

**Slough Borough Council**

# **Appendix A:**

# **Corporate Performance Report**

**2019/20 – Quarter 3**

**(October to December 2019)**

**Strategy and Performance**

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# Contents

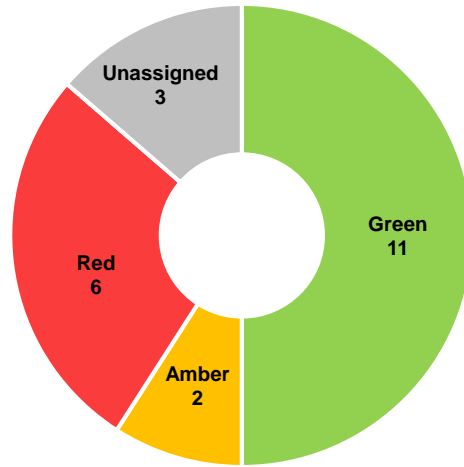
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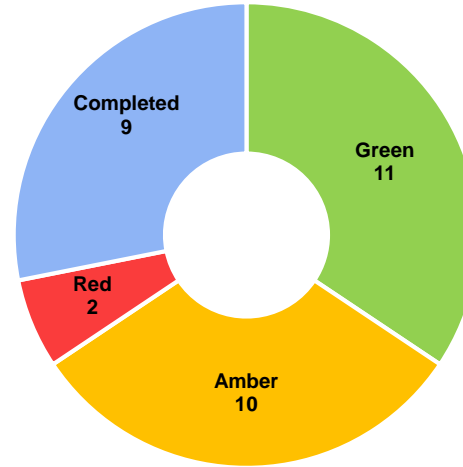
# 2019/20 Quarter 3: Executive Summary

## Performance against target (RAG)

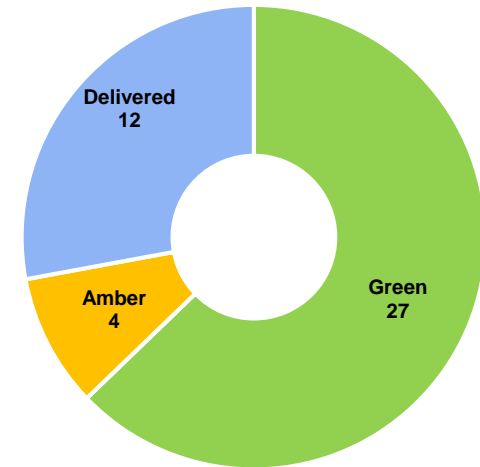
Key Performance Indicators



Project Portfolio: Overall Status

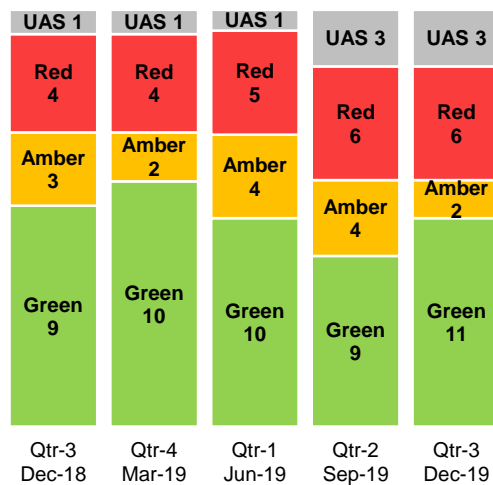


Manifesto Pledges: Overall Status

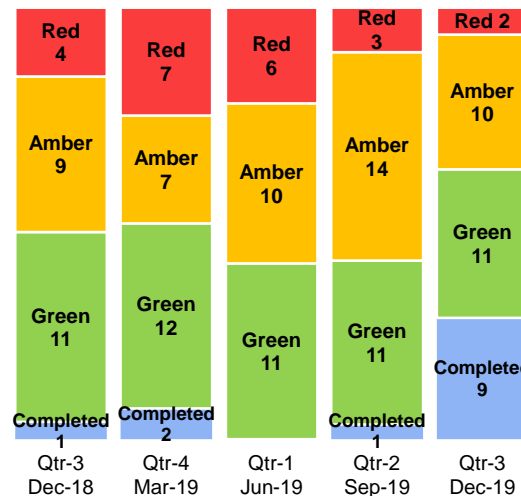


## Comparison with previous quarter

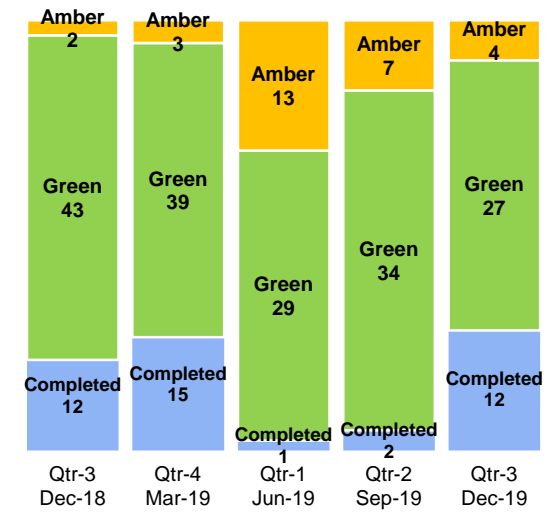
Key Performance Indicators



Project Portfolio: Overall Status



Manifesto Pledges: Overall Status



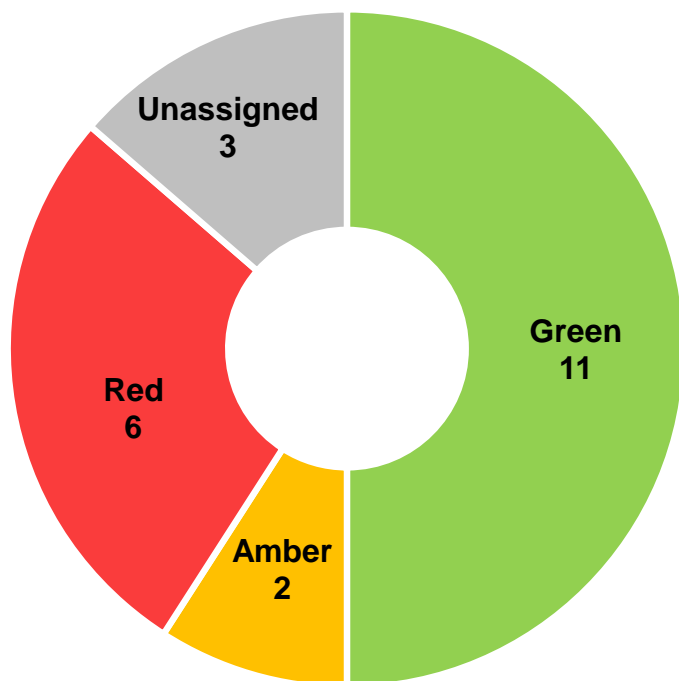
## Performance Scorecard

Outcome	Performance Measure	Previous Performance		Direction	Current Performance		Target
Outcome 1 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	6.7% (4)	↑	G	0.0% (0)	<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 2 Our people will be healthier and manage their own care needs	Number of adults receiving a Direct Payment	R	570	↑	R	584	>=676
	Uptake of targeted NHS health checks	A	1.7%	↓	R	1.4%	>1.9%
	Percentage of residents inactive	A	34.8%	↓	R	35.9%	<34.4%
Outcome 3 Slough will be an attractive place where people choose to live, work and stay	Average level of street cleanliness	A	B- (1.84)	↑	G	B (2.00)	>=B
	Total crime rate per 1,000 population	R	26.8	↓	R	28.1	<26.6
Outcome 4 Our residents will live in good quality homes	Number of homeless households in temporary accommodation	R	429	↑	R	411	<=365
	Number of permanent dwellings completed during the year	G	846	↓	A	534	>=550
	Number of mandatory licensed HMOs	G	133	↑	G	148	>=134
	Number of empty properties brought back into use	R	7	↓	R	7	>=14
Outcome 5 Slough will attract, retain and grow businesses and investment to provide opportunities	Business rate in year collection rate	-	58.4% (£63.6m)	↑	-	83.0% (£90.5m)	N/a
	Access to employment: unemployment rate	tba	2.6%	↓	tba	2.8%	tba
	Average journey time from Heart of Slough to M4 J6 (M-F 16:30-18:30)	G	7 mins 33s	↓	G	7 mins 49s	<10mins
Corporate health	Council tax in year collection rate	-	57.5% (£39.9m)	↑	-	84.2% (£58.4m)	N/a
	Percentage of household waste sent for reuse, recycling or composting	A	25.7%	↑	A	26.1%	>=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%

## Corporate Balanced Scorecard

The latest position of the Council's key performance indicators at the end of quarter 3 was as follows:

### Key Performance Indicators



Quarter 3 updates are not yet available for the following measures, with the latest available figures from quarter 2:

- Uptake of targeted health checks
- Total crime rates per 1,000 population
- Percentage of household waste sent for reuse, recycling or composting
- Percentage of municipal waste sent to landfill.

Of the 22 indicators reported, the following 3 indicators currently have no agreed target value assigned:

- **Business rate in year collection rate**  
There will be no target set for 2019/20 due to the Arvato exit.
- **Council tax in year collection rate**  
There will be no target set for 2019/20 due to the Arvato exit.
- **Access to employment: unemployment rate**  
The Claimant Count has become a less reliable indicator of changes in labour market performance at both the local and national level. The Strategic Insight Team will continue to monitor the metric development in this area.

For the remaining 19 indicators with agreed target levels, 58% (11 indicators) were rated overall as **Green**, 11% (2 indicators) were rated as **Amber** and 32% (6 indicators) were rated as **Red**.

Overall, performance improved for 12 indicators, remained the same for 2 indicators and declined for 8 indicators.

Key areas of performance improvement are:

- **Percentage of Child Protection Plans (CPPs) started in the past year that were repeat plans within 2 years**

*The RAG status has remained **Green***

For the second quarter in the year there were no children that became subject to a CPP for the second or subsequent time within 2 years, which is well below the 10% target.

- **The gap between disadvantaged children and all others at Key Stage 4 percentage achieving grades 9-5 in English & mathematics**

*The RAG status has improved from **Red** to **Green***

The gap reduced by 11.1%, largely due to the improved performance of disadvantaged children, which increased by 7.8% from 2017/18 (up from 31% to 38%). This is significantly above the national average of 24%.

- **Level of street cleanliness:  
Average score for graded inspections of Gateway sites**

*The RAG status has improved from **Amber** to **Green***

Performance has improved due to a focus on supervisors and staff being allocated to prioritise strategic routes, in addition to increasing the frequency of visits as required. Training is being arranged for a new crash cushion vehicle which will help to improve performance on high speed routes. Performance is expected to remain at or above target for the rest of the year.

- **Number of licenced mandatory Houses in Multiple Occupation (HMOs)**

*The RAG status has remained **Green***

The year end target of 148 has already been met, which is likely a result of the increased profile of the property licensing requirements and recent enforcement activity.

Key areas of noteworthy concerns flagged as **Red** status are:

- **Number of adults managing their care and support via a direct payment**

*The RAG status has remained **Red***

Whilst performance from Q2 to Q3 has improved (570 and 584 respectively), this is still below the 676 year to date target. This is as a result of an increase in the number of people ceasing to require a direct payment and a small reduction in the number of carers accessing direct payments.

Several steps have been taken to make direct payments easier to manage and use, including pre-payment card, managed direct debit payment accounts and bringing the recruitment of Personal Assistants and employment support in-house.

A series of training sessions for operational staff have been held, the use of direct payments and Personal Assistants have been promoted in an article in the Slough Citizen and the information pack for service users has been refreshed.

A workshop will be held with staff in Q4 to ensure that all opportunities to promote direct payments are being utilised.

- **Uptake of targeted health checks; percentage of the eligible population aged 40-74 who received a NHS Health Check**

*The RAG status has dropped from **Amber** to **Red***

Performance decreased from Q1 (1.7) to Q2 (1.4). Intense work around the NHS Health Checks last quarter has highlighted some issues around data capture and reporting. Mitigating actions to combat this have already started, including linking with the commissioning team and national team around data accuracy. This has resulted in an increase from 1.6 to 1.7 in relation to the Q1 figure that was previously reported.

Work with our providers continues to try and achieve the target number of Health Checks, whilst also trying to reach out to higher risk residents, which is being informed by the findings of the Health Belief research.

- **Total crime rates per 1,000 population**

*The RAG status has remained **Red***

There was a 1.3 increase from 26.8 in Q1 to 28.1 in Q2. Whilst the Most Similar Group (MSG) and national averages also increased, this was to a lesser extent (0.9 and 0.8 respectively) and Slough's crime rate remains higher than these comparators.

Key initiatives to aid in tackling the crime rate include:

- In partnership with Ealing and Harrow, the council has secured funds for a complex needs worker located within Housing to support victims of domestic violence.
- The Slough Violence Taskforce has received funding from central government to support workstreams and deliverables at a local level. This includes the expansion of CCTV coverage across Salt Hill Park and a campaign providing a counter narrative for young people regarding knife carrying.
- The Choices programme, which supports young people to understand the process of making 'good' choices, equipping them to better manage a range of issues. Over 1,000 sessions of the primary phase have been delivered to 3,280 year 5 and 6 pupils in Slough. The year 7 element of the secondary phase will be piloted this academic year.
- The Slough Safer Partnership has continued to fund the specialist Browns Provision, providing intensive support to people suffering with multiple disadvantages. There have been a range of positive results for those engaged with the service, including maintaining accommodation and full-time employment. It is estimated that to date the project has saved the public sector £400,000.

- **Number of homeless households accommodated by SBC in temporary accommodation**

*The RAG status remained **Red***

There has been a steady reduction in the number of households for the past two quarters and a reduction of 18

households from Q2 to Q3; however the figure remains above the in-year target of 365 households.

Approaches under the Homeless Reduction Act by households that meet the criteria for acceptance has been higher than anticipated, despite a decrease from 53% acceptances in Q2 to 48% in Q3.

The team is working to prevent more cases which will help to reduce the number of 'agreed' cases and help households avoid becoming homeless. Personal housing plans are produced alongside households to ensure the challenges to homeless decisions decline. Affordable housing supply is low, but the social lettings team continue to try and source private landlords to house homeless households.

- **Number of empty properties brought back into use**

*The RAG status remained **Red***

The number of empty properties brought back into use remains at 7 year to date. This is as a result of a protracted pipeline, with many of the properties that were anticipated to be completed still in progress or yet to be occupied. Where progress is being by owners but is still slow, we continue to apply pressure through the threat of enforcement action.

In the case of 3 properties that have been successfully purchased via Compulsory Purchase Orders, the properties have been passed to developers, but progress has been slow.

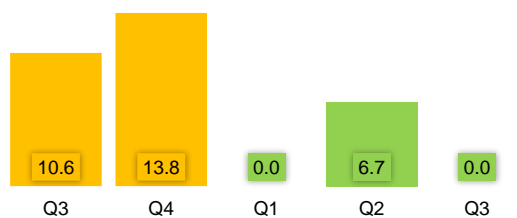
Delays in accessing council tax data have prohibited proactive publicity of the Empty Property Grant. Despite some interest in the grants, no applications have been received.

Data relating to empty properties has now been obtained with the aim to write to property owners, which it is anticipated increase the number of enquiries about the empty property grants in Q4. The protracted pipeline and delays in obtaining the data means that it is highly unlikely that the year end target of 28 will be achieved, with 18 properties now anticipated to be brought back into use by the end of Q4.

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

1. Percentage of child protection plans started in the past quarter that were repeat plans within 2 years

0.0 ↑



Number of children

Quarter	Number of children
Q3	9
Q4	11
Q1	0
Q2	4
Q3	0

Target RAG Rating	Percentage Range	Rating
GREEN	Below 10%	GREEN
AMBER	Between 10% and 15%	AMBER
RED	Above 15%	RED

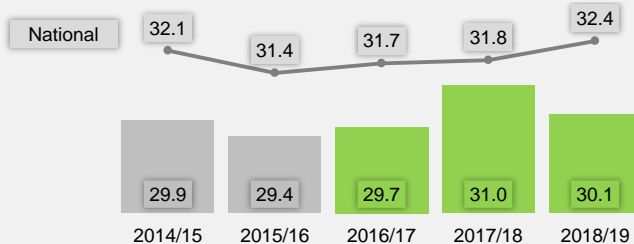
There were 93 children that became subject to a Child Protection Plan (CPP) in the quarter. This relates to 42 families.

There were no children that became subject to a CPP for the second or subsequent time within 2 years. There were 8 (8.6%) children that became subject to a CPP for the second or subsequent time regardless of how long ago that was. This relates to 4 families.

All decisions in relation to children's protection are appropriate. Looking year to date (April - December) 4 children out of 193 (2%) have become subject to a CPP for the second or subsequent time within two years. When compared with Local Authorities within the South East (9%) including statistical neighbours (7%) Slough is not an outlier.

2. The percentage attainment gap between all children and bottom 20% at early years foundation stage

30.1 ↑



Quartile

Year	Quartile
2014/15	2nd
2015/16	2nd
2016/17	2nd
2017/18	2nd
2018/19	2nd

Target RAG Rating	Performance Range	Rating
GREEN	Lower than the national gap	GREEN
AMBER	Higher than national but not ranked in the bottom 3rd of LA's	AMBER
RED	Ranked in the bottom 3rd of LA's	RED

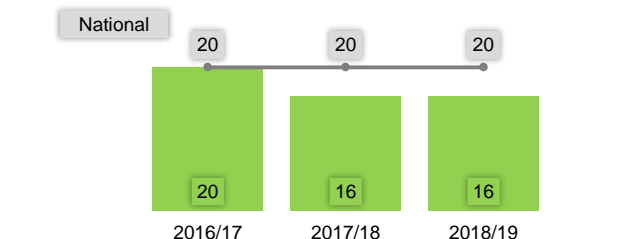
Measured once a year, derived from teacher assessments.

Good performance for this indicator is defined as the gap narrowing between the most and least successful pupils alongside a steady increase in the results obtained.

The next annual update is due at the end of quarter 3 in 2020/21.

3. The percentage gap between disadvantaged pupils and all others at key stage 2 in reading, writing and maths

16 ↔



Quartile

Year	Quartile
2016/17	2nd
2017/18	1st
2018/19	1st

Target RAG Rating	Performance Range	Rating
GREEN	Lower than the national gap	GREEN
AMBER	Higher than national gap but not ranked in bottom 3rd of LAs	AMBER
RED	Ranked in bottom 3rd of LAs	RED

Measured once a year, derived from end of year exams.

Good performance for this indicator is defined as the gap narrowing between the most and least successful pupils alongside a steady increase in the results obtained.

Performance in 2018/19 continues to be high and 4% better than the national average.

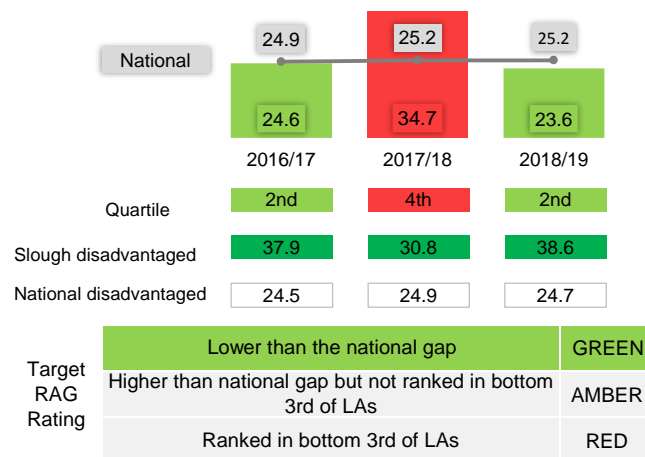
The percentage of both disadvantaged and non-disadvantaged children achieving the expected standard in reading, writing and maths was the same in 2018/19 as it was in 2017/18 (57% and 73% respectively). Both of these achievement scores are higher than the national average of 51% for disadvantaged children and 71% for non-disadvantaged children.



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

4. The gap between disadvantaged children and all others at Key Stage 4 percentage achieving grades 9-5 in English & maths

23.6 ↑



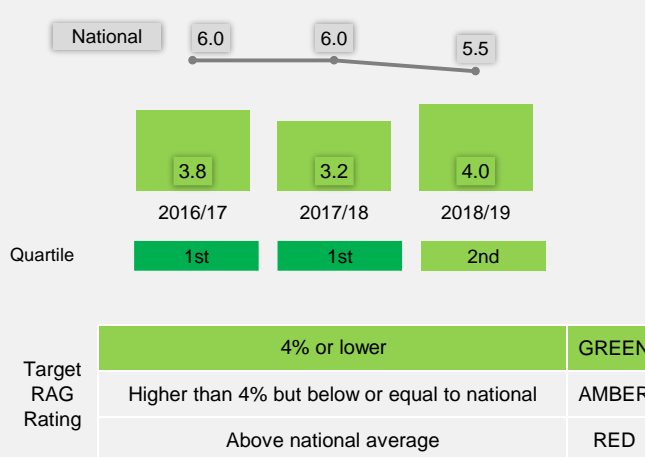
Measured once a year, derived from end of year exams.

Good performance for this indicator is defined as the gap narrowing between the most and least successful pupils alongside a steady increase in the results obtained.

The gap reduced by 11.1%, largely due to the improved performance of disadvantaged children, which increased by 7.8% (up from 31% in 2017/18 to 38% in 2019/20). This is significantly above the national average of 24%.

5. Percentage of 16 to 17 year olds not in education, employment or training (NEETs)

4.0 ↓

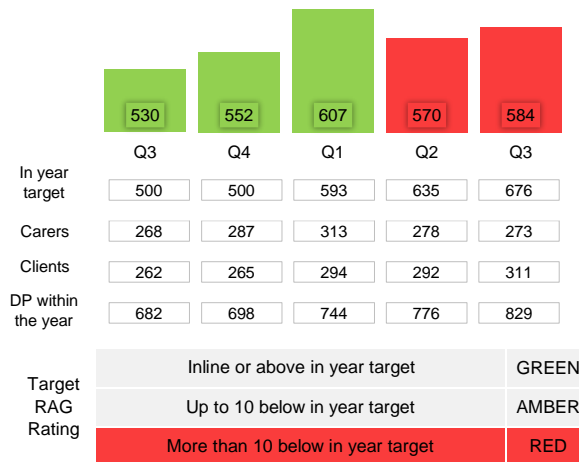


Measured once a year, involving local establishment of school leaver destinations. The next annual update is due at the end of quarter 3 in 2020/21.

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

### 1. Number of adults managing their care and support via a direct payment

584 ↑



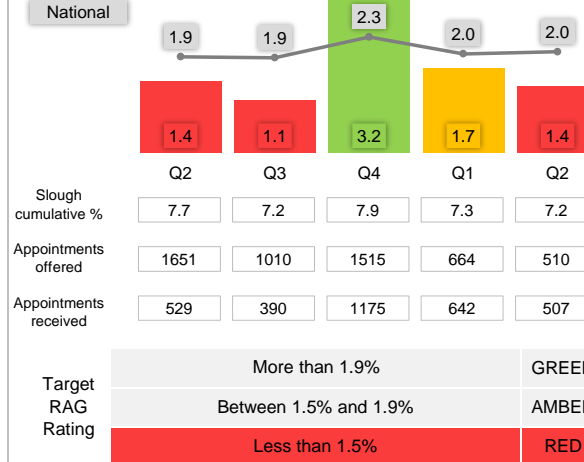
Direct Payments are a way of enabling those eligible for social care support to control the commissioning and procurement of support themselves. This leads to more personalised and controlled support, which evidence shows will deliver better outcomes.

We have taken several steps to make direct payments easier to manage and use including pre-payment cards, managed direct payment accounts and bringing the recruitment of Personal Assistants and employment support in-house. In Q3 we have also facilitated a series of refresher training and lunch and learn sessions for operational staff, promoted the use of direct payments and Personal Assistants in an article in the Slough Citizen and refreshed our information pack for service users.

We have seen the total number of direct payments processed throughout the year continuing to increase, alongside the number of clients receiving a direct payment at any one time (which has increased from 294 in April to 311 in December). Despite these increases we are not on track to meet the target set. The reasons for this include an increase in the number of people ceasing to require a direct payment and a reduction in the number of carers accessing direct payments. We will be holding a workshop in Q4 between operational staff and direct payment staff to ensure that we are maximising all opportunities to promote direct payments.

### 2. Uptake of targeted health checks The percentage of the eligible population aged 40-74 who received a NHS Health Check

1.4 ↓



The national aspiration is to offer an NHS Health Check once every five years to all eligible people age 40-74. This aspiration is translated into targets – to offer 20% of the eligible population a health check every year, and at least 50% of those offered to actually receive a check (with an expectation that 66% take up is achieved). In Slough NHS Health Checks are being offered through the GP practices and also opportunistically in the community.

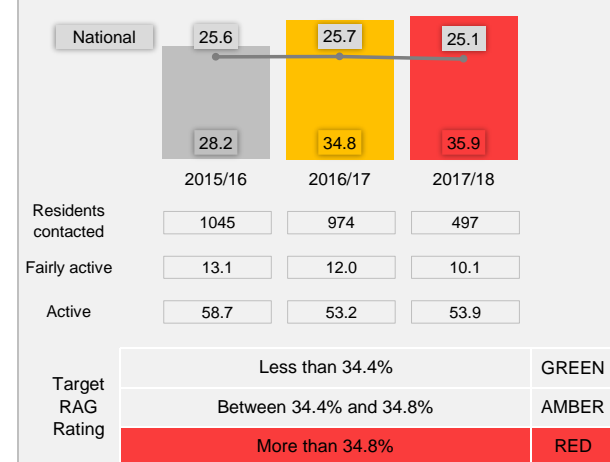
Intense work around NHS Health Checks last quarter has highlighted some issues around data capturing at two sources (i.e. GPs and Solutions4Health) and reporting. The data from Solutions4Health was not reported which resulted in the drop in numbers for Q2. We have already started adopting mitigating actions such as linking with the commissioning team and national team around data accuracy. This has resulted an increase from 1.6 to 1.7 in relation to the Q1 figure previously reported.

We continue to work with our providers to achieve the target number of NHS Health Checks, whilst also working to reach out to higher risk residents, which is being informed by the findings from the Health Belief research.

### 3. Number of people inactive

The percentage of people aged 16 and over who do not participate in at least 30 minutes of sport at moderate intensity at least once a week

35.9 ↓



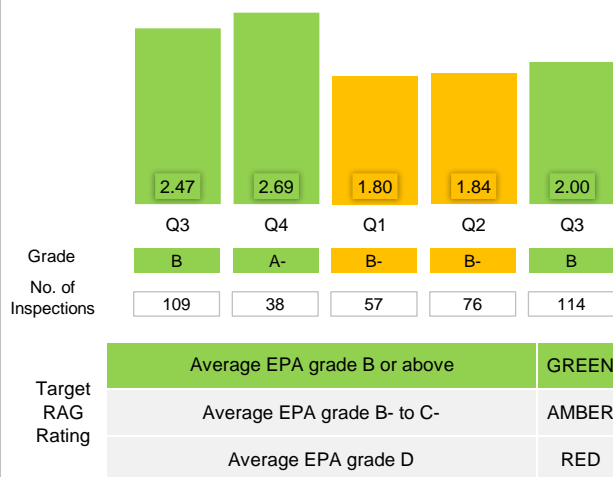
This measure is an estimate of physical inactivity amongst adults aged 16 or older, and derives from a nationwide survey (the 'Active Lives Survey') conducted and reported annually by Sports England.

The next annual update is due at the end of quarter 4 in 2019/20.

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

1. Level of street cleanliness:  
Average score for graded inspections of Gateway sites (Grade options from best to worst are: A, A-, B, B-, C, C-, D)

2.00 (B) ↑



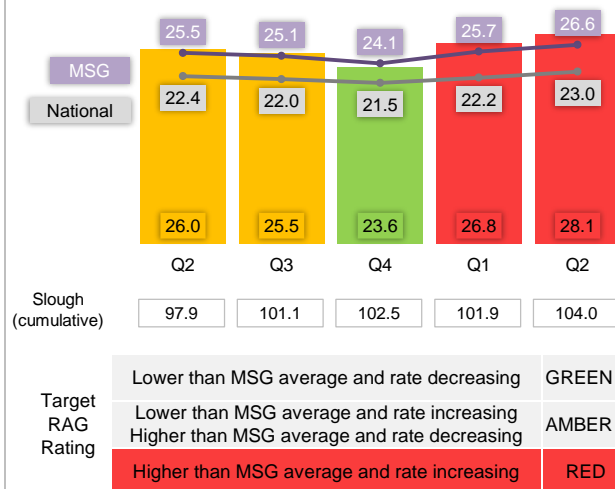
Throughout each quarter, SBC officers conduct inspections of nineteen Gateway sites, awarding a score and EPA Grade based on the level of cleanliness encountered. This measure averages the scores of all inspections and produces an Environmental Protection Agency grade for that mean average.

Performance levels have increased due to a focus on supervisors and staff being allocated to prioritise strategic routes and increase the frequency of visits as required. Training is being arranged for a new crash cushion vehicle which will help to improve performance on high speed routes.

Performance is expected to remain at or above target moving forwards.

2. Total crime rates per 1,000 population: (quarterly)

28.1 ↓



The crime rate is based on reported crime to the police, and while we monitor this, we are not in control of it and can only influence partners such as the police and other enforcement agencies.

The council, working with Ealing and Harrow, has secured funds for a complex needs worker located within Housing to support victims of domestic violence. They will support victims and their children to access safe accommodation and prevent repeat victimisation.

The Slough Violence Taskforce has received funding from central government to support workstreams and deliverables at a local level. This includes the expansion of CCTV coverage across Salt Hill Park and a local campaign providing a counter narrative for young people in relation to knife carrying.

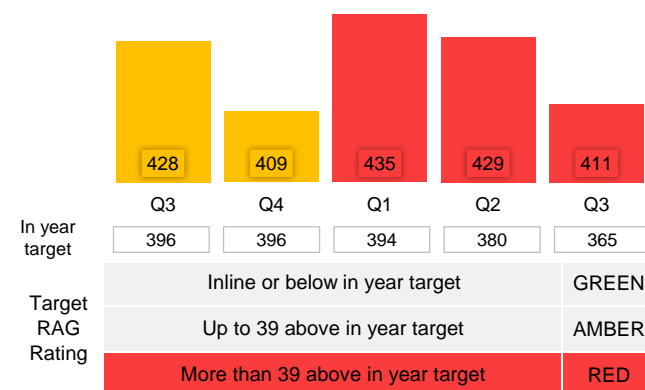
The Choices programme supports young people in understanding the process of making 'good' choices, moving beyond symptoms to tackling causes and equipping young people to better manage a range of issues. Over 1,000 sessions of the primary phase of the programme have been delivered to pupils in Slough, with 3,280 year 5 and 6 students participating. The year 7 element of the secondary phase has been co-designed with local schools and key stakeholders. This phase will be piloted during this academic year.

The Slough Safer Partnership have continued to fund the specialist Browns Provision, providing intensive practical and emotional support to people who are suffering with multiple disadvantages. A range of positive outcomes for those engaged with the service have been achieved, including maintaining accommodation and full-time employment. Since the start of the service in Slough, it is estimated that the project has saved the public sector £400,000.

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

1. Number of homeless households accommodated by SBC in temporary accommodation

411 ↑



Measure is a count of homeless households in temporary accommodation (TA) on final day of each quarter. By March 2020 our aim is to have less than 350 households in temporary accommodation.

There has been a steady reduction in the number of households for the past two quarters and a reduction of 18 from Q2 to Q3, however the figure remains above the in-year target of 365.

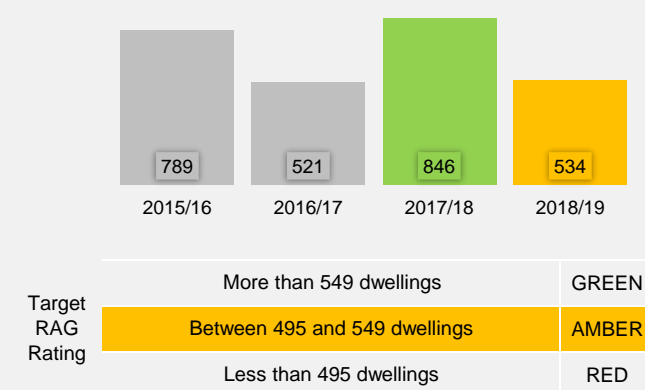
The number of households in temporary accommodation is dependent on the number of homeless approaches, number of households that are placed under the new Homelessness Reduction Act 'Relief' duty, the time it takes for a homeless decision to be made, the number of cases that are 'Agreed' the full housing duty, the number of challenges to negative homeless decisions and the number of permanent offers of rehousing that are made.

Approaches under the Homeless Reduction Act by households that meet the criteria for acceptance has been higher than anticipated, despite a decrease from 53% acceptances in Q2 to 48% in Q3.

The team is working to prevent more cases which will aid in reducing the number of 'agreed' cases and help households avoid becoming homeless. Personal housing plans are thorough and are produced alongside households to ensure the challenges to homeless decisions decline. Although affordable housing supply is low, the social lettings team continue to try and source new private landlords to house homeless households into permanent accommodation.

2. Number of permanent dwellings completed in the borough during the year

534 ↓

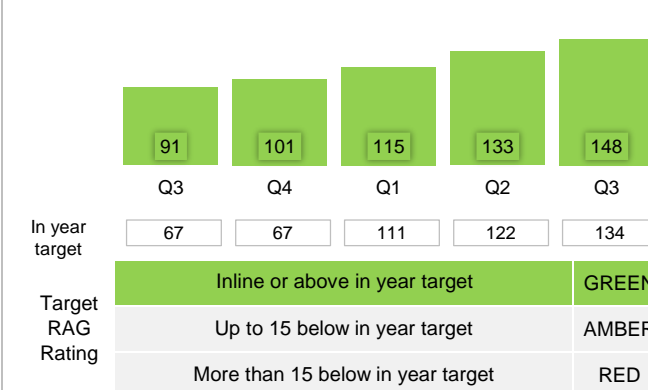


Measure is a net count of all new dwellings added to Slough's housing stock each year. Target is an annual average per year.

The next annual update is due at the end of quarter 1 in 2020/21.

3. Number of licenced mandatory Houses in Multiple Occupation (HMOs)

148 ↑



The year end target for the number of mandatory licensed HMOs (148) has already been met. This is likely a result of the increased profile of the property licensing requirements and recent enforcement activity.

It is still believed that the number of mandatory licensable properties is far greater than the 148 figure and the number of applications is increasing. Subsequently, two existing vacancies in the Housing Regulation Team will be filled in the next couple of months, which will assist with the enforcement of the schemes and processing of applications.

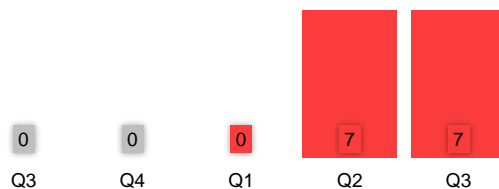
Approval has also been given to request to a further post, as well as creating a further Processing Officer and additional Housing Regulation Officer. These additional resources should significantly increase the capacity of the team to undertake activities that will ensure greater compliance with licensing requirements.

It should be noted that aside from the mandatory schemes, the Housing Regulation Team has received over 2,000 selective and additional licensing applications, which for selective licensing equates to a 56% application rate. This is very positive considering that the schemes have been in place for less than 12 months and confirms that our enforcement activities must focus on HMOs.

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

4. Number of empty properties brought back into use

7 ↓



In year target:

Target	Inline or below in year target	GREEN
RAG	Up to 3 below in year target	AMBER
Rating	More than 3 below in year target	RED

The number of empty properties brought back into use remains at 7 year to date, with no further properties being added in Q3. This is as a result of a protracted pipeline, with many of the properties that were anticipated to be completed still in progress or yet to be occupied. Where progress is being made by owners but is still slow, we continue to apply pressure through the threat of enforcement action.

In the case of three properties that the council has successfully purchased via Compulsory Purchase Orders and the properties have been passed to developers, progress has been slow.

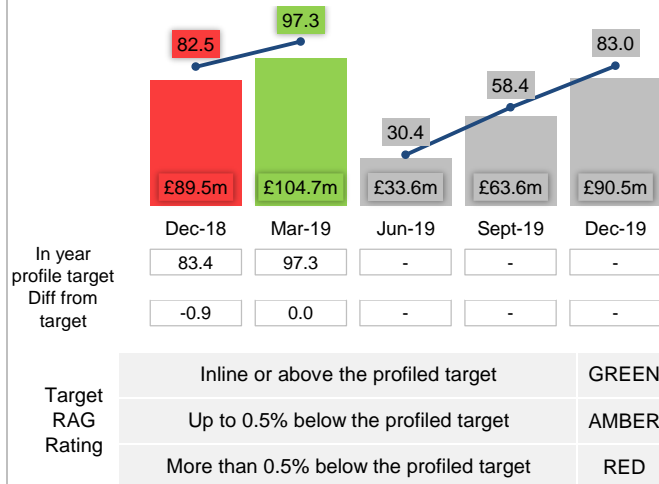
Delays in accessing council tax data have prohibited the proactive publicity of the Empty Property Grant. There has been some interest in the grants; however the interest hasn't developed into any applications.

The Housing Regulation Team has now been able to obtain some data relating to empty properties and aims to begin writing to property owners, which it is anticipated will result in the number of enquiries about the Empty Property Grant increasing in Q4. However, the delays in obtaining this data and the protracted pipeline means that it is highly unlikely that the year end target of 28 will be achieved, with 18 properties now anticipated to be brought back into use by the end of Q4.

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

### 1. Business rate income Business rate in year collection (amount & percentage rate accrued)

£90.5m  
83.0% ↑



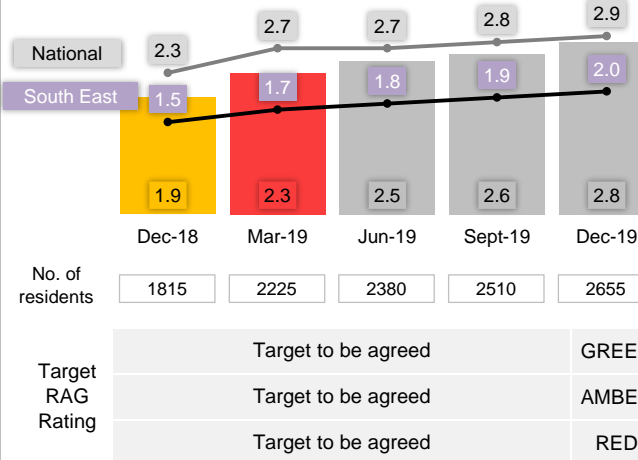
Business rates are collected throughout the year; hence this is a cumulative measure.

By the end of the third quarter we achieved a collection rate of 83% of the expected in-year total, collecting £90.5m. This is an increase of £1m from the previous year.

There will be no target set for 2019/20 due to the Arvato exit.

### 2. Access to employment Proportion of resident population of area aged 16-64 claiming JSA and NI or Universal Credit

2.8 ↓



Slough's claimant rate for December 2019 of 2.8% comprises of 2,655 people.

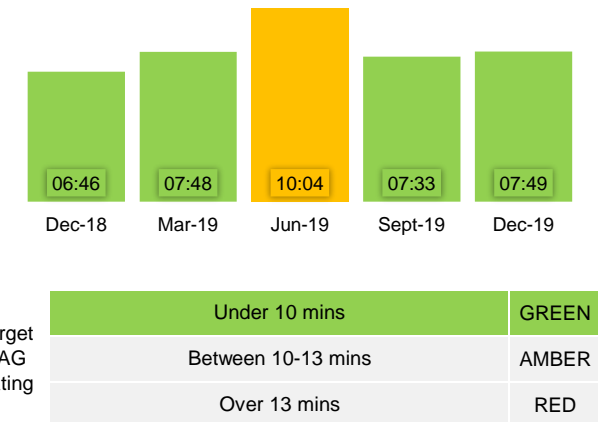
The local unemployment rate remains better than the national figure (although this gap has closed to just 0.1%) and lags behind the South East of England.

Since May 2018, all Berkshire Job Centres have been providing Universal Credit Full Service. The design of Universal Credit means that additional people will be counted in Claimant Count data and therefore these figures are likely to rise (irrespective of the performance of the local economy).

The changes mean the Claimant Count has become a less reliable indicator of changes in labour market performance at both the local and national level. The Strategic Insight Team will continue to monitor the metric development in this area.

### 3. Journey times Average journey time from Heart of Slough to M4 J6 (M-F 16:30-18:30)

7m 49s ↓

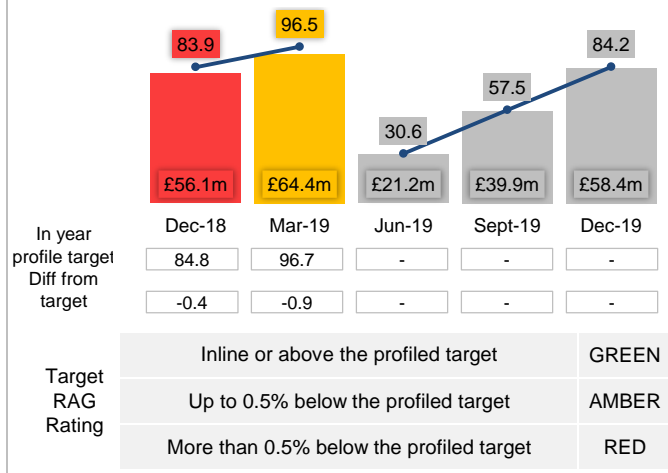


The average journey time from the Heart of Slough to M4 J6 during evening peak time (Mon-Fri 16:30-18:30) as at the end of Dec-19 was 7 minutes 49 seconds, which remains significantly under the 10 minute target.

# Corporate Health Indicators

1. Council tax in year collection (amount & percentage rate accrued)

£58.4m  
84.2% ↑



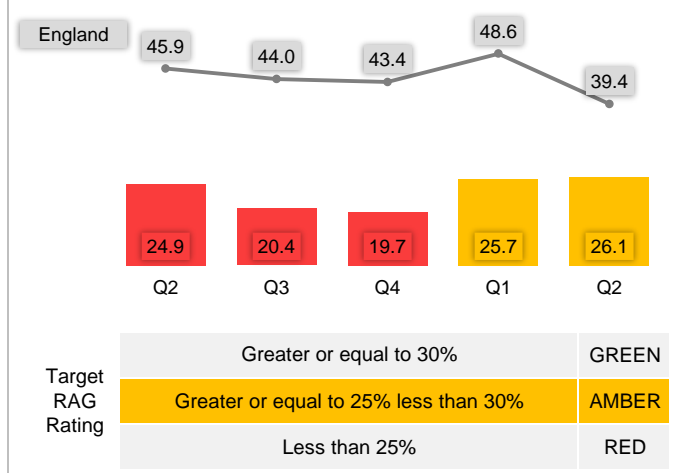
Council tax is collected throughout the year, hence this is a cumulative measure.

By the end of third quarter we achieved a collection rate of 84.2% of the expected in-year total, collecting £58.4m. This is an increase of £2.3m from the previous year.

There will be no target set for 2019/20 due to the Arvato exit.

2. Percentage of household waste sent for reuse, recycling or composting

26.1 ↑



There has been a 38% decrease in rejected loads, from 92 loads in Q1 to 57 loads in Q2, 22% of which were rejected as a result of contamination. It is anticipated that the number of rejected loads will increase slightly for quarter 3 due to material generated by residents at Christmas being placed into the wrong containers.

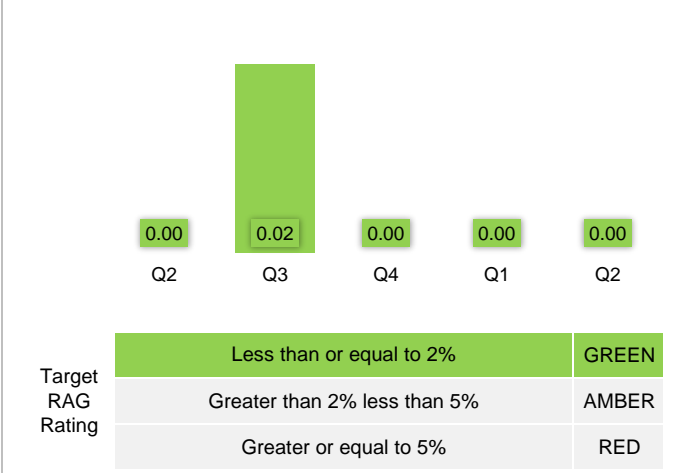
All crews have received training on quality checks of contents placed in the red bins and left 300 information hangers on contaminated containers. Letters are being sent to these residents to remind them what materials can be placed into the red bins with pictorial information provided to combat any language difficulties.

Some properties are contaminating containers on a regular basis and despite undertaking physical visits to residents problems continue. It will need to be considered if residents who continue to contaminate their containers are removed from the service.

Wood waste is now being segregated and processed as recyclable material (although access is limited at this time of year).

3. Percentage of municipal waste sent to landfill

0.00 ↔

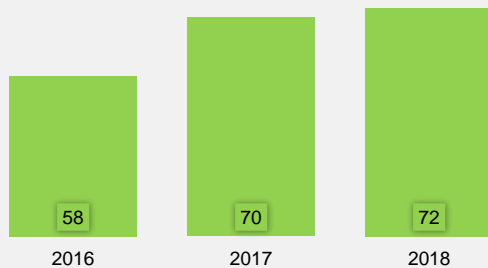


Slough remains in the top quartile for local authorities with the lowest amount of waste sent to landfill per annum due to good local incineration provision.

## Corporate Health Indicators

4. SBC staff survey: percentage of staff proud to work for the council

72% ↑



Target	Greater or equal to 72%	GREEN
RAG	Greater or equal to 60% less than 72%	AMBER
Rating	Less than 60%	RED

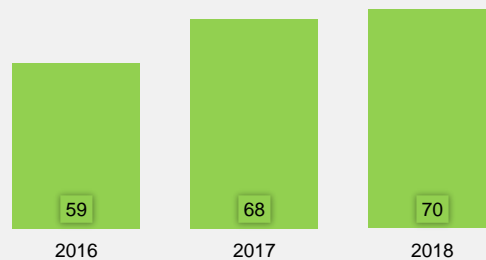
Based on the 2018 annual staff survey.

The purpose of the survey is to assess the level of employee engagement across the council which is key to job satisfaction, attract and retain the best staff, greater productivity and customer satisfaction. The survey helps us measure this and make improvements.

The next annual update is due at the end of quarter 4 in 2019/20.

5. SBC staff survey: percentage of staff rate working for the council as either good or excellent

70% ↑



Target	Greater or equal to 70%	GREEN
RAG	Greater or equal to 60% less than 70%	AMBER
Rating	Less than 60%	RED

Based on the 2018 annual staff survey.

The purpose of the survey is to assess the level of employee engagement across the council, the extent to which staff feel personally involved in the success of the council and are motivated in their work. The survey results serve to highlight successes and identify areas for improvement.

The next annual update is due at the end of quarter 4 in 2019/20.

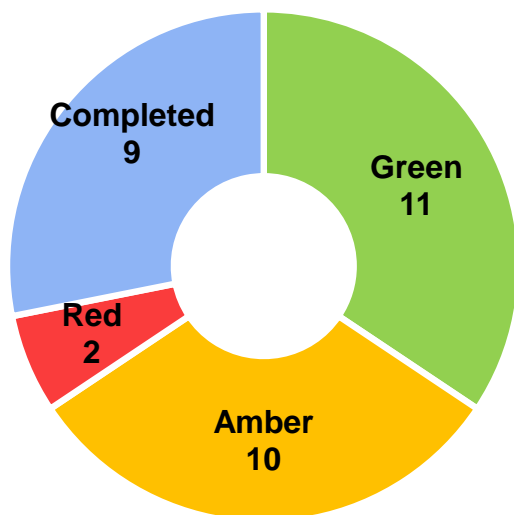


## Project Portfolio

This section of the report provides a summary of progress on the range of projects currently being undertaken and monitored by the Programme Management Office. The council runs a large number of projects throughout the year to deliver against the objectives laid out in our corporate plans. We grade these projects according to magnitude, taking into account a number of conditions including political importance, scale and cost.

Projects on the Portfolio represent key activity at the Council to deliver its strategic objectives including delivery of the Five Year plan. Projects are graded as Gold, Silver or Bronze.

### Project Portfolio: Overall Status



At the end of Quarter 3 there were 23 live projects on the portfolio, graded as follows:

	Gold	Silver	Bronze	Total
Qtr-1	10	10	7	27
Qtr-2	11	10	7	28
Qtr-3	10	6	7	23

Each project reports monthly on progress towards target deliverables, and a summary RAG judgement of status is provided for each to describe compliance with project timescale, budget, and any risks and issues, as well as an 'overall' RAG status.

Across all projects on the portfolio, 48% were rated overall as **Green** (11 projects), 43% were rated overall as **Amber** (10 projects) and 9% were rated overall as **Red** (2 projects).

9 projects closed this quarter:

- Homelessness Reduction
- Localities
- DSO Commercialisation
- One Council Approach to Community Engagement / Development
- Crematorium Refurbishment
- Server Migration
- Telephony
- Slough Major Transport Schemes
- Adults Social Care Programme

The projects rated overall as **Red** were:

- Capita One Hosting - Education Modules
- Cemetery Extension

A fully comprehensive report which details the status of each individual project, including reference to the key risks, issues and interdependencies is available as background papers.

Further details on the status of Gold projects (the most important ones) at end of Quarter 3 are set out below.

Arrows demonstrate whether the status is the same (↔), has improved (↑) or worsened (↓) since the previous highlight report:

Gold Project title	Timeline	Budget	Risks & Issues	Overall Status	Comments
Grove Academy	Green ↑	Amber ↔	Amber ↔	Amber ↔	School build is well underway. The key programme risks relate to utility disconnections and diversions. Slough has agreed to deliver the section 278 off site works, which will reduce costs as long as work remains on programme.
Slough Urban Renewal	Green ↔	Green ↔	Amber ↔	Amber ↔	Work started on site for the Alpha Street development with a road closure order beginning in January 2020. The Thames Valley University Option Agreement was executed on 25th November with SUR and Muse for redevelopment of the North West Quadrant. Design development continues on Stoke Wharf and Montem Lane schemes.
Major Highways Schemes	Amber ↔	Green ↔	Amber ↔	Amber ↔	New programme on the portfolio to track and monitor major Highways Schemes, including Langley Harrow Market, Elliman Avenue, London Road, Stoke Road, Northern Forecourt and the Quiet Cycle Route & Canal Bridge.
HQ & Cornwall House Relocation	Green ↔	Red ↔	Amber ↔	Amber ↔	Fire Risk Assessment - any works identified are complete. 4th floor install and fit out nearing completion. All Audio Visual installation and configuration works are complete including snagging. Line painting of top level car park and front of Observatory House completed.
Central Hotels Project	Green ↔	Green ↔	Green ↔	Green ↔	Hotel scheme is 9 ½ weeks ahead of schedule and the Residential scheme is approximately 12 weeks ahead of schedule. Works are progressing well and the current critical path activities continuing ahead of the planned dates.
Cemetery Extension	Red ↔	Amber ↔	Red ↔	Red ↔	Landscaping works have been completed in the Lismore Gate extension. A request for additional funding for the main cemetery extension has been approved.

Gold Project title	Timeline	Budget	Risks & Issues	Overall Status	Comments
Future Delivery of Children's Services	Amber ↓	Amber ↓	Amber ↔	Amber ↔	Project has been placed on hold pending further discussions with the Department for Education.
Regional adoption agency	Green ↔	Green ↔	Green ↔	Green ↔	The recommendations/proposed actions from the cabinet report have been approved by Cabinet. A further meeting of the project board has taken place to ensure that all legal, financial and HR matters are being addressed now that the cabinet report has been signed off.
Clean, Safe, Vibrant	Green ↔	Amber ↔	Amber ↑	Amber ↑	Town Team walkabout took place on 13 November. Incubation facility at the Old M&S site has progressed to the next stage. Craft Coop pop up shop opened on the 30 November. Internal strategic communications group has been established.
Building Compliance	Green ↔	Green ↔	Green ↔	Green ↔	Action Plan produced for improvements in monitoring compliance in temporary Housing following Phase 3 recommendations.

**Background Papers:**

Email [programme.managementoffice@slough.gov.uk](mailto:programme.managementoffice@slough.gov.uk) for a copy of Gold Project Highlight reports for this reporting period.

Key achievements this quarter:

### **Arvato Exit**

Successful transition of staff on 1 November 2019.

### **Slough Academy:**

The Learning Management System for staff went live on 2<sup>nd</sup> December.

### **HQ and Cornwall House Relocation**

3rd floor occupation took place on programme and with minimal interruption to staff activities.

### **Central Hotels Project**

Hotel scheme is 9 ½ weeks ahead of schedule and the Residential scheme is approximately 12 weeks ahead of schedule.

### **Slough Urban Renewal**

The Stoke Wharf scheme won the Project Vision award at the TVPropFest awards in September and SUR featured in the SPACES 2019 yearbook published in October.

### **Local Plan**

Ministry of Housing Communities and Local Government have confirmed the latest local plan production timetable is acceptable.

Key issues to be aware of:

### Timeline

### **The Cemetery Extension**

Delays to the main extension works have been mitigated through approval of additional funding and completion of the Lismore gate extension.

### **Capita One Hosting - Education Modules**

Project was previously on hold. IT is now looking at the priority list to resource outstanding projects.

### **Future Delivery of Children's Services**

Project has been placed on hold pending further discussions with the Department for Education.

Key lessons from projects reviewed this quarter:

The council's Programme Management Office (PMO) routinely carries out 'End Project', 'Lessons Learned' and 'Benefits' reviews for key projects. This learning has been helpful to project managers implementing projects of a similar nature.

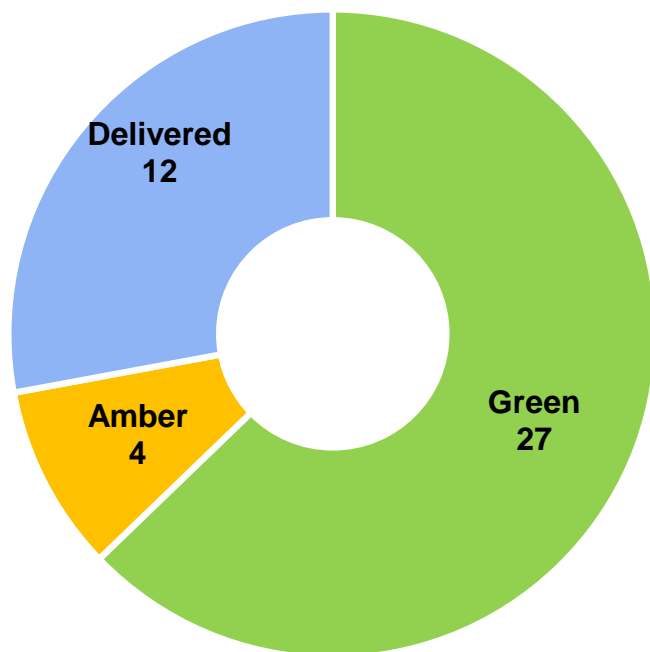
In the last quarter, the PMO undertook two End Project Reviews and recommendations included:

- The benefit of regular reporting to ensure that decisions are made in a timely way.
- The importance of appropriate project governance from the start of a project.
- The need to consider continuity of service during a major scheme.

## Manifesto Commitments

The final section of the report provides a summary of progress against the Manifesto pledges made in advance of the Slough local elections, May 2019. Position stated is as at the end of Quarter 3 i.e. 31<sup>st</sup> December 2019.

### Manifesto Pledges: Overall Status



There are 43 Manifesto pledges across the key areas.

At the end of quarter 3, 63% (27) pledges were rated as **Green** as achieving or on schedule. 9% (4) pledges were rated as **Amber**, signifying as working towards and 28% (12) pledges were reported as **Delivered**.

Key achievements this quarter:

The following pledges were reported as delivered this quarter:

- **We will work with operators to keep bus fares low, and prioritise ‘end to end routes’, with additional green vehicles and bus lane enforcement**  
Free electric bus pilot for the Colnbrook and Langley areas started on 4<sup>th</sup> November. Bus lane enforcement is underway.
- **We will spend £2 million on improving highways and pavements and ensure Slough remains recognised as a national leader in repairing potholes**  
Potholes, defects picked up daily via inspections and complaints; works orders raised. Resurfacing scheme completed, currently working on the reserve list to be delivered by end of March 2020.
- **We will work with partners to expand our popular free ‘community work outs’ to more locations across Slough**  
This is still an offer and more instructors are being trained to facilitate sessions, through the Great Outdoor Gym Company, Everyone Active and community activators.
- **We will identify and replace all public trees lost as a result of last summer’s drought and promote wildlife-friendly planting schemes to offer habitats for butterflies, birds and bees**  
Funding for tree replacements outside of the Urban Tree Challenge initiative has been confirmed and new planting will take place before end of March 2020.

- **We will introduce more regular intensive cleaning of the town centre and hotspot areas, and develop a reporting app for residents to report fly-tipping incidents**

Our planned litter picking and sweeping of the High Street continues to deliver a sound core service between 06:00 and 19:00. This resource calls on response teams to deal with out of the ordinary issues.

A cloud based App has been developed to report fly-tipping, street cleaning standards and grounds maintenance issues. It will be launched on our new website.

- **We will begin work on a major environmental urban wetland project in Salt Hill Park**

Salt Hill stream works planning consent gained and contract for works awarded. Works planned to be completed by March 2020. Official Open Day 12th March 2020.

- **We will open a new allotment at Moray Drive, continue to improve our existing allotments and support 'community growing' projects**

Allotment complete and plots ready to let. Capital Improvement works to allotments completed.

- **We will work with our residents, service users and partners to set up a network to jointly design future health and social care services**

The Network is becoming well established and has been involved in a number of initiatives. These include:

- Working with Healthwatch to co-design a new framework for entry and viewing visits to Slough care homes.
- Developing a new floating support service and selecting a new provider.
- Providing feedback on the draft Housing Strategy.

- Successfully bidding to use the Open Doors shop for a monthly community forum.
- Attending a number of forums and partnership boards.
- The co-production network will be involved in a number of key commissioning projects over the coming months.

- **We will actively promote a fully inclusive registrar's service with increased marketing and promotion for LGBT+ weddings and celebrant services**

We have seen a significant increase in LGBT+ ceremonies this year. The trend continues upwards since last reporting in this respect. We have done 11 LGBT ceremonies this calendar year, with 8 this financial year (civil Partnerships and Weddings).

We make sure that anyone marrying or celebrating their civil partnership has a welcoming and special experience. We are very inclusive and celebrate all our citizens using our noteworthy services. We include LGBT weddings and celebratory services photos on our Facebook page.

The new Group Manager joined the service in November 2019 and is looking at business and marketing strategies across her service areas including licensing new venues, civil and partnership ceremonies etc).

- **We will provide all our looked-after children with leisure passes and council tax exemptions until the of age 25**

Offer has been designed and approved. Implementation of offer is now being undertaken.

The table beneath summarises progress against the Manifesto pledges made in advance of the Slough local elections, May 2019. Position stated is as at the end of Quarter 3 i.e. 31<sup>st</sup> December 2019.

Further details on the actions taken can be found in the Appendix.

### PARKING AND TRANSPORT

	Manifesto Pledge	Date for Delivery	RAG
1	We will deliver a new public transport vision for Slough, including a public transport corridor for the town centre and a new pedestrian bridge link to connect communities north of the railway with the High Street area	February 2019 November 2019	AMBER ↓
2	We will complete construction of phase 2 of the Mass Rapid Transit Bus Scheme (MRT), connecting the town centre to Heathrow, and develop a 'Park and Ride' solution near Junction 5 of the M4	Summer 2020	AMBER ↔
3	We will work with operators to keep bus fares low, and prioritise 'end to end routes', with additional green vehicles and bus lane enforcement	<b>COMPLETED</b>	✓
4	We will upgrade the council's fleet to electric/hybrid vehicles to reduce air pollution	Between Q2-Q4 2019/20	GREEN ↔
5	We will open 4 new bike docking racks - in Langley, Colnbrook, Manor Park and Cippenham - and purchase 20 new bikes	Q3 2019/20	GREEN ↔
6	We will spend £2 million on improving highways and pavements and ensure Slough remains recognised as a national leader in repairing potholes	<b>COMPLETED</b>	✓

### ENVIRONMENT AND OPEN SPACES

	Manifesto Pledge	Date for Delivery	RAG
7	We will open new outdoor gyms in Baylis & Stoke, Colnbrook, Cippenham Green, Cippenham Meadows and Farnham wards	<b>COMPLETED</b>	✓
8	We will work with partners to expand our popular free 'community work outs' to more locations across Slough	<b>COMPLETED</b>	✓
9	We will identify and replace all public trees lost as a result of last summer's drought and promote wildlife-friendly planting schemes to offer habitats for butterflies, birds and bees	<b>COMPLETED</b>	✓
10	We will begin work on a major environmental urban wetland project in Salt Hill Park	<b>COMPLETED</b>	✓
11	We will open a new allotment at Moray Drive, continue to improve our existing allotments and support 'community growing' projects	<b>COMPLETED</b>	✓
12	We will Introduce more regular intensive cleaning of the town centre and hotspot areas, and develop a reporting app for residents to report fly-tipping incidents	<b>COMPLETED</b>	✓

13	We will do more to make our neighbourhoods strong, healthy and attractive with 3 initial projects in Foxborough, Chalvey and Langley Kedermister	Ongoing	GREEN ↔
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## HOUSING AND NEIGHBOURHOODS

	Manifesto Pledge	Date for Delivery	RAG
14	We will start the construction of 120 council and affordable homes, plan the development of over 250 more, and launch a key worker housing scheme	March 2020	GREEN ↔
15	We will invest £8 million to provide additional decent, affordable rented homes in Slough	March 2020	GREEN ↔
16	We will bring forward proposals for a co-operative/tenant-led housing initiative to offer more choice and accountability for those in need of affordable rented housing	January 2020	GREEN ↔
17	We will do more preventative work to tackle street homelessness, investing £250,000 in local homelessness initiatives	March 2020	GREEN ↔
18	We will invest £4 million in repairs, modernisation, structural and environmental improvements to tenants' estates and homes, and pilot a new app that allows council tenants to see their repairs and account information in real time	March 2020	GREEN ↔
19	We will help establish and facilitate a private tenants' association to give private renters a voice	First meeting October 2019	GREEN ↔

## HEALTH AND LEISURE

	Manifesto Pledge	Date for Delivery	RAG
20	We will work with dentists and health partners to improve local children's oral health	March 2020	GREEN ↔
21	We will become a disability-friendly town and improve mental health support services, to support more people and help them into sustainable employment	Ongoing	GREEN ↔
22	We will work with our residents, service users and partners to set up a network to jointly design future health and social care services	<b>COMPLETED</b>	✓
23	We will build on the success of the reinstated Slough Half Marathon by introducing a stand-alone family fun day around the new annual 5k run in Upton Court Park	June 2019 October 2020	GREEN ↔
24	We will continue supporting the work of the Safer Slough Partnership; building on the success of their campaign against modern slavery and helping deliver the 'Choices' campaign to reach 2,000 people in 2019/20	March 2020 Autumn 2019	GREEN ↔
25	We will tackle inequalities locally and work to improve health, life chances and opportunities for all our residents	Ongoing	GREEN ↔



## CUSTOMER SERVICES & COMMUNITY HUBS

	<b>Manifesto Pledge</b>	<b>Date for Delivery</b>	<b>RAG</b>
26	We will invest £3 million and bring our IT service in-house; to ensure better outcomes in our customer services, more resident-friendly communication channels and faster response times for service requests	IT Insourcing due 31 Oct 2019	GREEN ↔
27	We will launch a £15 million 'Community Hubs Strategy', starting the construction of brand new community hubs in Chalvey and central Langley and planning new hubs in Cippenham and Wexham	New Chalvey School and hub June 2020	GREEN ↔
28	We will involve residents in shaping 'meanwhile' improvements and in the longer-term redevelopment plans for the town centre	Ongoing	GREEN ↑
29	We will add further discounts to our new Residents' Privilege Scheme, the 'Slough app'	Ongoing	GREEN ↔
30	We will actively promote a fully inclusive registrar's service with increased marketing and promotion for LGBT+ weddings and celebrant services	<b>COMPLETED</b>	✓
31	We will bring forward plans for a new arts, entertainment and cultural offer at the former Adelphi Cinema site, while protecting the building's heritage	Ongoing Autumn 2019	GREEN ↔

## REGENERATION AND THE TOWN

	<b>Manifesto Pledge</b>	<b>Date for Delivery</b>	<b>RAG</b>
32	We will continue regenerating our town; bringing forward detailed plans for the Montem Leisure Centre site, the Canal Basin and the former Thames Valley University site	Ongoing	GREEN ↔
33	We will begin work on two new hotels with ground floor branded restaurants, affordable shared ownership homes and an attractive public realm, on the former Slough Library site	Ongoing	GREEN ↔
34	We will help the owners of the High Street shopping centres to deliver their ambitious plans for the northern side of Slough High Street, and work with partners to shape a regeneration plan for the former Horlicks factory	Ongoing	AMBER ↔
35	We will redevelop the former Alpha Street car park site to provide new affordable homes	December 2020	GREEN ↑
36	We will bring forward plans for a 'meanwhile' improved food and beverage offer for the town centre while major regeneration takes place	Ongoing	AMBER ↔
37	We will significantly improve the public forecourt to the north side of Slough station and deliver improved paths and walking routes in and around the town centre	March 2021	GREEN ↔

## CHILDREN & YOUNG PEOPLE AND SKILLS

	Manifesto Pledge	Date for Delivery	RAG
38	We will improve the learning environment for local children, investing £12 million in expanding our secondary schools and £14 million in Special Educational Needs and Disability provision	2021-2022	GREEN ↔
39	We will facilitate a brand new through-school with community sports provision in Chalvey	October 2020	GREEN ↑
40	We will provide all our looked-after children with leisure passes and council tax exemptions until the of age 25	<b>COMPLETED</b>	✓
41	We will invest £1.4 million in our Children's Services Trust to ensure they can continue to meet the needs of vulnerable children in Slough	<b>COMPLETED</b>	✓
42	We will launch the 'Slough Academy' giving our residents greater opportunities to access apprenticeships and training, to gain the skills they need to get on	Ongoing	GREEN ↔
43	We will work with our partners to lower the exposure of our children and young people to youth violence and gang related activity	June 2019 Ongoing	GREEN ↔

## Performance Indicator Key

### Direction of travel

The *direction* of the arrows shows if performance has improved, declined, or been maintained relative to the previous quarter or same period in previous year.

↑	↔	↓
Performance improved	Performance remained the same	Performance declined

For example for overall crime rate indicator where good performance is low:

- A decline in the crime rate would have an upwards arrow ↑ as performance has improved in the right direction.
- An increase in the crime rate would have a downwards arrow ↓ as performance has declined.

### Performance against target

The *colour* of the arrow indicates performance against target for each KPI.

Black arrows are used for indicators where performance has changed but no target has been defined.

GREEN	AMBER	RED	GREY
Met or exceeded target	Missed target narrowly	Missed target significantly	No target assigned

Targets and criteria for RAG status are shown for each indicator.

Benchmarking rankings compared to other councils are shown below each chart, where comparisons are available:

Dark Green	Local performance is within the top quartile
Green	Local performance is within the 2nd quartile
Amber	Local performance is within the 3rd quartile
Red	Local performance is within the bottom quartile

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# Glossary

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## Outcome 1

### **1. Percentage of child protection plans started in the past year that were repeat plans within 2 years**

The percentage of children who became subject to a Child Protection Plan at any time during the year, who had previously been the subject of a Child Protection Plan, or on the Child Protection Register of that council, within the last 2 years. Good performance is generally low.

### **2. The percentage attainment gap between all children and bottom 20% at early years foundation stage**

This metric is the percentage attainment gap at early years foundation stage between the achievement of the lowest 20 per cent of achieving children in an area (mean) and the score of the median child in the same area across all the Early Learning Goals (ELGs) in the Early Years Foundation Stage Profile (EYFSP) teacher assessment.

### **3. The percentage gap between disadvantaged pupils and all others at key stage 2 in reading, writing and maths**

The disadvantage gap summarises the attainment gap between disadvantaged pupils and all other pupils. A disadvantage gap of zero would indicate that pupils from disadvantaged backgrounds perform as well as pupils from non-disadvantaged backgrounds. We measure whether the disadvantage gap is getting larger or smaller over time. For key stage 2 it is based on the percentage of pupils achieving the expected standard or above in reading, writing and maths.

### **4. The gap between disadvantaged children and all others at Key Stage 4 percentage achieving grades 9-5 in English & maths**

The disadvantage gap summarises the attainment gap between disadvantaged pupils and all other pupils. A disadvantage gap of zero would indicate that pupils from disadvantaged backgrounds perform as well as pupils from non-disadvantaged backgrounds. We measure whether the disadvantage gap is getting larger or smaller over time. For key stage 4 it is based on the percentage of pupils achieving grades 9-5 in English and mathematics GCSEs.

### **5. Percentage of 16 to 17 year olds not in education, employment or training (NEETs)**

This is the number of 16 and 17-year olds who are not in education, employment, or training (NEET) or their activity is not known, expressed as a proportion of the number of 16 and 17-year-olds known to the local authority (i.e. those who were educated in government-funded schools). Refugees, asylum seekers and young adult offenders are excluded.

The age of the learner is measured at the beginning of the academic year, 31 August. The annual average is calculated covering the period from December to February.

## Outcome 2

### **6. Number of adults managing their care and support via a direct payment**

Direct Payments are a way of enabling those eligible for social care support to control the commissioning and procurement of support themselves. This leads to more personalised and controlled support, which evidence shows will deliver better outcomes.

### **7. Uptake of targeted health checks: The percentage of the eligible population aged 40-74 who received a NHS Health Check**

The NHS Health Check is a health check-up for adults aged 40-74, designed to spot early signs of conditions such as stroke, kidney disease, heart disease, type 2 diabetes and dementia, and to offer ways to reduce the risk of developing these conditions.

Health Checks are offered by GPs and the local authority, and Slough is seeking to promote a greater engagement amongst residents in taking up this offer. <https://www.nhs.uk/conditions/nhs-health-check/>

### **8. Number of people inactive: The percentage of people aged 16 and over who do not participate in at least 30 minutes of sport at moderate intensity at least once a week**

This measure is an estimate of physical inactivity amongst adults aged 16 or older, and derives from a nationwide survey (the 'Active Lives Survey') conducted and reported annually by Sports England. <https://activelives.sportengland.org/>

## Outcome 3

### **9. Level of street cleanliness: Average score for graded inspections of Gateway sites (Grade options from best to worst are: A, A-, B, B-, C, C-, D)**

This metric records the total number of Gateway sites surveyed for litter by each grade in the reporting period.

There is no statutory definition of litter. The Environmental Protection Act 1990 (s.87) states that litter is 'anything that is dropped, thrown, left or deposited that causes defacement, in a public place'. This accords with the popular interpretation that 'litter is waste in the wrong place'.

Litter includes mainly synthetic materials, often associated with smoking, eating and drinking, that are improperly discarded and left by members of the public; or are spilt during waste management operations.

It is calculated as:  $((T + (T_b/2))/T_s) * 100$  where:

T = number of sites graded C, C- or D for each individual element

T<sub>b</sub> = number of sites graded at B- for each individual element

T<sub>s</sub> = total number of sites surveyed for each element

Grades are:

- Grade A is given where there is no litter or refuse;
- Grade B is given where a transect is predominantly free of litter and refuse except for some small items;
- Grade C is given where there is a widespread distribution of litter and refuse, with minor accumulations; and
- Grade D where a transect is heavily littered/covered in detritus with significant accumulations or there is extensive graffiti/fly posting likely to be clearly visible and obtrusive to people passing through.

#### **10. Crime rates per 1,000 population: All crime**

This measure includes all crimes recorded by the police (with the exception of fraud which is recorded centrally as part of Action Fraud) calculated as a rate per 1,000 population. This data is updated on a quarterly basis.

#### **Outcome 4**

##### **11. Number of homeless households accommodated by SBC in temporary accommodation**

Measure is the number of homeless households being accommodated on the last day of the quarter. It is a “snapshot” of the position on a single day, not the number of placements made during the time period.

##### **12. Number of permanent dwellings completed in the borough during the year**

Measure is a net count of all new dwellings added to the stock within the Borough of Slough each year. ‘Net additions measure the absolute increase in stock between one year and the next, including other losses and gains (such as conversions, changes of use and demolitions).’ (<https://www.gov.uk/government/statistical-data-sets/live-tables-on-net-supply-of-housing>).

##### **13. Number of licenced mandatory Houses in Multiple Occupation (HMOs)**

Measure is a count of total licenced mandatory HMO properties at the end of the quarter. A HMO is a rented property which consists of three or more occupants, forming two or more households where there is some sharing of amenities or where the units of accommodation lack amenities, such as bathrooms, kitchens or toilets. All HMOs with five or more tenants, forming more than one household, must have a council granted HMO licence, regardless of the height of the building (<http://www.slough.gov.uk/business/licences-and-permits/property-licensing.aspx>).

##### **14. Number of empty properties brought back into use (by council intervention)**

Measure is the number of empty private sector properties brought back into use by council intervention over the given time period. ‘Council intervention’ refers to Compulsory Purchase Orders, Empty Dwelling Management Orders, informal intervention/ negotiation and a grant system which allows property owners to apply to the Local Authority for financial assistance of up to £15,000 to bring their property into use. The assistance is provided on the basis that they lease the property to the council for a specified period and that the owner makes a 50% contribution to the costs of the works.

#### **Outcome 5**

##### **15. Business rate income: Business rate in year collection (amount & percentage rate accrued)**

This is the amount of non-domestic rates that was collected during the year, expressed as a percentage of the amount of non-domestic rates due. This figure is expressed as a cumulative figure i.e. quarter 1 will cover the three months April-June, quarter 2 will cover the six months April-September, etc.

**16. Access to employment: Proportion of resident population of area aged 16-64 claiming JSA and NI or Universal credits**

The Claimant Count is the number of people claiming benefit principally for the reason of being unemployed. This is measured by combining the number of people claiming Jobseeker's Allowance (JSA) and National Insurance credits with the number of people receiving Universal Credit principally for the reason of being unemployed. Claimants declare that they are out of work, capable of, available for and actively seeking work during the week in which the claim is made.

Under Universal Credit a broader span of claimants are required to look for work than under Jobseeker's Allowance. As Universal Credit Full Service is rolled out in particular areas, the number of people recorded as being on the Claimant Count is therefore likely to rise.

**17. Journey times: Average journey time from Heart of Slough to M4 J6 (M-F 16:30-18:30)**

This measure calculated the average journey time taken from Heart of Slough to M4 junction 6 Monday to Friday between 16:30 to 18:30. The timings are measured from the centre of the Heart of Slough junction - there are two measuring units either side of the main X-roads on the central islands – and ends on the A355 Tuns Ln about 20m before the M4 J6 Roundabout. These times are taken from recorded (Bluetooth) journeys made between 16:30-18:30 Monday to Friday each day of each month and are averaged over the month with no adjustments made for holidays, road-works, or other traffic issues.

**Corporate Health**

**18. Percentage of household waste sent for reuse, recycling or composting**

This metric calculates the percentage of household waste sent by the authority for reuse, recycling, composting or anaerobic digestion. The numerator is the total tonnage of household waste collected which is sent for reuse, recycling, composting or anaerobic digestion. The denominator is the total tonnage of household waste collected. 'Household waste' means those types of waste which are to be treated as household waste for the purposes of Part II of the Environmental Protection Act 1990 by reason of the provisions of the Controlled Waste Regulations 1992.

**19. Percentage of municipal waste sent to landfill**

This metric calculates the percentage of municipal waste which is sent to landfill. Denominator (Y): Total tonnage of municipal waste collected by the authority (or on behalf of the authority). The scope of municipal waste is the same as the European Union Landfill Directive and Landfill Allowances Trading Scheme (LATS). Numerator (X): Municipal waste to landfill includes residual waste sent directly to landfill and that which was collected for other management routes (e.g. recycling, composting, reuse, Mechanical Biological Treatment) but subsequently sent to landfill.

**20. SBC staff survey: percentage of staff proud to work for the council**

This measure is based on SBC annual staff survey. The purpose of the survey is to assess the level of employee engagement across the council which is key to job satisfaction, attract and retain the best staff, greater productivity and customer satisfaction. The survey helps us measure this and make improvements.

**21. SBC staff survey: percentage of staff rate working for the council as either good or excellent**

This measure is based on SBC annual staff survey. The purpose of the survey is to assess the level of employee engagement across the council, the extent to which staff feel personally involved in the success of the council and are motivated in their work. The survey results serve to highlight successes and identify areas for improvement.

**22. Council tax in year collection (amount & percentage rate accrued)**

This metric is a rate of total receipts of council taxes collected in the year to date expressed as a percentage of the total council tax due for the year. This figure is expressed as a cumulative figure i.e. quarter 1 will cover the three months April-June, quarter 2 will cover the six months April-September, etc.