>• Slough Borough Council</li> <li>• Royal Berkshire Fire and Rescue Service</li> </ul> |
| <b>Working age population qualified to at least level 3 or higher.</b> | 37% 2006   | 38.2%                  | 39.2% | 40.2% | <ul style="list-style-type: none"> <li>• Learning and Skills Council</li> <li>• Slough Borough Council</li> </ul>                                                    |

| Indicators                                                   | Baseline                    | LAA Improvement Target                                                                         |                                                                                                |                                                                                                | Partners who have signed up to the target                                                            |
|--------------------------------------------------------------|-----------------------------|------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|
|                                                              |                             | 08/09                                                                                          | 09/10                                                                                          | 10/11                                                                                          |                                                                                                      |
| <b>Environment</b>                                           |                             |                                                                                                |                                                                                                |                                                                                                |                                                                                                      |
| <b>Working age population claiming out of work benefits.</b> | 11.5%                       | 11.3%<br>Economic indicator<br>Targets to be reassessed.<br>Indicator deferred until 2009-2010 | 11.0%<br>Economic indicator<br>Targets to be reassessed.<br>Indicator deferred until 2009-2010 | 10.5%<br>Economic indicator<br>Targets to be reassessed.<br>Indicator deferred until 2009-2010 | <ul style="list-style-type: none"> <li>• Jobcentre Plus</li> <li>• Slough Borough Council</li> </ul> |
| <b>VAT registration rate.</b>                                | 61.3<br>average 2005 – 2007 | 61.3                                                                                           | 66.7                                                                                           | 66.7<br>new business registrations per 10,000 population                                       | <ul style="list-style-type: none"> <li>• Slough Borough Council</li> </ul>                           |

| Indicators | Baseline | LAA Improvement Target |       |                        | Partners who have signed up to the target |
|------------|----------|------------------------|-------|------------------------|-------------------------------------------|
|            |          | 08/09                  | 09/10 | 10/11                  |                                           |
|            |          |                        |       | aged 16 years and over |                                           |