

Slough Borough Council

Appendix A:

Corporate Performance Report

2020-21 – Quarter 2

(July to September 2020)

Strategy and Performance

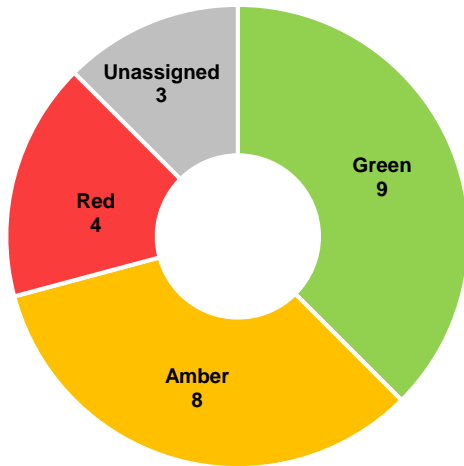
Contents

Executive summary.....	3
Corporate performance indicators	4
Performance indicator scorecard	4
Corporate balanced scorecard overview.....	5
Progress towards outcome 1 indicators	9
Progress towards outcome 2 indicators	11
Progress towards outcome 3 indicators	12
Progress towards outcome 4 indicators	13
Progress towards outcome 5 indicators	15
Progress towards corporate health indicators	16
Project portfolio	18
Project portfolio overview.....	18
Status of gold projects	19
Key achievements, issues and lessons learnt	21
Glossary.....	22
Performance indicator key	22
Performance indicator glossary	23

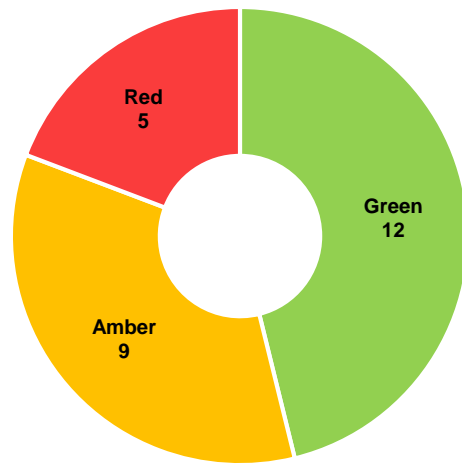
2020/21 Quarter 2: Executive Summary

Performance against target (RAG)

Key Performance Indicators

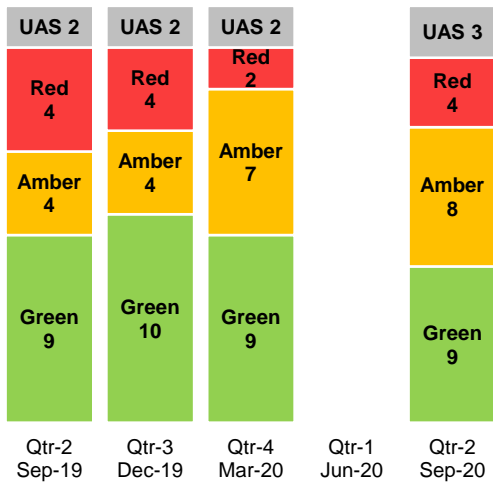


Project Portfolio: Overall Status

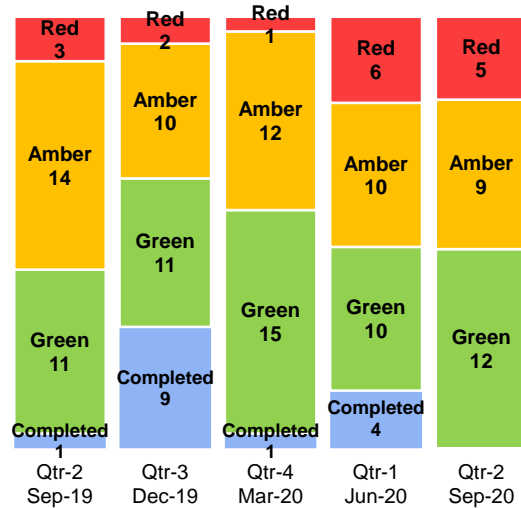


Comparison with previous quarter

Key Performance Indicators



Project Portfolio: Overall Status



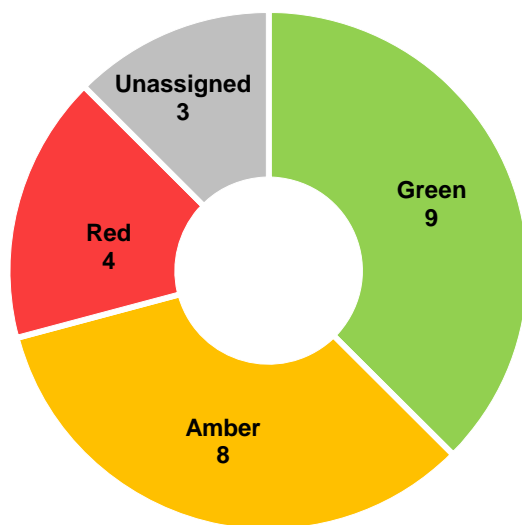
Performance Scorecard

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	- 0.0% (0)	↓	G 4.2% (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%	<25.2%
	Percentage of young people not in education, training or employment	G 4.0%	↓	G 4.2%	<=5%
	Young people's happiness (indicator to be established)	-		-	tbc
	Percentage of reception aged children classified as overweight including obese	- 22.3%	↑	R 23.3%	<23.0%
	Percentage of year 6 aged children classified as overweight including obese	- 41.0%	↔	A 41.0%	<35.2%
Outcome 2 Our people will be healthier and manage their own care needs	Number of adults receiving a Direct Payment	- 610	↓	R 606	617
	Uptake of targeted NHS health checks	G 2.0%	↓	A 1.5%	>1.9%
	Percentage of residents inactive	R 35.9%	↑	A 34.4%	<34.4%
Outcome 3 Slough will be an attractive place where people choose to live, work and stay	Average level of street cleanliness	- B (2.48)	↑	G B (2.79)	>=B
	Total crime rate per 1,000 population	- 26.9	↑	A 24.3	<21.3
	Percentage of household waste sent for reuse, recycling or composting	- 24.6%	↑	A 28.1%	>=30%
Outcome 4 Our residents will live in good quality homes	Number of homeless households in temporary accommodation	- 370	↑	A 365	<=359
	Number of permanent dwellings completed during the year	A 534	↓	A 503	>=650
	Number of mandatory licensed HMOs	- 177	↑	G 208	>=200
	The number of service requests that took 90 or more days to close	- 79	↓	R 302	>100
Outcome 5 Slough will attract, retain and grow businesses and investment to provide opportunities	Business rate in year collection rate	- 58.2% (£63.6m)	↓	- 49.1% (£38.1m)	n/a
	Access to employment: unemployment rate	- 7.7%	↓	R 8.3%	<6.4
	Average journey time from Heart of Slough to M4 J6 (M-F 16:30-18:30)	- 5 mins 19s	↓	G 6 mins 23s	<10mins
Corporate health	Council tax in year collection rate	- 57.5% (£39.9m)	↓	- 53.8% (£38.4m)	n/a
	SBC staff survey: percentage of staff proud to work for the council	G 72%	↓	A 67%	>=72%
	SBC staff survey: percentage of staff rate working for the council as either good or excellent	G 70%	↑	G 74%	>=70%

Corporate Balanced Scorecard

The latest position of the Council's key performance indicators at the end of quarter 2 was as follows:

Key Performance Indicators



This is the first reporting on the indicators from the 2020/21 corporate balanced scorecard. Two indicators (percentage of municipal waste sent to landfill and number of empty properties brought back into use) were removed from the corporate balanced scorecard for 2020/21 and replaced with four new indicators. These will be reported for the first time this quarter:

Outcome 1:

- Young people's happiness. This is a new indicator which is yet to be established.

- Percentage of reception aged children classified as overweight including obese
- Percentage of year 6 aged children classified as overweight including obese

Outcome 4

- The number of service requests that took 90 or more days to close

Quarter 2 updates are not yet available for the following measures, with the latest available figures from quarter 1:

- Total crime rates per 1,000 population
- Percentage of household waste sent for reuse, recycling or composting

There is a delay in the publication of the NHS health check datasets due to Covid-19, with the latest available figures from quarter 3 2019/20.

Of the 24 indicators reported, the following 3 indicators currently have no agreed target value assigned:

- **Young people's happiness**
This is a new indicator which is yet to be established. Initial discussions have commenced with the lead for Children & Families and Communities and Leisure.
- **Business rate in year collection rate**
Due to the uncertainty of the impact of Covid-19 on collection rates, year-end targets have not been assigned for business rate income.

- **Council tax in year collection rate**

Due to the uncertainty of the impact of Covid-19 on collection rates, year-end targets have not been assigned for council tax in year collection rates.

For the remaining 21 indicators with agreed target levels, 43% (9 indicators) were rated overall as **Green**, 38% (8 indicators) were rated as **Amber** and 19% (4 indicators) were rated as **Red**.

In relation to overall trend, performance has improved for 43% (10) of the 23 KPIs, remained the same for 9% (2) and declined for 48% (11).

Key improvements this quarter:

- **Total crime rates per 1,000 population: (quarterly)**

There was a 2.6 points reduction in Slough's overall crime rate from 26.9 in Q4 to 24.3 in Q1. In comparison the Most Similar Group (MSG) and national averages reduced by 3.5 points and 3.3 respectively. Slough's crime rate remains higher than these comparators.

Decreases in the crimes rates observed are likely to be a result of national lockdown restrictions in place in response to the pandemic. The most prevalent offence subgroup for Slough for Q1 of the 2020/2021 financial year was 'violence without injury'.

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

There has been a 3.5% improvement in the overall recycling rate for Q1 at 28.1% and a 2.4% improvement from last year of 25.7%. It is feasible that with more residents staying/working at home there is greater time to consider recycling.

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

There has been a reduction in the number of homeless households in temporary accommodation from 370 in Q1 to 365 in Q2. This is a noticeable improvement from 429 households who were homeless in Q2 2019/20. This demonstrates the success of the housing strategy implemented by the team. The figure reported at end of Q2 is slightly higher than the projected target of 359. This is due to the restrictions on letting properties following the Covid-19 crisis as allocations were suspended during that period.

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

The number of Houses in Multiple Occupation (HMOs) licences shows a steady increase from previous quarter from 177 to 208 properties.

Over the last quarter, 750 'invitation to apply' letters were sent out to landlords of properties predicted to be licensable. We commenced the financial penalty process in relation to 2 portfolio landlords that have persistently failed to licence their properties. We applied licensing conditions to resolve long standing anti-social behaviour complaint in a licensed property in Langley. We have commenced licensing compliance visits using newly procured mobile inspection app allowing us to identify and begin addressing a number of hazards in licensed properties.

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

Based on the 2020 annual staff survey, 74% of staff stated that rated working for the council as either good or outstanding. This is 4% improvement from 70% in the 2018 annual staff survey.

Key areas for review this quarter:

- **Percentage of reception aged children classified as overweight including obese**

The percentage of reception aged children classified as either overweight or obese in the Government's National Child Measurement Programme (NCMP) increased from 21.9% in 2018/19 to 23.3% in 2019/20. Slough's rate now exceeds the national rate of 23.0%

We have worked closely with schools to launch "The Daily Mile" which is delivered in around 12 primary schools. Over the past 2 years, and now integrated as part of our new "Health and Wellbeing Slough" (HWS) service we have rolled out "Active Movement". This is a behaviour change programme currently delivered in 10 children centres, 7 early year's settings and 24 primary schools. An independent review that we commissioned of the service in 2019 showed positive results on waist circumference, sedentary behaviour, strength and physical activity levels.

As part of our HWS service we offered a 10 week weight management programme called "Let's Get Going". This is offered to around 3-5 primary schools a year and is in the process of relaunching following Covid-19 and schools starting back. We funded the Early Years and the Schools health and wellbeing officers. Their role is to support wider health and wellbeing in Early Years settings and in Schools. We are in the process of establishing a Kitemark with early year settings.

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

There has been a small reduction in the number of adults managing their care and support via a direct payment from 610 in Q1 to 606 in Q2 and as such this remains marginally below the in-year target of 617. However we saw an increase

in the overall number of people opting to take a direct payment within the year from 776 in Q2 2019/20 to 871 in Q2 2020/21, indicating that more people are choosing to take control of the procurement and commissioning of care and supporting themselves.

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.

- **The number of service requests that took 90 or more days to close**

An increase in the number of service requests that took 90 or more days to close. During Covid-19 there has been a delay in investigating noise recording as the specialist IT equipment can only be used within the office. This has led to cases remaining open for longer periods whilst officers are asked to work remotely. Management are working to ensure that officers have access to the office whilst maintaining government safety measures during Covid-19. We should see a reduction in pending cases over the next quarter.

The Neighbourhood Enforcement team drives forward changes that focus on tackling the most complex, difficult and long standing issues of crime, Anti-Social Behaviour (ASB) and enviro-crime across the Borough. The enforcement team continues to work closely with our external partners such as the Police, the Home Office, waste & environment, street cleansing, along with other contractor's housing associations, private service providers in order to maintain efficiencies and enhance the quality of services within the neighbourhood.

- **Business rate income**

- **Business rate in year collection**

- At the end of quarter 2 we achieved a business collection rate of 49.1% of the expected in-year total, collecting £38.1m. The collection rate is 9.1% below the same time last year. The net collectable debit is much lower at this stage in the year due to the large amount of relief's that have been applied due to Covid-19; nearly £31m in relief's given in-year to date.

- There has been no recovery activity undertaken since March; the service will be issuing statutory reminders in the next couple of weeks. We do expect that a number of the businesses for whom we have agreed to defer instalments or spread the instalments will not be able to make the payments if the current Covid-19 situation continues and local lockdowns come into being in Slough.

- **Access to employment**

- **Proportion of resident population of area aged 16-64 claiming JSA and NI or Universal Credit**

- Since Covid-19 lockdown began we have seen a large increase in the unemployment rate. Slough's claimant rate for Sept of 8.3% comprises of 7,910 people of which 1,215 aged 16-24 (a rate of 11.2%) and 1,940 aged 50+ (a rate of 8.5%). The rate remains above the national and South East of England average and is the 7th highest rate for 16-64 out of the 63 largest cities and towns.

- Since end of March, 5,090 more people in Slough are claiming benefits due to unemployment which includes 820 more young people (16-24) and 1,230 additional older people (50+). At the end of September, 9,300 claims from the Job Retention Scheme ('on furlough'), 7,100 claims totalling £15.9m for Self-Employment Income Support Scheme (SEISS) and £18.1m paid out in small business grants.

The achievement of around £2m government capital funding for The Future Skills Hub and Innovation Hub will be a way that can support unemployed people back into employment. Partners including Job Centre Plus, college, further education and employers will co-locate, align services and deliver so that people can get back into employment. A focus on construction jobs and health and social care is taking place as key sectors that have seen a jobs growth. The Berkshire jobs portal is also advertising local job opportunities in one place for people to access and apply.

- **Council tax in year collection**

- At the end of quarter 2 we achieved a council tax collection rate of 53.8% of the expected in-year total, collecting £38.4m. The collection rate is 3.7% below the same time last year.

- As with business rates there has been no statutory recovery in Q1 & Q2 due to the courts closing in March. Soft reminders have been to customers who had not paid an instalment this year, were not in receipt of council support and had not been in contact with us. The service is preparing to recommence recovery activity in Q3 when the courts are expected to open.

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

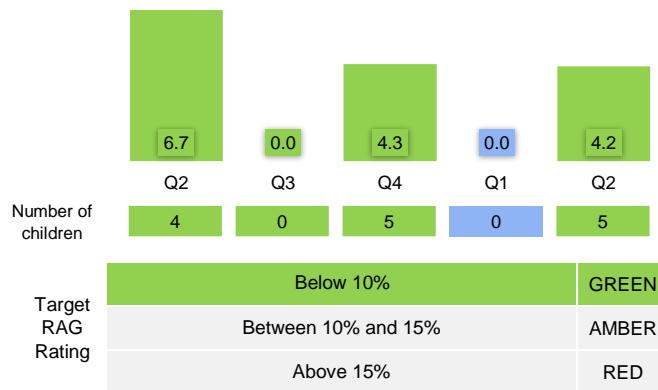
- Based on the 2020 annual staff survey, 67% of staff stated that they proud to work for the council. This is 5% reduction from 72% in the 2018 annual staff survey.

- This year's results are based on a response rate of 40% which is lower than the rate in 2018 of 47%. Staff survey results and comments will be published on insite as an evidence base for action. Service specific issues - e.g. comments about IT, HR policies, or relating to a particular directorate/service area - will be fed back to relevant teams to inform actions.

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

4.2 ↓

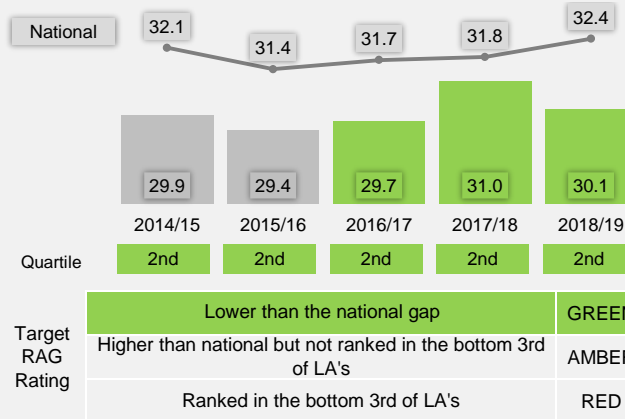


There were 119 children that became subject to a Child Protection Plan (CPP) in the quarter. This relates to 57 families. Five children became subject to a CPP for the second or subsequent time within 2 years, the relates to 3 families. There were 20 children (16.8%) that became subject to a CPP for the second or subsequent time regardless of how long ago that was. This relates to 11 families.

All decisions in relation to children's protection are appropriate. During Q2 5 children became subject to a Child Protection Plan for the second or subsequent time within two years. Looking at this over the last 12 months this involves 10 children out of 411 (2.4%). When compared in 2020-21 Q1, with LAs within the South East (11%) including statistical neighbours (13%) Slough is not an outlier.

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

30.1 ↑



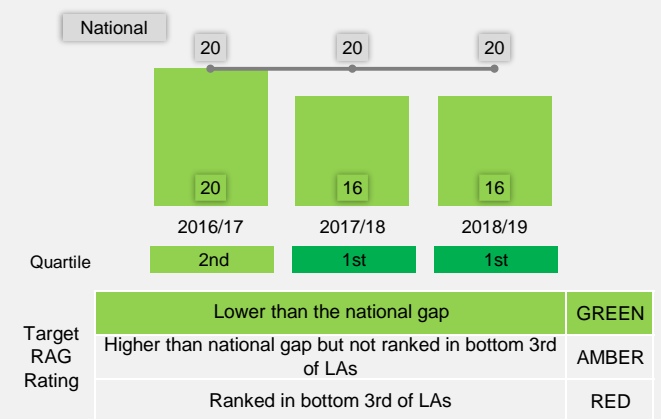
Measured once a year, derived from teacher assessments.

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.

Due to Covid-19 no teacher assessments were submitted in academic year 2019/20. The next annual update based on academic year 2020/21 is due at the end of quarter 3 in 2021/22.

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

16 ↔



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

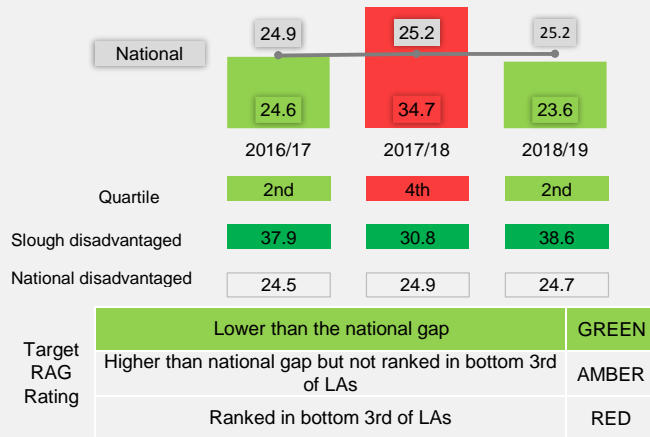
Good performance for this indicator is defined as the gap narrowing between the most and least successful pupils alongside a steady increase in the results obtained.

Due to Covid-19 there were no end of year key stage 2 exams in academic year 2019/20. The next annual update based on academic year 2020/21 is due at the end of quarter 3 in 2021/22.

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 ↑



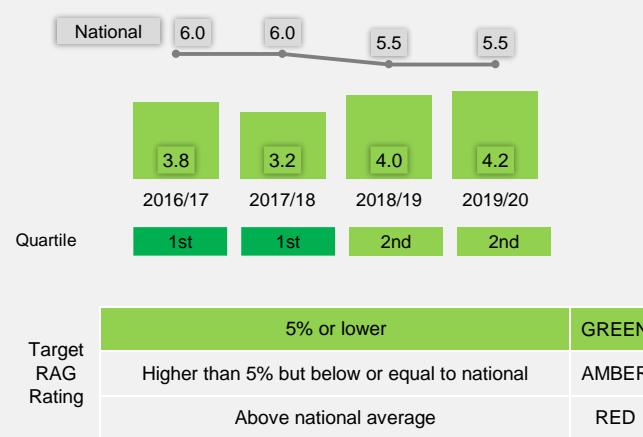
Measured once a year, derived from end of year exams.

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

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

4.2 ↓



Measured once a year, involving local establishment of school leaver destinations. The next annual update is due at the end of quarter 3 in 2021/22.

6. Young people's happiness

TBC

Quartile

Target RAG Rating	TBC	AMBER
	TBC	AMBER
	TBC	RED

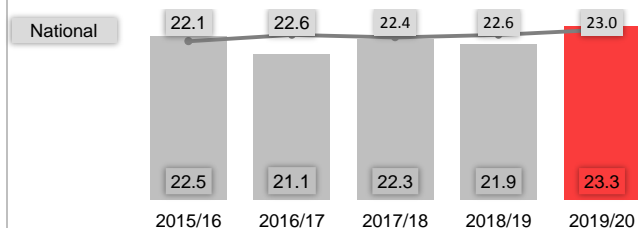
New indicator yet to be established.

Initial discussions have commenced with the lead for Children & Families and Communities and Leisure.

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

7. Number of reception aged children classified as overweight including obese in the National Child Measurement Programme (NCMP) as a

21.9 ↓



Children measured	2015/16	2016/17	2017/18	2018/19	2019/20
	2,546	2,511	2,334	2,314	2,210

Target RAG Rating	Lower than national average and rate decreasing	GREEN
	Lower than national average and rate increasing Higher than national average and rate decreasing	AMBER
	Higher than national average and rate increasing	RED

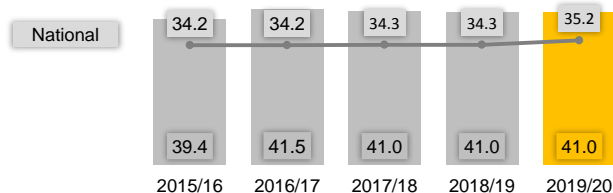
Child weight is measured annually in the Government's National Child Measurement Programme (NCMP). It covers children in Reception (aged 4-5 years) in mainstream state-maintained schools in England.

We have worked closely with schools to launch "The Daily Mile" which is delivered in around 12 primary schools. Over the past 2 years, and now integrated as part of our new "Health and Wellbeing Slough" (HWS) service we have rolled out "Active Movement". This is a behaviour change programme currently delivered in 10 children centres, 7 early year's settings and 24 primary schools. An independent review that we commissioned of the service in 2019 showed positive results on waist circumference, sedentary behaviour, strength and physical activity levels.

As part of our HWS service we offered a 10 week weight management programme called "Let's Get Going". This is offered to around 3-5 primary schools a year and is in the process of relaunching following Covid-19 and schools starting back. We funded the Early Years and the Schools health and wellbeing officers. Their role is to support wider health and wellbeing in Early Years settings and in Schools. We are in the process of establishing a Kitemark with early year settings.

8. Number of year 6 aged children classified as overweight including obese in the National Child Measurement Programme as a proportion of all

41.0 ↔



Children measured	2015/16	2016/17	2017/18	2018/19	2019/20
	1,931	2,090	2,251	2,392	2,355

Target RAG Rating	Lower than national average and rate decreasing	GREEN
	Lower than national average and rate increasing Higher than national average and rate decreasing	AMBER
	Higher than national average and rate increasing	RED

Child weight is measured annually in the Government's National Child Measurement Programme (NCMP). It covers children in Year 6 (aged 10-11 years) in mainstream state-maintained schools in England.

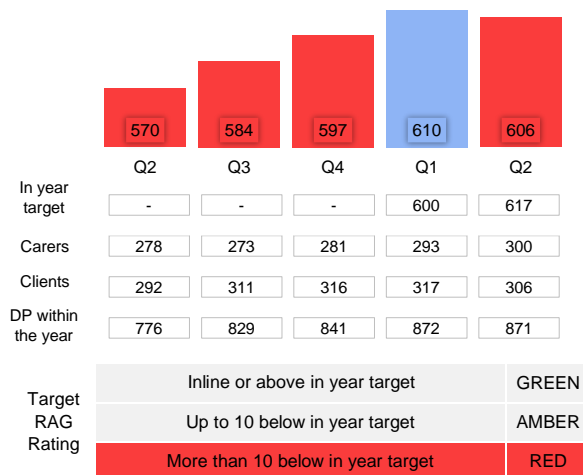
We worked with schools to launch "The Daily Mile" which is delivered in around 12 primary schools. Over the past 2 years, and now integrated as part of our new "Health and Wellbeing Slough" (HWS) service we have rolled out "Active Movement". This is a behaviour change programme currently delivered in 10 children centres, 7 early years settings and 24 primary schools. Over the next 3-5 years it's being expanded into secondary schools and the wider community. An independent review that we commissioned of the service in 2019 showed positive results on waist circumference, sedentary behaviour, strength and physical activity levels.

As part of our HWS service we offer a 10 week weight management programme called "Let's Get Going". This is offered to around 3-5 primary schools a year and is in the process of relaunching following covid and schools starting back. The HWS service is also due to launch a new adolescent (teenager) online app based weight management service, due to launch before Christmas. We fund the Early Years and the Schools health and wellbeing officers. Their role is to support wider health and wellbeing in Early Years settings and in Schools. We are in the process of launching the "Whole School Approach" for health and wellbeing in primary and secondary schools.

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

606 ↓



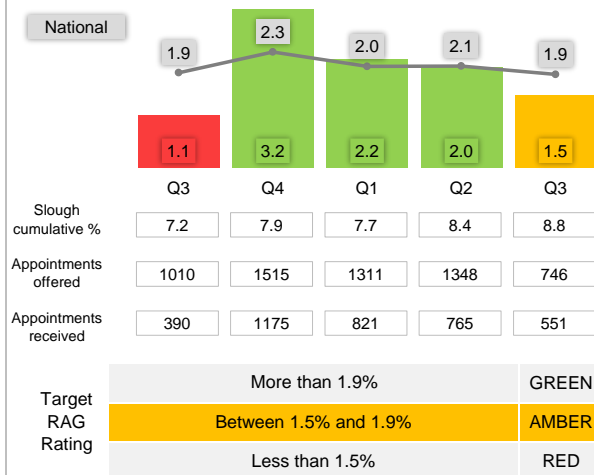
Direct Payments are a way of enabling those eligible for social care support to control the commissioning and procurement of support themselves. This leads to more personalised and controlled support, which evidence shows will deliver better outcomes.

The 'as at' figure for the number of people opting to take a direct payment has dropped by 4 between Q1 20/21 and Q2 20/21 but has increased by 36 from Q2 19/20. The 'as at' figure for Q2 20/21 falls below the target of 317, by 11. However, the overall number of people opting take a direct payment within the year has increased by 95, from 776 in Q2 19/20 to 871 in Q2 20/21, indicating that more people are choosing to take control of the procurement and commissioning of care and support themselves, which is not fully reflected in the 'as at' figure.

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.

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

1.5 ↓



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.

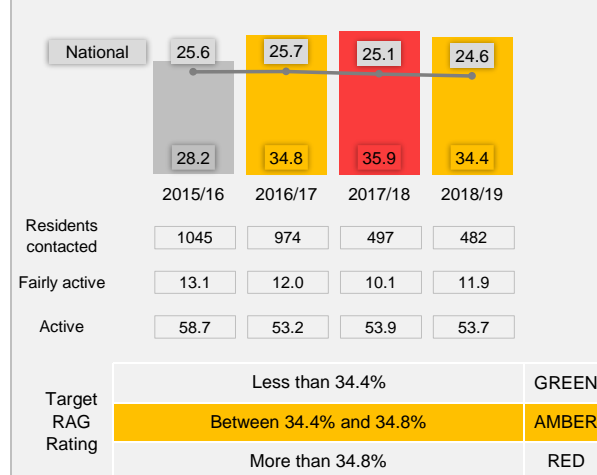
The NHS Health Check appointments received figures for Q1 to Q3 have been revised and are now consistent with the locally monitored data. Q3 shows a general dip in activities due to competing priorities (e.g. flu season and normal winter pressures). Due to Covid-19 the national release of Q4 and Q1 data has been postponed.

With effect from 1 August 2020 restoration of primary care and community health care services including NHS Health Check offers to near-normal resumed. SBC Public Health is accelerating targeted health checks delivery through the Clinical Commissioning Group (CCG). It's a preventative programme which proactively engage those at greatest risk of poor health outcomes, including programmes targeting long-term condition prevention and management.

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

34.4 ↑



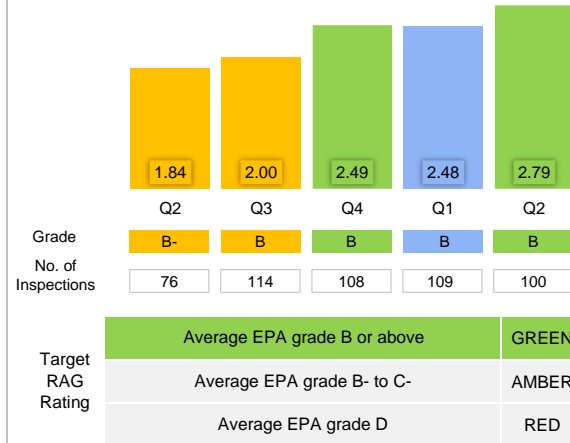
This measure is an estimate of physical inactivity amongst adults aged 16 or older, and derives from a nationwide survey (the 'Active Lives Survey') conducted and reported annually by Sports England.

The next annual update is due at the end of quarter 4 in 2020/21.

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)

B (2.79) ↑



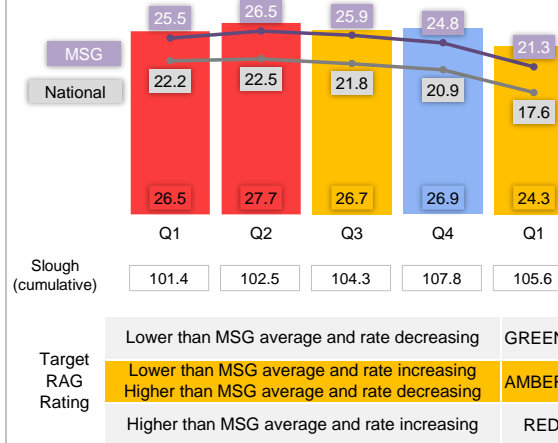
Throughout each quarter, SBC officers conduct inspections of nineteen Gateway sites, awarding a score and EPA Grade based on the level of cleanliness encountered. This measure averages the scores of all inspections and produces an Environmental Protection Agency grade for that mean average.

Performance levels have been maintained with a continued focus on supervisors and staff being allocated to prioritise strategic routes and increase the frequency of visits as required. Deployment of the crash cushion vehicle on high speed roads has enabled us to increase the frequency of cleaning on our higher speed roads.

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

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

24.3 ↑



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.

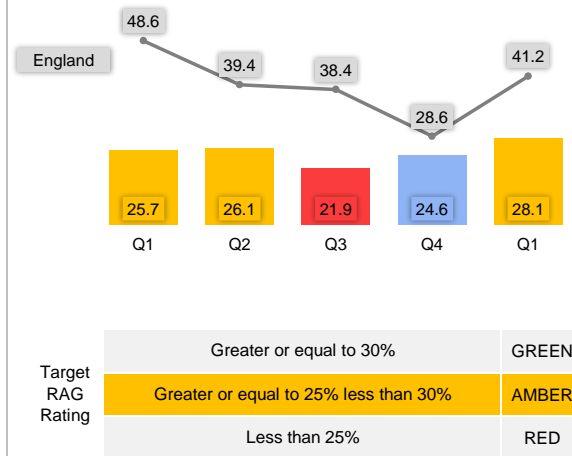
A number of tangible outputs are being realised by the Slough Violence Taskforce, with the support of the Thames Valley Violence Reduction Unit. Most recently a communications sub-group has been set up to communicate to our communities in Slough, the work of the taskforce and multi-agency partners in tackling violence and knife crime. As part of this, we are developing a resource for parents, supporting them to spot the signs of a young person's involvement in exploitation and violence, and how to seek support.

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. At the onset of lockdown, programme coordinators worked quickly to develop and offer participating schools a web-based remote offer for the 6 year element of the programme, to support resilience building in young people transitioning from primary to secondary school, with this widely recognised as a period of significant change, which can increase a young person's vulnerability to exploitation, and unhealthy activities.

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 abstinence from drug use, tenancy sustainment, and enrolment in college, engagement with an alcohol and substance misuse practitioner and mental health services, all of which support efforts to reduce criminality and demand on emergency response services.

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

28.1 ↑



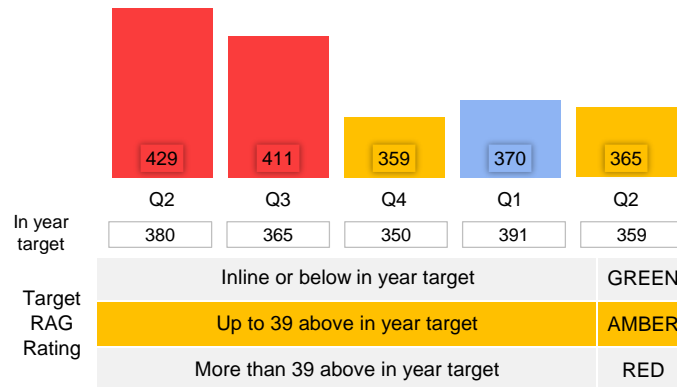
There has been a 3.5% improvement in the overall recycling rate for Q1 at 28.1% and a 2.4% improvement from last year of 25.7%.

It is feasible that with more residents staying/working at home there is greater time to consider recycling.

Outcome 4: Our residents will live in good quality homes

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

365 ↑



Measure is a count of homeless households in temporary accommodation (TA) on final day of each quarter.

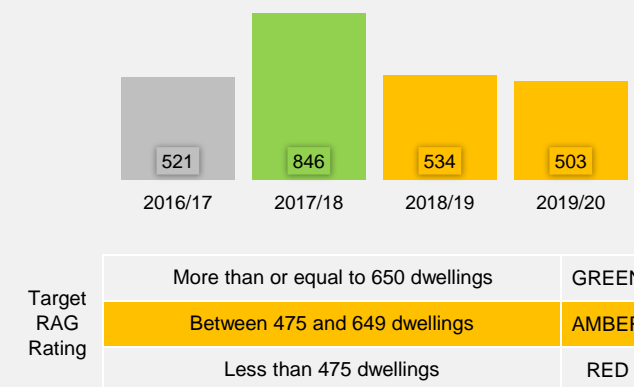
A slight reduction in the number of homeless households in temporary accommodation from 370 in Q1 to 365 in Q2. This is a noticeable improvement from Q2 in 2019/20 of 429 households. This demonstrates the success of the housing strategy implemented by the team. The figure reported at end of Q2 is slightly higher than the projected target of 359. This is due to the restrictions on letting properties following Covid-19 crisis and allocations were suspended during that period.

It is important to note that the number of households in TA 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. In addition, the challenge with social lettings in the private sector had been relatively low at 1.6% below target during August in moving people out of temporary accommodation during Q2.

The team continues working with full ambition to prevent more cases and help households to avoid becoming homeless. Personal housing plans are thorough and are produced alongside households to ensure the challenges to homeless decisions decline.

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

503 ↓

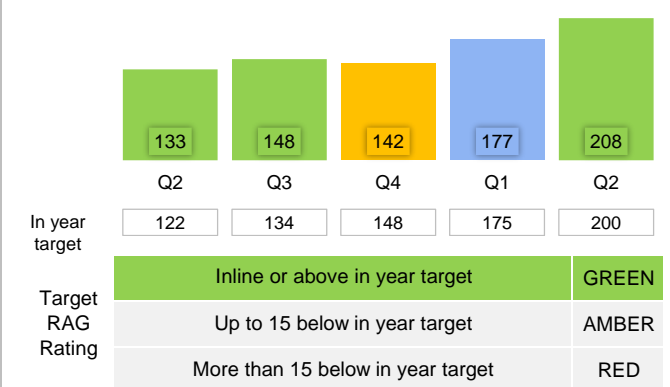


Measure is a net count of all new dwellings added to Slough's housing stock each year. Target is an annual average per year.

The next annual update is due at the end of quarter 1 in 2021/22.

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

208 ↑



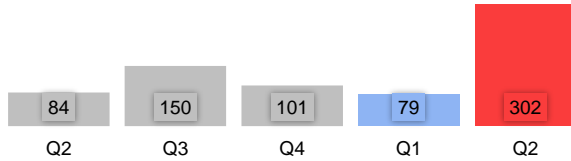
The figure is a snapshot of the situation at the end of the each quarter. Licences expire or are revoked so the figure is always a balance between licences being issued and those being revoked or expiring.

The number of HMO licences shows a steady increase from previous quarter. Over the last quarter, 750 'invitation to apply' letters were sent out to landlords of properties predicted to be licensable. We commenced the financial penalty process in relation to 2 portfolio landlords that have persistently failed to licence their properties. We applied licensing conditions to resolve long standing anti-social behaviour complaint in a licensed property in Langley. We have commenced licensing compliance visits using newly procured mobile inspection app allowing us to identify and begin addressing a number of hazards in licensed properties.

Outcome 4: Our residents will live in good quality homes

4. The number of closed service requests (SRs) that took 90 or more days to close

302 ↓



Target RAG Rating	Less than 100	GREEN
	Between 100 to 150	AMBER
	More than 150	RED

The Neighbourhood Enforcement team drives forward changes that focus on tackling the most complex, difficult and long standing issues of crime, Anti-Social Behaviour (ASB) and enviro-crime across the Borough.

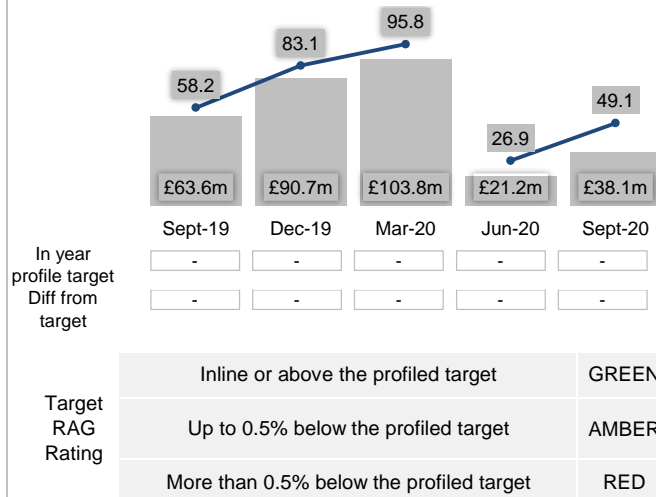
The enforcement team continues to work closely with our external partners such as the Police, the Home Office, waste & environment, street cleansing, along with other contractor's housing associations, private service providers in order to maintain efficiencies and enhance the quality of services within the neighbourhood.

During Covid-19 there has been a delay in investigating noise recording as the specialist IT equipment can only be used within the office. This has led to cases remaining open for longer periods whilst officers are asked to work remotely. Management are working to ensure that officers have access to the office whilst maintaining government safety measures during Covid-19. We should see a reduction in pending cases over the next quarter.

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)

£38.1m
49.1%



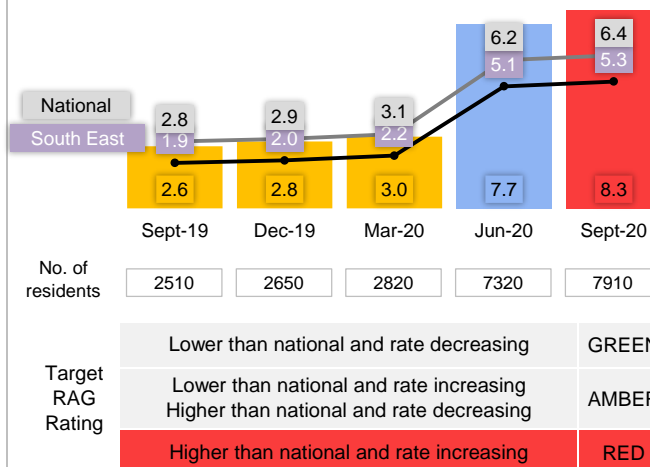
Business rates are collected throughout the year; hence this is a cumulative measure. Due to the uncertainty of the impact of Covid-19 on collection rates, year-end targets have not been assigned for business rate income.

At the end of quarter 2 we achieved a business collection rate of 49.1% of the expected in-year total, collecting £38.1m. The collection rate is 9.1% below the same time last year. The net collectable debit is much lower at this stage in the year due to the large amount of relief's that have been applied due to Covid-19; nearly £31m in relief's given in-year to date. There has been no recovery activity undertaken since March; the service will be issuing statutory reminders in the next couple of weeks.

We do expect that a number of the businesses for whom we have agreed to defer instalments or spread the instalments will not be able to make the payments if the current Covid-19 situation continues and local lockdowns come into being in Slough.

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

8.3



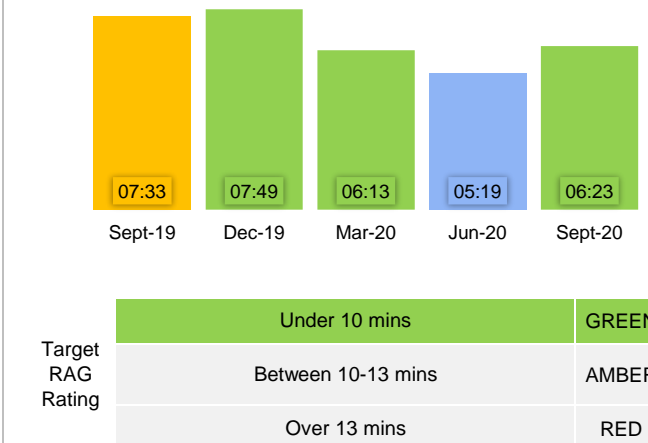
Since Covid-19 lockdown began we have seen a large increase in the unemployment rate. Slough's claimant rate for Sept of 8.3% comprises of 7,910 people of which 1,215 aged 16-24 (11.2%) and 1,940 aged 50+ (8.5%). The rate remains above the national and South East of England average and is the 7th highest rate for 16-64 out of the 63 largest cities and towns.

Since end of March, 5,090 more people in Slough are claiming benefits due to unemployment which includes 820 more young people (16-24) and 1,230 more older people (50+). At the end of September, 9,300 claims from the Job Retention Scheme ('on furlough'), 7,100 claims totalling £15.9m for Self-Employment Income Support Scheme (SEISS) and £18.1m paid out in small business grants.

The achievement of around £2m government capital funding for The Future Skills Hub and Innovation Hub will be a way that can support unemployed people back into employment. Partners including Job Centre Plus, college, further education and employers will co-locate, align services and deliver so that people can get back into employment. A focus on construction jobs and health and social care is taking place as key sectors that have seen jobs growth. The Berkshire jobs portal is also advertising local job opportunities in one place for people to access and apply.

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

6m 23s

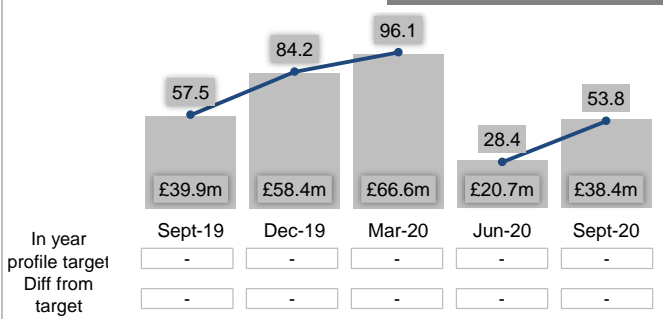


The average journey time from the Heart of Slough to M4 J6 during evening peak time (Mon-Fri 16:30-18:30) as at the end of Sept-20 was 6 minutes 23 seconds. This is an improvement from this time last year of 7 minutes 33 seconds.

Corporate Health Indicators

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

£38.4m
53.8% ↓



In year profile target	-	-	-	-	-
Diff from target	-	-	-	-	-
Target RAG Rating	Inline or above the profiled target		GREEN		
Target RAG Rating	Up to 0.5% below the profiled target		AMBER		
Target RAG Rating	More than 0.5% below the profiled target		RED		

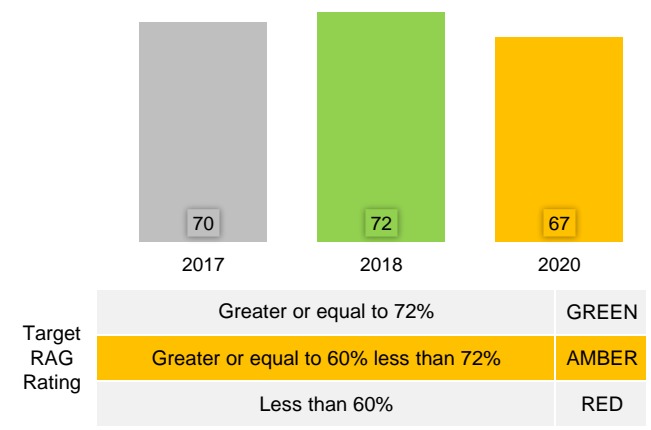
Council tax is collected throughout the year, hence this is a cumulative measure. Due to the uncertainty of the impact of Covid-19 on collection rates, year-end targets have not been assigned for council tax in year collection rates.

At the end of quarter 2 we achieved a council tax collection rate of 53.8% of the expected in-year total, collecting £38.4m. The collection rate is 3.7% below the same time last year.

As with business rates there has been no statutory recovery in Q1 & Q2 due to the courts closing in March. Soft reminders have been to customers who had not paid an instalment this year, were not in receipt of council support and had not been in contact with us. The service is preparing to recommence recovery activity in Q3 when the courts are expected to open.

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

67% ↓

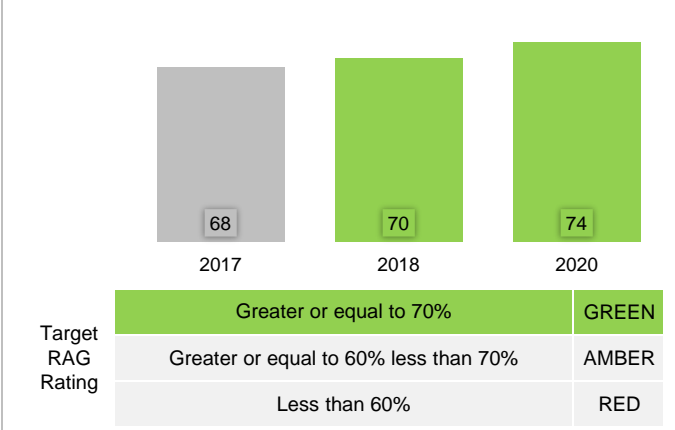


Based on the 2020 annual staff survey. The purpose of the survey is to assess the level of employee engagement across the council which is key to job satisfaction, attract and retain the best staff, greater productivity and customer satisfaction. The survey helps us measure this and make improvements.

This years results are based on a response rate of 40% which is lower than the rate in 2018 of 47%. Staff survey results and comments will be published on insite as an evidence base for action. Service specific issues - e.g. comments about IT, HR policies, or relating to a particular directorate/service area - will be fed back to relevant teams to inform actions.

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

74% ↑



Based on the 2020 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.

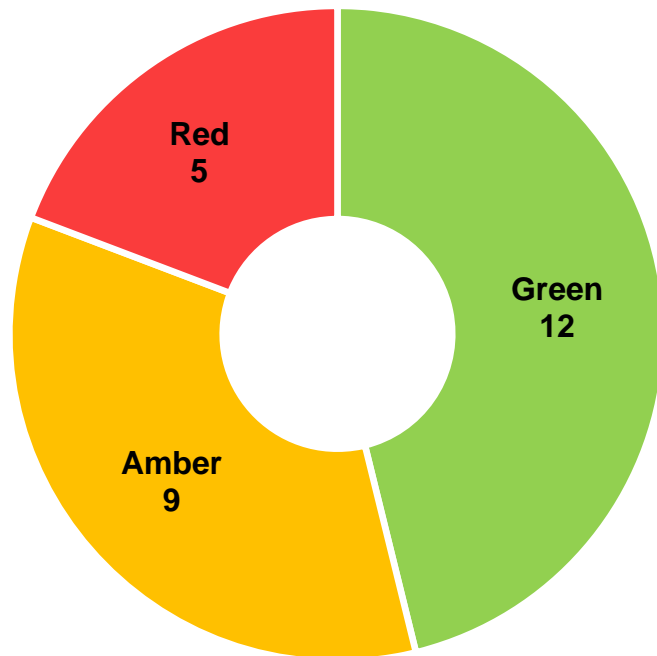
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Project Portfolio

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 2 there were 26 live projects on the portfolio, graded as follows:

	Gold	Silver	Bronze	Total
Qtr-1	10	7	9	26
Qtr-2	10	7	9	26

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, 46% were rated overall as **Green** (12 projects), 35% were rated overall as **Amber** (9 projects) and 19% were rated overall as **Red** (5 projects).

None of the projects closed this quarter

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

- Cemetery Extension
- Future Delivery of Children's Services
- Fleet Challenge
- RE:FIT
- Capita One Hosting - Education Module

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 1 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	Amber ↑	Green ↔	Amber ↑	Amber ↑	Project is currently 12 weeks behind programme due to weather issues and more recently the COVID-19 outbreak. Grove Academy is due to complete for handover in November 2020, although pupils will need to remain on their temporary site until the end of the year. Two other temporary sites (Arbour Park and Slough Hockey Club) have been hired to support Grove Academy until December. The Council Access Point (CAP) will also be complete and ready for handover in November 2020.
Slough Urban Renewal	Amber ↔	Green ↔	Amber ↔	Amber ↔	Projects are being monitored and project trackers updated weekly. The Stoke Wharf Draft Indicative Site Development Plan (DISDP) was approved by Cabinet in September. The planning application for the Montem Lane development has been submitted.
Major Highways Schemes	Amber ↔	Green ↔	Amber ↔	Amber ↔	Schemes are being progressed at London Road and Foxborough. A business case is being prepared for the Langley Interchange North & South Footbridge. The High Street, Langley scheme will be in three phases, five public consultation sessions have taken place.
Central Hotels Project	Green ↑	Green ↔	Amber ↔	Green ↑	The façade is almost entirely complete with access to the North, East and West façades struck and cladding complete in those areas. At 9th floor level, the Moxy illuminated sign has also been installed. At the roof level, the roofing works are complete. The ground and 9th floor fit out works are now in full swing.
Cemetery Extension	Red ↓	Green ↔	Red ↓	Red ↓	The continuing COVID19 situation may cause further delay and there will be increased demand from excess deaths upon grave spaces.
Future Delivery of Children's Services	Red ↔	Red ↓	Red ↓	Red ↓	Project status change from Amber to Red. Options paper sent to the DfE commissioner outlining the plans for mitigations of risks. Interdependencies between the SCST Transition project and the wider council transformation programme discussed, and a plan of action started to achieve the necessary alignment.

Gold Project title	Timeline	Budget	Risks & Issues	Overall Status	Comments
Regional adoption agency	Red ↓	Amber ↓	Red ↓	Red ↓	Due to the ongoing Coronavirus crisis and staffing issues, it has been proposed that the transfer of adoption services and TUPE of staff should now take place at the end of January 2021.
Clean, Safe, Vibrant	Green ↔	Green ↔	Green ↑	Green ↔	Works approved for the low wall at The Curve Plaza – will be replaced with planters. Bid submitted to the Arts Council under the national government resilience support scheme.
North West Quadrant	Green ↑	Green ↑	Green ↔	Green ↑	Commercial and Residential agents appointed. Residential Architects for 1st and 2nd phase appointed.
Building Compliance	Green ↔	Green ↔	Green ↔	Green ↔	Project on track. Building Compliance Group meetings now in place for the rest of the 2020.

Background Papers:

Email programme.managementoffice@slough.gov.uk for a copy of Gold Project Highlight reports for this reporting period.

Key achievements this quarter:

Central Hotels Project

Project is progressing including internal works to bedrooms, corridors and kitchens. The Moxy illuminated sign has been installed.

Census 2021

Council has advertised the Community Advisor roles for the Office for National Statistics.

Haybrook School

Architects have now been appointed and a planning application has been submitted.

Key issues to be aware of:

Cemetery Extension

Continuing COVID19 situation may cause further delay and risk that there will be an increased demand from excess deaths upon grave spaces.

Grove Academy

Project is currently 12 weeks behind programme due to weather issues and more recently the COVID-19 outbreak. It is due to complete for handover in November 2020.

Future Delivery of Children's service

Project status changed from Amber to Red. Further discussions to take place with the DfE and SBC.

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

Glossary

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 year's 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.

6. Young people's happiness

New indicator added which is to be established.

7. Number of Reception aged children classified as overweight including obese in the National Child Measurement Programme (NCMP) as a proportion of all children

The proportion of children aged 4-5 years classified as overweight or obese. Children are classified as overweight (including obese) if their BMI is on or above the 85th centile of the British 1990 growth reference (UK90) according to age and sex.

8. Number of Year 6 aged children classified as overweight including obese in the National Child Measurement Programme as a proportion of all children measured

The proportion of children aged 10-11 classified as overweight or obese. Children are classified as overweight (including obese) if their BMI is on or above the 85th centile of the British 1990 growth reference (UK90) according to age and sex.

Outcome 2

9. 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.

10. 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/>

11. 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

12. 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_b = number of sites graded at B- for each individual element

T_s = 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.

13. 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.

14. 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.

Outcome 4

15. 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.

16. 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>).

17. 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>).

18. Number of service requests which took over 90 days to close

The number of service requests which took over 90 days to close by the Neighbourhood Resilience and Enforcement team. The team was established to tackle the most complex, difficult and long standing issues of crime, Anti Social Behaviour and enviro-crime across the Borough. To support the service model, a strong partnership approach was undertaken which include the Police, Home Office, Waste & Environment, Street Cleansing, the council's external contractors, such as the Housing Associations, Private Service Providers, etc. As such a 90-day timeframe was set in order to provide enough time to investigate and refer cases to the appropriate multi agency working group to deal with multiple issues. Both the Enforcement team and the Housing Management team work collectively on the most challenging cases that have significant negative impact on the residents of Slough.

Outcome 5

19. 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.

20. 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.

21. 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

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.

23. 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.

24. 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.