



# Annual Report 2019-20

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**Slough**  
Borough Council

## Contents

1. Foreword, Leader of the Council	5
2. Introduction, Chief Executive	7
3. Case Studies	9
4. Performance against outcomes	13
Outcome 1	13
Outcome 2	17
Outcome 3	20
Outcome 4	24
Outcome 5	27
5. Budget	30
6. Performance Scorecard: latest available data	32





## 1. Foreword, Leader of the Council

Slough continues to set the pace in South-East England as a place where people want to live, work, invest and do business. We were named the best place to work in the UK for the third year running in the Glassdoor annual report.

Over the past five years, we have seen unprecedented growth in residential sales values and have witnessed the disposal of the Queensmere and Observatory shopping centres to ADIA, who have entered into an agreement with British Land to develop proposals for transformational change in the towns' retail/leisure offering. At the same time, we have seen the completion of 460,000 sqft of Grade A office space through the development of the Porter Building and The Future Works.

This year saw the purchase of the former Akzo Nobel manufacturing site to Panattoni, which is the largest developer of logistics facilities in Europe. Subject to planning, Panattoni are proposing to develop a mixed-use scheme with circa 1,000 new homes and a mix of logistical units.

In April 2019, works also started on two Marriott branded hotels that are being developed by Slough Borough Council. The hotels will provide 244 new rooms and will be leased for 25 years with an option for a further 15 years. This project, along with 64 apartments and two commercial units' restaurants developed by Slough Urban Renewal (SUR) will be complete in 2021.

SUR is also partnering with Muse Developments to redevelop the former Thames Valley University site to deliver circa £650m of development in the Heart of Slough. Whilst the masterplan is still evolving, the expectation is that this site will provide a place shaping scheme that could accommodate circa 200,000 sqft of office grade A office space, over 1,000 apartments and circa 50,000 sqft of leisure/cultural uses that will create almost 3,000 jobs, make a cross-cutting contribution to delivering the outputs and outcomes set out in the Council's Five Year Plan and generate a considerable long-term income stream.

We know that Crossrail is coming and is already opening up new opportunities for businesses to relocate in Slough. We have worked with private sector partners, the business community, central government departments and LEP's to get the infrastructure in place to capitalise on the towns' enviable connectivity.

Of course, our fundamental objective is to provide high quality people centred services for local people and communities. Against this background, we are reviewing our operating model and developing a localities based approach that has the potential to deliver transformational models of integrated service delivery at a neighbourhood setting and will aim to deliver high levels of quality affordable housing via our future housing-led projects.

During 2019/20 Slough Council, with its partners, has:

- Achieved above the national average for the third consecutive year at the end of the Early Years Foundation Stage. In 2019, Slough was ranked 33rd highest LA for the Good Level of Development (GLD), up from 83rd in 2016.
- Developed the Chalvey Strong, Healthy and Attractive Neighbourhood Plan as a community engagement model to roll out across Slough.
- Introduced direct cremations and extended the cemetery at Lismore Gate to create additional burial plots for the community.
- Transformed the area between the Curve and St. Ethelbert's Church into a beautiful spot, with Mediterranean style planting and a cottage garden twist.
- Launched the Adult Social Care Co-Production Network to ensure the views of social care users in Slough are considered during the design and running of social care services in the borough.
- Developed the Slough Business Improvement District (BID), with circa £2m of additional resources secured over a five year period, as part of our commitment to developing a strong partnership with local businesses.

The annual report includes a series of case studies and key statistics to further evidence delivery of our achievements. I would like to thank staff for their hard work and commitment to delivering quality services on behalf of the people of Slough.

I must also pay thanks to our staff who have risen to the challenges of tackling the impacts of Covid-19 and I am proud of the response to the crisis and the joint work between the council, communities and partners.



**Councillor James Swindlehurst**  
**Leader of the Council**

## 2. Introduction, Chief Executive

When I look back at my introduction to last year's annual report I stated that the key challenge set to me by the leader was to ensure that the council is fit for the future and has a plan to weather the storm ahead which will include acute pressure on our budget and the ongoing uncertainty of Brexit.

The impact of Covid-19 meant this has been an unprecedented year for the council, the town and the country. The introduction of the 'lockdown' by the UK government saw non-essential businesses close down and the population (with the exception of Key Workers) instructed to work from home to slow down the spread of the Covid-19 pandemic. The looming economic crash created by the closure of most businesses required Slough Borough Council to reconsider existing strategies and introduce revised short and medium-term plans to respond to the inevitable health, wellbeing, social and financial aftershocks of the public health crisis.

As a council we:

- Moved swiftly to manage the crisis and implement business continuity arrangements
- Identified critical services and ensured capacity to maintain these (monitoring each of these on a daily basis)
- Maintained key universal services including uninterrupted weekly waste collection and disposal, grounds maintenance and the Household Waste and Recycling Centre

- Set up task groups to ensure support to those that need it most across adult social care, children's services and housing
- Established a hub at Langley and a dedicated team to coordinate requests for support
- Prioritised PPE
- Enabled staff to work from home wherever possible
- Ensured robust governance through GOLD/SILVER meetings
- Coordinated activity through a central Operations Room (seven days a week)
- Maintained communications to staff, councillors and communities
- Ensured staff were supported through regular communication with messages from the Chief Executive and the Senior Leadership Team, with clear direction to sources of support available.
- Participated in the regional response across the Thames Valley and all regional meetings.



We developed a Response - Recovery - Renewal Strategy based on the delivery of key outputs, outcomes and milestones to ensure that we will be in a position to speed-up the council's transition from crisis management/business continuity planning to re-focusing on a place where people choose to live, work, shop, invest and do business and positioning Slough as the strategic partner of choice in SE England.

The immediate response confirmed a series of findings that had already fed into the development of the Our Futures transformation programme:

- The importance of partnership and community working;
- The value of shared intelligence and data across the council and with partners to build a common picture of our communities so that we can use the insight to identify shared priorities; and
- The importance of addressing socio economic factors that contribute to the health and wellbeing of our communities.

The leader has highlighted just a few of the many achievements over the past year and there are many more in the annual report. It is testament to our strength as a council that these have been delivered against a time of unprecedented demand and pressure.

In addition we have progressed the design of a new operating model for the council to achieve our vision where we will be a world class organisation, we will be strong local leaders with our partners, we will deliver high quality and effective outcomes.

I would also like to add my thanks to those of the Leader to the dedication of our staff who have gone above and beyond to support the people of Slough and ensure that as a council we have a solid foundation for the future.



**Josie Wragg**  
Chief Executive

## 3. Case Studies

### a. "I Talk"

#### Background and the challenges we face

Research shows how important good speech, language and communication development, particularly vocabulary development, is for children's long term learning and attainment at school. The new Ofsted Inspection Framework introduced in September 2019 also has vocabulary development and reading as a fundamental focus. Slough Early Years service has supported and developed the local "I Talk" programme since 2010, and data from this programme shows there has been a reduction in children at risk of delay in speech sounds and talk from 31 percent to 21 percent (July 2010 - July 2019 respectively).

#### How we're tackling it

Central to the success of the "I Talk" programme is the development of an Early Language Lead Practitioner (ELLP) in early year's settings. ELLPs model best practice, cascade training, key messages and national initiatives shared at the termly "I Talk" network meetings as well as support their colleagues to monitor the speech, language and communication development of all children. Children who are at risk of delay are identified and supported at an early stage, and some of these children and their families will be also encouraged to attend the speech and language drop in service to get advice, guidance and support from the speech and language therapy team (SALT).

With the increased demand for the input of SALT and the longer waiting list times, some joint working took place this year. Speech and language therapists delivered training at two of the "I Talk" network meetings, sharing the specific techniques, strategies and resources they use when delivering their support programmes.

#### Impact

- ELLPs and their early years practitioners are now more confident in delivering SALT programmes and strategies in the setting
- Targeted support is taking place for the most vulnerable children, particularly those whose families have been reluctant to attend the SALT drop ins
- Development of communication friendly environments and quality interactions, embedding the use of the Techniques of the Week (TOW) and an inclusive approach with the use of visual supports.

#### Next steps

The Early Years Service and SALT are keen to co-deliver more sessions to the ELLPs in the coming year, making use of the ITalk monitoring data to identify the areas of need.



## b. Co-production Network

### Background and the challenge we face

In Slough Borough Council, we are committed to support the wellbeing of vulnerable residents, build more community resilience and tackle inequalities. In order to achieve these commitments, we needed to break down the barriers between those who use our services and professionals offering these services. Co-production starts from the premise that everyone is equal so no one group or person is more important than others and everyone has assets to contribute to the process.

### How we're tackling it

We launched the Co-production Network in March 2019 to change the way local statutory organisations work with people who use health and social care services. The Co-production Network is made up of local people with experience of health and social care services and professionals from Slough Borough Council Adult Social Care, Healthwatch and East Berkshire CCG.

The Co-production Network aims to:

- Shape local health and social care services.
- Really listen and engage with local people.
- Make decisions about services together.
- Work with and engage the wider community.

Members of the network have designed a contract together to agree a way of working which includes working as part of a team, learning from each other, representing the views and experiences of people in my community and championing co-production in Slough.

### Impact

Over the past year, the Co-production Network has been involved with a variety of projects, including:

- Facilitating a monthly community Forum on Slough High Street. This enabled the Network to have conversations with the wider community about their experiences of health and social care. It also offered an opportunity for local organisations and providers to engage with the Co-production Network and the wider community.
- Provided comprehensive advice on the interim Housing Strategy, particularly around the needs of Slough's more vulnerable adults.
- Worked with Healthwatch to co-design a new framework for enter and view inspections of Slough Care Homes.

- Involved in developing the Promoting Safe and Positive Lifestyles service with Solutions4Health. A volunteer from the Co-production Network who has personal experience of accessing housing related support services was involved in the tender evaluation process to select the new provider. Thus, they were able to ask questions based on their own experience, and have since worked with the provider to co-design parts of the new service.
- Involved in commissioning evaluation panels. As well as the new Promoting Safe and Positive Lifestyles service, Co-production Network volunteers have also been involved with the tender process for the new Healthwatch service.
- Community members were also involved with the recruitment of senior staff, including the Commissioning and Transformation service lead, and the interim Service Lead for Adult Social Care Operations.





## c. The Creative Academy

### Background and the challenge we face

In 2003, Slough Borough Council realised the underrepresentation in the creative and cultural industries and the need for high quality, affordable vocational training for young people in the area, with the aim of creating confident and talented performers or teachers who have better chances of securing good jobs.

### How we're tackling it

The Creative Academy was created as a unique partnership between Slough Borough Council and University of West London, offering full time nationally recognised vocational dance training, through the Council for Dance, Drama and Musical Theatre, underpinned with dance provision specifically designed for Slough's community.

This year the students have worked with a variety of organisations, including Active Slough, Haybrook College, Slough Schools Sport Network, James Elliman School, Little Down, and Foxborough Primary School. The students have performed locally and nationally, including at the SCVS Awards, Christmas Lights Slough, Brit Awards, and four mainstage pieces at 'Move It' 2019, Can You Dance 2019 and Pride 2019 with O2.

### Impact

The Creative Academy currently has 100 percent of its graduates gaining employment in the creative industries or go on to further postgraduate professional study. Destinations of graduates Class of 2019 include teaching or performing with, for example, TUI Magic Life, Stormzy,

Lotus, and Chessington World of Adventure and Brit Awards. Two students went for postgraduate study in education.

In addition, 54 percent of the current cohort graduating in July 2020 has secured employment, postgraduate study or representation, which is exceptional especially considering this has been during lockdown for COVID19.

The Creative Academy has also engaged with 160 young people aged 3-21 on our Creative Saturdays programme that has run for three terms, and the 2021-22 graduates will be developing this offer, making a much bigger, better offer for local children and young people. This has had a positive impact on the wellbeing of the young people providing them with the opportunity to develop dance technique, increased physical activity, make friends and gain recognised qualifications.

### Next steps

The Creative Academy is developing a new offer specifically designed at encouraging more local people to engage in dance by being more active more often, leading to internationally recognised qualifications through the Imperial Society of Teachers of Dancing or Pilates with Active IQ.

The Creative Academy has also re-designed the Foundation Degree and BA (Hons) qualifications to bring a new offer to local people, the graduates and young people to ensure we create confident choreographer, performer, and teachers with the skills for lifelong careers. This will make Slough the only local authority offering vocational professional dance programme from level 3 through the level 7 (masters programmes).

## 4. Performance against outcomes

### Outcome 1:

Slough children will grow up to be happy, healthy and successful

### Achieving at Schools

In 2018-19, Slough children and young people continued to achieve excellent and improved results:

- The proportion of good and outstanding schools in the Slough is 92 percent, which is above the national average of 86 percent.
- Standards in key measures are above national average in EYFSP, Key Stage 2 and Key Stage 4.
- In the Early Years Foundation Stage, the LA ranks 33rd against all other local authorities for pupils achieving a good level of development which has increased by seven places from 40th in 2018.
- At KS2, the LA is ranked 30th against all other local authorities for pupils achieving the expected standards in reading, writing and maths combined which has increased by two places from 32nd in 2018.
- At KS4, the LA is ranked 15th for progress eight against all other local authorities, increasing by two places from 17th in 2018.

### 'I Talk'

We have reduced the number of children at risk of language delay through the continued delivery of the 'I talk' language and communication programme by our early years service. In addition, we continue to work with SALT for delivery of training and materials on speech and language therapy for children and young people.

The Speech and Language therapist led training, as part of two 'I Talk' network meetings to develop practitioners' understanding of therapy programmes and assessment processes, was conducted by the speech and language therapy team together with the sharing of good practice and strategies for supporting young children's speech language and communication skills. Early years providers are supported to train practitioners and develop key strategies in their settings as part of the 'I Talk' termly monitoring.

### Young Readers

The Summer Reading Challenge 2019, which was called Space Chase and celebrated 50 years since we landed on the moon, attracted 3,604 children - an increase of 18.7 percent on last year.

Furthermore, through our BookStart initiative, around 2,600 baby packs were gifted to families with children aged 12-30 months via health visitors and registrars.

### Digital Home Learning

February 2020 saw the launch of a home learning function activated on the iConnect system, which was already used by staff to record children's observations, learning journeys and assessments. This activation has allowed parents to engage in the process, sharing and adding their own children's home learning experiences, as well as for staff to keep in contact and to send home activity ideas for children that were not attending the setting due to the Covid-19 closures. Out of 548 active children registered within the ten children's centres, registered for early years provision, there are 724 parents or carers signed up to access this platform.

### Active Movement

We introduced the Active Movement programme across all 10 children's centres. The programme has also been implemented by seven early year providers and has largely contributed to improving children's physical development as part of the early years foundation stage. Together with other activities, including information sessions and cookery classes, it has helped to reduce childhood obesity in children under five from 22.3 percent to 21.9 percent.



### Early Years Foundation Stage

This year, we achieved a good level of development at the end of the Early Years Foundation Stage above the national average for the third consecutive year. Schools are supported through moderation network meetings and training and all schools attend at least one session.

- Slough is ranked 33rd highest LA for GLD in 2019. In 2016, Slough ranked 83rd and our national position has improved every year since.
- The attainment gap of our lowest 20 percent is smaller than the national gap.

### Disadvantaged Pupils

Outcomes for disadvantaged pupils are above the national average at KS2, and the gaps between disadvantaged and all other pupils are smaller than the national average. At KS4, outcomes for disadvantaged pupils are above the national average, and the gap between disadvantaged and all other pupils is smaller than the national average.

### Oral Health

Our early years service introduced an early years health improvement kite mark for early years settings and childminders which has since contributed to the reduction of tooth decay in children under five from 41.5 percent to 37.9 percent. The service has also maintained Gold accreditation for oral health and supervised tooth brushing across all children's centres and 22 private and voluntary early years settings.

### 'Local Offer'

The new "Local Offer" was successfully launched with improved access to information through the updated Slough Family Information Service (FIS) website. It provides a wide range of online information about available services, support and activities for children and young people with special educational needs and disabilities (SEND) aged 0-25.

### Safeguarding

Safeguarding networks with schools have been well established and embedded as part of the school system with the LA as facilitators. This year, 100 percent of schools completed the online S175 safeguarding audit. This ensures the LA and schools are covering statutory safeguarding duties and also sharing effective practice with stakeholders.

### Partnership Arrangements

The Link has become a well established source of information and communication between school professionals and the LA. Key partnership arrangements with schools for overseeing strategic educational developments include:

- The Slough Education Partnership Board (SEPB), which consists of a range of Headteachers from all phases and settings and council officers. It is chaired jointly by the Director of Children, Learning and Skills and a Headteacher on a rotation basis.



- The Slough School Improvement Board (SSIB), which consists of Headteachers cross phase, the Slough Teaching School Alliance (STSA) and council officers. It is chaired by the Service Lead - Schools and has an overview of all school improvement visits. It helps set local priorities and identify areas of strength in the system so schools can more readily and effectively support each other.

#### Early Help Hub

The Early Help Hub has seen an increase in referrals for support at Threshold 2 by an additional 50 percent compared with last year's referrals, leading to more children, young people and families in Slough receiving the support they need.

#### The Troubled Families Programme, known in Slough as the Strengthening Families programme

Since the Troubled Families Programme transferred back to the council from the Children's Services Trust in August 2019, 101 positive outcomes have been achieved in families making significant and sustained progress following interventions as part of the Strengthening Families Programme. 100 percent of payments by results claims were also validated by the Ministry for Housing, Communities and Local Government.

#### Parenting

To broaden the strategic remit of the early help offer, we developed and launched a multi-agency parenting strategy for Slough. The strategy sets out the council's vision for strengthening parenting capacity and the roll out of universal and targeted evidence based parenting programmes.

#### Mental Health

Slough was successful in its bid with East Berkshire councils and the Clinical Commissioning Group for a Mental Health Support Team working alongside Berkshire Healthcare Foundation Trust. Clinicians will work alongside early help staff to promote earlier access to evidence based mental health interventions. In addition, we are part of East Berkshire's early intervention service with CAMHS known as the Getting Help Service. These initiatives will launch in September, following training.

#### Funded Early Education

During the spring term 2020, 418 two year olds were in receipt of their funded early education, 3,163 three and four year olds were in receipt of their universal entitlement (15 hrs), and 843 three and four year olds were in receipt of their extended entitlement (30 hrs).



## Outcome 2:

### Our people will be healthier and manage their own care needs

#### Active Movement

We have been working on enhancing physical activity across all ages through extending the Active Movement's physical activity programme, which is now being delivered in 24 (out of 29) primary schools, all 10 children's centres, seven early year settings, one secondary school and in Slough Borough Council for staff. This has been reinforced by Good Gym's ongoing combined running and volunteering as well as support to residents with long-term conditions to lose weight and increase their physical activity through the relaunch of the Exercise Referral Programme and launch of Slough in Motion.



#### A Good Start in Life

To ensure a good start in life for slough children, we have launched the new 'Lift the Baby' safe sleeping campaign on behalf of Berkshire, with the aim of reducing the number of baby deaths by encouraging parents, especially new dads, not to fall asleep on a sofa or armchair with their baby, as it increases the risk of SIDS (Sudden Infant Death Syndrome) by up to 50 times.

We have also procured the Solihull online parenting programme on behalf of the Frimley Local Maternity System. This online guide provides advice in different languages to expectant parents, parents, grandparents and carers of children of all ages including those with Special Educational Needs and Disabilities (SEND).

#### Healthy Smiles

In 2018-2019, we commissioned the 'Slough Healthy Smiles' project aimed at tackling Slough children's poor oral health by deliver information sessions on tooth brushing and good oral health provision for early year staff. This year, the project was expanded to include further 11 sites, making 21 in total including all SBC's Children's Centres, accredited with Silver or Gold oral health.

### Immunisation

A new Immunisation Partnership group with representatives from Slough Public Health, NHS England, Berkshire Healthcare NHS Foundation Trust, The East Berkshire CCG and the Berkshire shared Public Health team has been developed to provide support for local residents to improve their health and wellbeing through improved prevention.

In October 2019, this new group delivered the first local Immunisation Conference, which focused on the challenges to improving immunisation uptake and looked at potential solutions to increase overall immunisation uptake and coverage for Slough residents. The conference also resulted in agreement of a new local Immunisation Partnership Action Plan with specific steps to improve Slough's historically poor immunisation rates.

### Mental Wellbeing

In February 2020, we delivered the Loneliness and Social Isolation Conference in partnership with local faith groups and the voluntary sector. In addition, we have been collaborating with other councils across Berkshire to launch the 'Bereaved by Suicide Service', which provides free support for families bereaved by suicide to cope with the death of a loved one, including providing a specialist case worker to work closely with them and provide practical help and emotional support.

The Slough Community Mental Health Services Team was shortlisted for the national 'Innovation in Health' award for their approach to treating mental health.

### Health Beliefs

We have completed the Health Beliefs research project, which aims to provide an in-depth analysis of Slough Residents and will help shape local activities and projects by ensuring they meet the needs and aspirations of our local population.

### 'Health and Wellbeing Slough'

Our new innovative and integrated healthy lifestyle service "Health and Wellbeing Slough" has been recently launched, making it easier for local health partners to refer and for residents to access the support they need to improve their health and wellbeing and reduce the impact of long-term health conditions across a wide range of areas including smoking cessation, falls prevention, emotional wellbeing, weight management and physical activity.

### Adult Social Care Co-Production

The Adult Social Care Co-Production Network was launched to ensure the views of social care users in Slough are considered during the design and running of social care services in Slough.





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

### Paradise Gardens

This beautiful spot now at the corner of St. Ethelbert's Church is the result of a joint initiative between SBC and St. Ethelbert's Church after a successful application for the Pocket Park Plus funding programme.

Until it was cleaned in June 2019, the site had been a problematic area for Slough with rough sleepers, drinking and general anti-social behaviour being on full view to local users and visitors to the town centre and The Curve. It was then transformed with a simple design that covered the old tarmac and concrete bases and opened the area by providing access to The Curve frontage. Mediterranean style planting with a cottage garden twist was chosen with trees and climbing plants, rose arches and obelisks used to provide height and scale. A more traditional herbaceous flower border has been provided at the base of the church which is more in keeping with the traditional architecture.

### Modern Slavery is closer than You Think

In June 2019, the Safer Slough Partnership's Modern Slavery campaign, which was launched in October 2018, won the prestigious Outdoor Media award for Social Impact. During the time of the campaign, calls to the Modern Slavery Helpline from Slough increased by 400 percent.

Following the considerable success of wave one this campaign, and to mark national Anti-Slavery Day (18 October), the Safer Slough Partnership launched wave two of its award winning campaign to raise awareness of modern slavery. Over six weeks, a wide range of outdoor advertising and social media messages in different languages were utilised to inform residents that this could be happening on their doorstep.

### Strong, Healthy and Attractive Neighbourhoods

This year, the initiative has focused on Chalvey, with a view of developing a model to roll out across Slough. Throughout the year, there has been considerable engagement with the community and partners as well as undertaking a needs analysis and data insight exercise to develop an informed view of Chalvey needs and priorities.

The work is being developed in to a Chalvey Strong, Healthy and Attractive Neighbourhood Plan, with the first draft prepared to be circulated by the end of June 2020. It focuses on a number of themes which have been identified as a result of residents needs analysis and data analysis, including:

- Health and Wellbeing
- Housing and Regeneration
- Business and Skills
- Community Safety
- Community Cohesion
- Environment.

### Air Quality

We created AirTEXT, a new air quality webpage that provides unique air quality information service designed to send free pollution alerts and health advice by text, email or voicemail on days of elevated air pollution. These alerts are intended to help residents understand symptoms, have any necessary medication at hand and to prepare for the day ahead to reduce the likelihood of any impacts.

### Arts and Culture

We consulted on and developed the Cultural (Arts) strategy, completing an emerging strategy that has enabled arts and culture to become a key driver in regeneration plans within the town centre, including the North West Quadrant.

We have also improved our online resources, e-books and e-audio, and Kanopy film streaming offer with easy membership online, e-newsletter and social media communication with customers. Over the past year, 77 shows took place at The Curve, an increase by 135 percent over the previous year. We also partnered with the BBC to deliver a series of virtual reality workshops which attracted a large number of young residents.

### Craft Coop

As part of the Clean Safe Vibrant initiative, we had a pop up craft coop shop in the town centre over the Christmas period. The pop up shop opened for five weeks from 30 November 2019, and remained very busy throughout this period, with over 20 local craftspeople successfully showcasing their products in the unit previously occupied by Aroma.

### Allotments

This year, we refurbished the sheds at the Myrkle, Granville Avenue and Cherry orchard allotment sites with new security doors.

### Better by...

In September 2019, hundreds of children, from toddlers to teenagers, were given the chance to experience all types of cycling, when our sustainable transport team Better by joined the children at the annual Sikh summer camp at the Guru Maneyo Granth Gurdwara, Bath Road. Five qualified and highly experienced cycling professionals were on-hand to guide the children on the very basic balance bikes to the more advanced electric bikes and e-scooters.

### The Jubilee River

Following two deaths by drowning in the Jubilee River in 2018, we worked together with Thames Valley Police, RBFRS (Royal Berkshire Fire and Rescue Service), and The Riverside Centre to prevent people from swimming in the river. In 2019, there were no deaths by drowning in the Slough stretch of the Jubilee River.

### The Browns Project

Last year, our community Safety secured £25,000 of additional funding from DWP to support the continuation and development of the Brown's service in Slough. The Browns Project continues to support people who find it difficult to engage and those who have multiple social disadvantages.

### Wedding and Citizenship Ceremonies

We managed to increase the number of wedding ceremonies undertaken in Slough by 20 percent in 2019-20, and licensed five new approved venues.

Moreover, we relocated the citizenship ceremonies to the prestigious new council chamber in Observatory House and set up social media promotions.

### Cemetery and Crematorium

We continued to expand and improve our cemetery and crematorium services. In 2019-20, direct cremations were introduced, and the Lismore Gate cemetery extension was completed, creating additional burial plots for the community. A new cemetery extension is also planned to break ground in June 2020.

Furthermore, carbon emissions at the Crematorium have been made fully compliant and remain under constant monitoring.

### Prevent

In June 2019, 40 young people were given the opportunity to participate in the Leadership and Safety Champions programme and gain valuable knowledge, understanding and counter narratives to extremism and radicalisation during this five month project funded by the Home Office.

With the aim of further increasing awareness of extremism and radicalisation amongst teachers and students, Prevent Awareness training was delivered in 18 educational institutions to 968 staff in total. Prevent awareness was also delivered to 1,628 students in seven secondary schools around the borough.

### Project Flycatcher

Last year, we adopted a three pronged proactive approach to prevent, catch and prosecute those who illegally pick up waste and dump it on other people's doorsteps. As part of the project, council officers actively targeted areas frequently defiled by fly-tipping, knocking on doors of those suspected of fly-tipping as well as seizing vehicles believed to be used for the illegal practice. Householders were also warned that they could also face prosecution and fines for using illegal waste operators.

### Langley Leisure centre

In 2019, we invested £7.5m in the refurbishment and extension of Langley Leisure Centre with modern up to date facilities.





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

### Homelessness Prevention

The number of households successfully helped by our Housing team before they became homeless (known as prevention cases) increased by 42 percent this year. The team managed to prevent homelessness for a total of 329 households at risk of becoming homeless.

### Rough Sleepers

We worked increasingly to improve the outcomes for rough sleepers. This year, the official rough sleepers' count was 25, down on last year's figure of 27. However, this does not tell the whole picture. During the year, the number of rough sleepers on the streets fluctuated. At the end of the year, 46 rough sleepers were housed permanently as COVID-19 kicked in right at the end, while 78 rough sleepers were accommodated temporarily.

### Planning New Homes

We have jointly commissioned, along with Windsor & Maidenhead and Buckinghamshire, the final part of the Wider Area Growth Study, which will recommend where Slough's unmet housing needs can best be met. One of the key elements of our emerging Preferred Spatial Strategy is the promotion of a northern extension of Slough into South Bucks District in the form of a "Garden Suburb". This will provide a sustainable way to meet Slough's unmet needs because of its proximity to existing

jobs, facilities and community facilities, while making use of major national infrastructure investment such as the crossrail service on the Elizabeth Line.

We have also published a Housing Delivery Action Plan, which seeks to increase the number of houses built in the borough, and completed a new Housing Needs Study, which was also jointly commissioned with RBWM and Chiltern/South Bucks councils.

### Affordable Homes

In partnership with Slough Urban Renewal, we invested over £5,500,000 to develop a number of affordable homes, including five flats on Pendeen Court, four houses on Morerton Way, six houses on Fox Road, four houses on Mansel Close, three disabled adapted bungalows on Brook Path, and three houses on Trelawney Avenue.

We created the Development Initiative for Slough Housing (DISH) company as a registered provider for profit to enable the development of new homes. There are currently 1,000 new affordable homes in the development pipeline, of which 200 units are designated for specialist vulnerable young persons and elderly residents.

We also identified and rejuvenated blighted garage sites to enable provision of new homes on 86 sites.



### Extra Care Housing

To help meet the acute need for such accommodation in Slough, our Housing and Adult Social Care services collaborated to reach a commercial agreement with GP for the delivery of new Extra Care Scheme homes in Chalvey. The designs have been completed and the process of tender and award of the contract to construct over 50 new extra care flats is underway. The partnership approach with the GP along with the involvement of the Adult Social Care team have allowed the design to include the space and standards you would expect of a quality scheme delivered by your council alongside technical innovation that will aid the health and wellbeing of our residents.

### Houses in Multiple Occupation (HMOs)

As landlords responded positively to the new regime we implemented, the number of mandatory licensed Houses in Multiple Occupation around the borough has increased from 101 last year to 142 by the end of March 2020. This is due to raised awareness of property licensing requirements and the implementation of a simplified online application system.

### Supporting Private Tenants

We have continued to respond swiftly where landlords refuse to maintain their properties, removing 124 Category 1 and 172 Category 2 hazards from privately rented properties across the borough in 19/20. We licensed 859 properties through our Selective licensing Scheme, intervened to prevent unlawful evictions and empowered private tenants by educating them about their rights in the face of unlawful behaviour by their landlords. We also issued a number of financial penalties to landlords, including one for £37,000 which will serve to deter further offending.

### Temporary Accommodation

Work on refurbishing temporary accommodation flats at Pendean Court is now complete, providing much improved living and communal areas for some of the borough's most in need residents.

The homeless acceptance rate was managed down to 44 percent and we missed our temporary accommodation target by nine only.

### Council Housing Maintenance

We continued to work with council tenants, leaseholders and our contractor Osbornes to improve the speed of response and the quality of housing repairs and maintenance. Although recruitment in Neighbourhoods was really difficult, we managed to continue supporting our tenants in their tenancies and deal with all of the complaints. We are also piloting a new app that allows council tenants to see their repairs and account information in real time and improve customer care service.

Throughout the year, we invested £8m allocated for sustaining the quality of our housing stock through affordable rented homes programmes for the improvement of health and safety compliance related works such as electrical systems and fire prevention that have accounted for 4,468 differing actions to the end of the year.

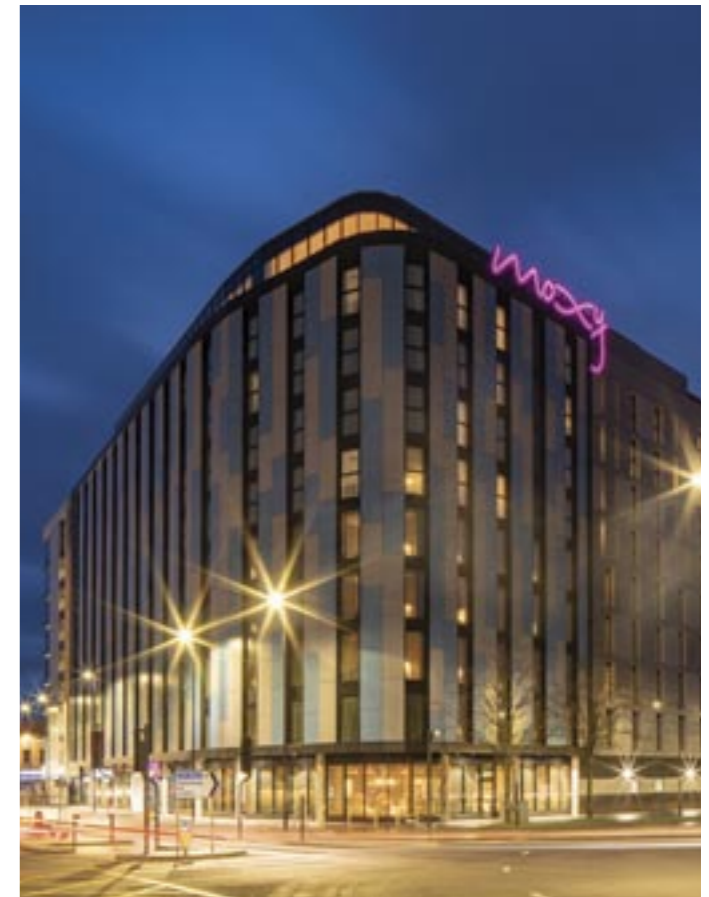


## Outcome 5: Slough will attract, retain and grow businesses and investment to provide opportunities for our residents

### Planning Applications

We have continued to issue quality planning decisions in a timely manner, with 84 percent of applications being approved and the majority of our decisions upheld at appeal.

We have continued to focus on improvements to the customer experience and have refined the complaints handling process to ensure complaints are handled quickly and successfully. Whilst we have resolved most investigations into breaches of planning permission through negotiation and without having to take formal action, a Local Enforcement Plan has been produced and agreed in principle by Planning Committee on 18 March 2020 which will give us more powers to enforce compliant development.





### Link to Heathrow

The work on phase 2 of the MRT scheme to connect Slough with Heathrow has commenced, with £7.65m of funds secured from the Berkshire Local Enterprise Partnership for the Stoke Road Regen project.

We have also secured £980,000 from Heathrow for new access paths to support public transport and cycling. In addition, a new bus service was delivered in Colnbrook to help residents and businesses.

### Sustainable Travel

As part of our ongoing commitment to boosting our local economy and supporting businesses and residential communities, we have secured £500,000 for the Access Fund activities designed to encourage residents and visitors to the borough to travel more sustainably. The fund is designed with the aim of improving the health and wellbeing of Slough residents while enhancing access to jobs, education and training.

We have continued to run the cycle hire scheme for residents and successfully transitioned the scheme to a new model. Since the move to our new system, usage of the scheme has grown with nearly 13,000km cycled. Furthermore, a new free cycle hire scheme for GP referrals has been piloted and was positively received by local press and radio. Therefore, it is likely to be rolled out to all GPs surgeries when the pilot ends.

### Hospitality

We invested £39m to bring the Marriott International's millennial-focused brand Moxy to the heart of Slough. The new hotel on the site of the old Slough library opposite The Curve will be completed in early 2021. Along side the hotel is a housing block that will provide additional homes to local residents.

The hotel complex will be owned by the council and is expected to substantially contribute to local income to the local area.

### Local Enterprise Partnership

Over the past year, we managed to complete a number of four LEP schemes, including Burnham Station Improvement scheme, with a new car park; Windsor Road widening, the A4 cycleway and the Langley junction upgrade.

### Slough BID

We have developed and smoothly implemented the Slough BID (Business Improvement District), with circa £2m of additional resources secured over 5 year period, and we remain committed to developing a strong partnership through their Board which will be able to help with the recovery of our High Street post Covid-19.



## 5. Budget

The council is reporting an under spend of £0.05m for the 2019/20 financial year. This position is summarised below:

Revenue General Fund 2019/20 - Summary Position

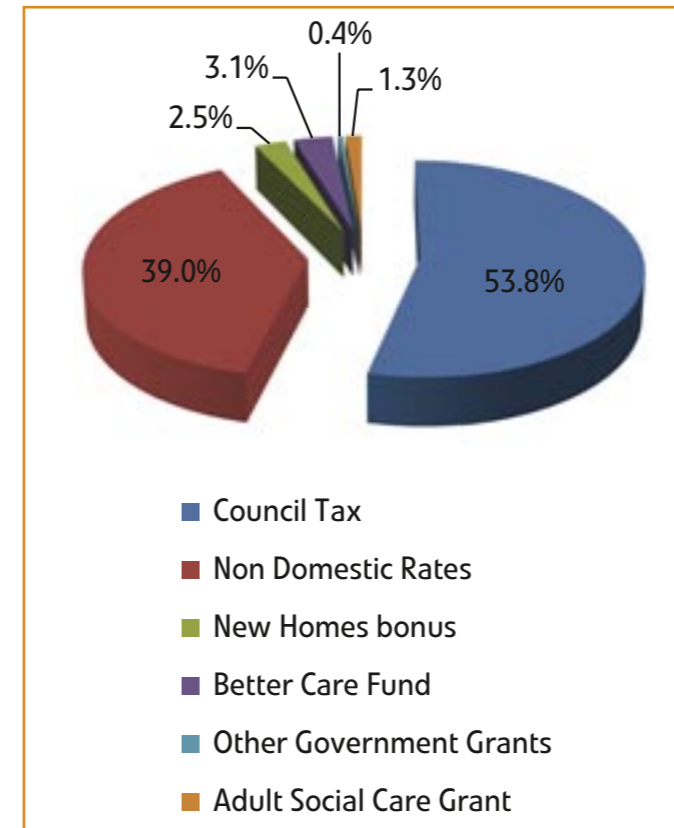
Directorate	Revised Annual Budget	Provisional Outturn	Full Year Variance
	£'M	£'M	£'M
Adult and Communities	40.267	41.407	1.140
Children, Learning and Skills	40.388	41.207	0.819
Regeneration	(2.346)	(2.661)	(0.315)
Place and Development	19.821	20.861	1.040
Finance and Resources	7.961	6.799	(1.162)
Chief Executive Office	0.963	1.009	0.046
Non Departmental Services	1.727	0.109	(1.618)
<b>Grand Total</b>	<b>108.781</b>	<b>108.731</b>	<b>(0.050)</b>

% of revenue budget under spent

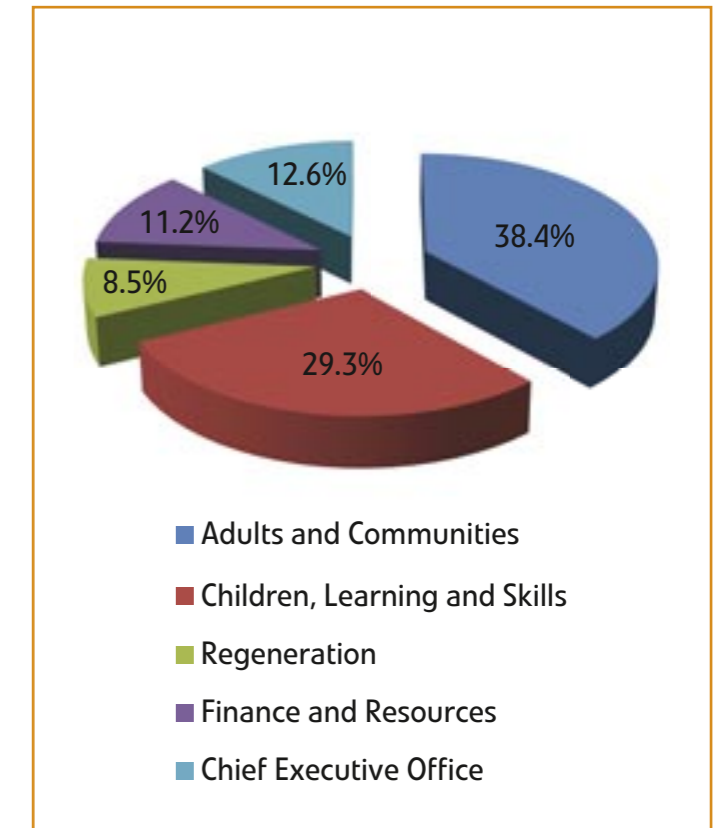
0.05%

The graphs below highlight where the council has received income from 2019/20 and where the gross expenditure to deliver services is.

Key Income Streams



Net expenditure on General Fund Council Services





## 6. Performance Scorecard: latest available data

Outcome	Performance measure	Previous Performance	Direction	Current Performance	Target
<b>Outcome 1</b> Slough children will grow up to be happy, healthy and successful	Percentage of Child Protection Plans started in year that were repeat plans within 2 years	G 0.0% (0)	↓	G 4.3% (5)	<10%
	Attainment gap between all children and bottom 20% at Early Years	G 31.0%	↑	G 30.1%	<32.4%
	Attainment gap between disadvantaged children and all others at Key Stage 2	G 16%	↔	G 16%	<20%
	Attainment gap between disadvantaged children and all others at Key Stage 4	R 34.7%	↑	G 23.6%	<24.7%
	Percentage of young people not in education, training or employment	G 3.2%	↓	G 4.0%	≤4%

Outcome	Performance measure	Previous Performance	Direction	Current Performance	Target
<b>Outcome 2</b> Our people will be healthier and manage their own care needs	Number of adults receiving a Direct Payment	R 584	↑	R 597	≥676
	Uptake of targeted NHS health checks	R 1.1%	↓	R 0.7%	>1.9%
	Percentage of residents inactive	R 35.9%	↑	A 34.4%	<34.4%

Outcome	Performance measure	Previous Performance		Direction	Current Performance		Target
<b>Outcome 3</b> Slough will be an attractive place where people choose to live, work and stay	Average level of street cleanliness	G	B (2.00)	↔	G	B (2.49)	≥B
	Total crime rate per 1,000 population	R	27.9	↑	A	26.9	<26.6

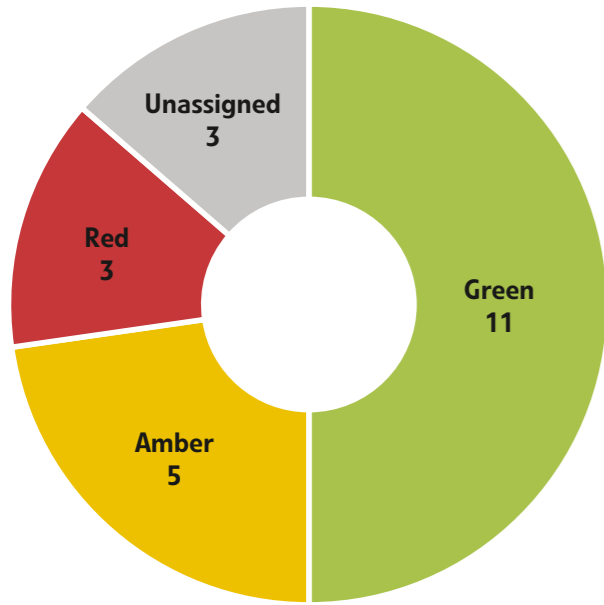
Outcome	Performance measure	Previous Performance		Direction	Current Performance		Target
<b>Outcome 4</b> Our residents will live in good quality homes	Number of homeless households in temporary accommodation	R	411	↑	A	359	≤350
	Number of permanent dwellings completed during the year	G	846	↓	A	534	≥550
	Number of mandatory licensed HMOs	G	148	↓	A	142	≥148
	Number of empty properties brought back into use	R	7	↑	G	30	≥30



Outcome	Performance measure	Previous Performance		Direction	Current Performance		Target
<b>Outcome 5</b> Slough will attract, retain and grow businesses and investment to provide opportunities	Business rate in year collection rate	G	97.3% (£104.7m)	↓	-	95.8% (£103.8m)	n/a
	Access to employment: unemployment rate	-	2.8%	↓	-	3.0%	tba
	Average journey time from Heart of Slough to M4 J6 (M-F 16:30-18:30)	G	7 mins 49s	↑	G	6 mins 13s	<10mins

Outcome	Performance measure	Previous Performance		Direction	Current Performance		Target
<b>Corporate health</b>	Council tax in year collection rate	A	96.5% (£64.4m)	↓	-	96.1% (£66.6m)	n/a
	Percentage of household waste sent for reuse, recycling or composting	A	26.1%	↓	R	21.9%	≥30%
	Percentage of municipal waste sent to landfill	G	0.0%	↔	G	0.0%	≤2%
	SBC staff survey: percentage of staff proud to work for the council		70%	↑	G	72%	≥72%
	SBC staff survey: percentage of staff rate working for the council as either good or excellent		68%	↑	G	70%	≥70%

## Key performance indicators



Across all 22 indicators on the balanced scorecard, 50 percent were rated overall as **Green** (11 indicators), 23 percent were rated overall as **Amber** (five indicators) and 14 percent were rated overall as **Red** (three indicators). Three indicators do not have a RAG status assigned.

The three indicators rated as **Red** are:

- Number of adults receiving a direct payment
- Uptake of targeted NHS health checks
- Percentage of household waste sent for reuse, recycling or composting

The five indicators rated as **Amber** are:

- Percentage of residents inactive
- Total crime rate per 1,000 population
- Number of homeless households in temporary accommodation
- Number of permanent dwellings completed during the year
- Number of mandatory licensed HMOs

Overall, between Quarter Three and Quarter Four, 10 indicators moved in a positive direction, nine indicators moved in a negative direction and three indicators stayed at the same level.



# Annual Report 2019-20