

Slough Borough Council

Appendix A:

Corporate Performance Report

2020-21 – Quarter 3

(October to December 2020)

Strategy and Performance

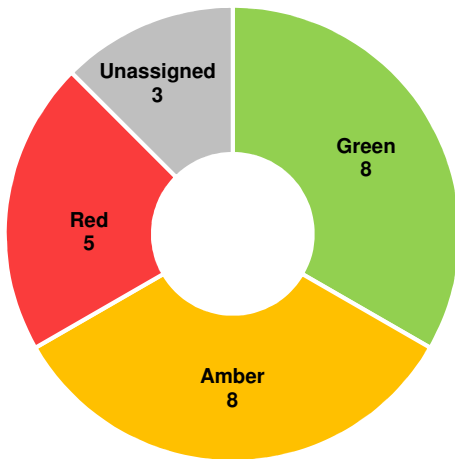
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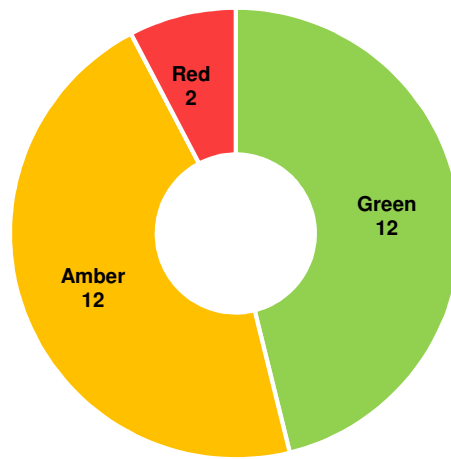
2020/21 Quarter 3: Executive Summary

Performance against target (RAG)

Key Performance Indicators

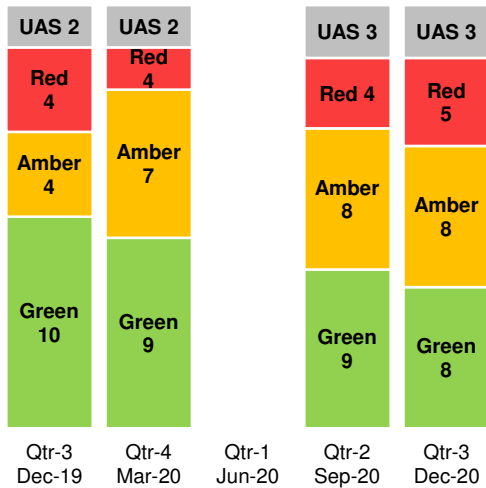


Project Portfolio: Overall Status

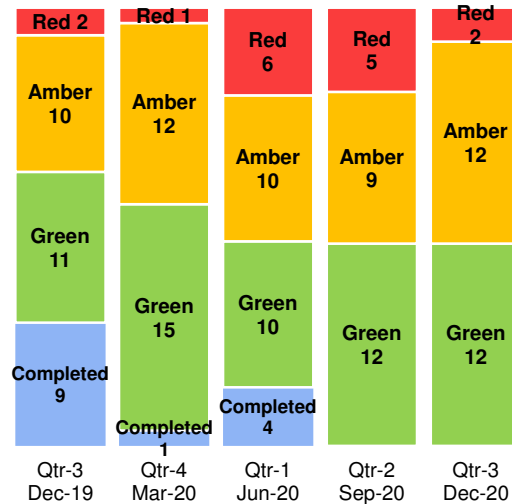


Comparison with previous quarter

Key Performance Indicators



Project Portfolio: Overall Status



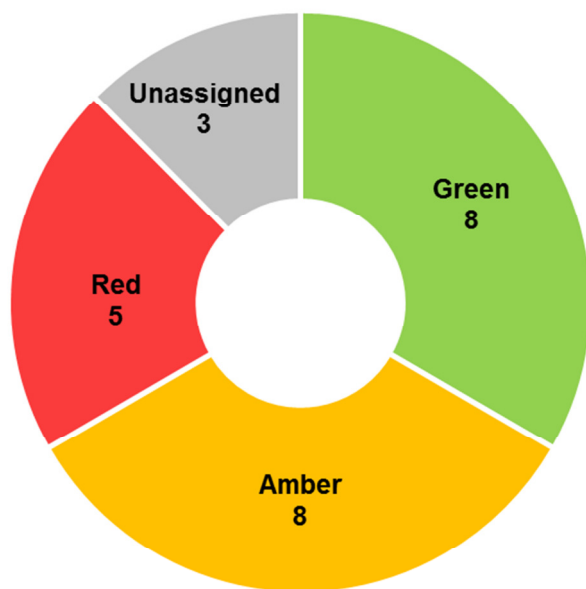
Performance Scorecard

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	G 4.2% (5)	↓	G 7.3% (7)	<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	G 23.6%	↓	R 30.2%	<26.4%
	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	R 606	↓	R 590	634
	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	G B (2.79)	↓	G B (2.65)	>=B
	Total crime rate per 1,000 population	A 24.1	↓	R 29.2	<25.9
	Percentage of household waste sent for reuse, recycling or composting	A 28.1%	↑	A 28.3%	>=30%
Outcome 4 Our residents will live in good quality homes	Number of homeless households in temporary accommodation	A 365	↑	A 355	<=329
	Number of permanent dwellings completed during the year	A 534	↓	A 503	>=650
	Number of mandatory licensed HMOs	G 208	↑	G 244	>=225
	The number of service requests that took 90 or more days to close	R 302	↑	A 144	>100
Outcome 5 Slough will attract, retain and grow businesses and investment to provide opportunities	Business rate in year collection rate	- 83.1% (£90.7m)	↓	- 74.0% (£56.4m)	n/a
	Access to employment: unemployment rate	R 8.3%	↓	R 8.4%	<6.2
	Average journey time from Heart of Slough to M4 J6 (M-F 16:30-18:30)	G 6 mins 23s	↓	G 6 mins 31s	<10mins
Corporate health	Council tax in year collection rate	- 84.2% (£58.4m)	↓	- 79.6% (£56.7m)	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 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:

- 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, 38% (8 indicators) were rated overall as **Green**, 38% (8 indicators) were rated as **Amber** and 24% (5 indicators) were rated as **Red**.

In relation to overall trend, performance has improved since last quarter for 35% (8) of the 23 KPIs, remained the same for 9% (2) and declined for 56% (13). Whilst Covid-19 is not the only factor impacting on performance, quarter 3 figures provides insight into the impact of Covid-19 in the first nine months of the 2020/21 financial year.

Key improvements this quarter:

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

The RAG status remains **Amber**.

There has been a 0.2% improvement in the overall recycling rate for Q3 at 28.3% and a 2.2% improvement from last year of 26.1%. 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**

The RAG status remains **Amber**.

There has been a reduction in the number of homeless households in temporary accommodation from 365 in Q2 to 355 in Q3. This is a noticeable improvement from 411 households who were homeless in Q3 2019/20. This demonstrates the success of the housing strategy implemented by the team. The figure reported at end of Q3 is slightly higher than the projected target of 329. 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 RAG status remains **Green**.

The number of Houses in Multiple Occupation (HMOs) licences shows a steady increase from previous quarter from 208 to 244 properties.

The number of HMO licences shows a steady increase from previous quarter. Over the last quarter, the Housing Regulation Team has continued to write to landlords of suspected licensable properties inviting them to apply for licences. Suspected licensable properties are identified through a combination of complaints from tenants and

members of the public and intelligence gathered through council tax system and others. In addition, and in recognition of the increased risks posed by HMOs, during Q3 the team prioritised the processing of HMO licence applications over Selective Licence applications for a period which goes some way in explaining the increase.

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

The RAG status improved from **Red** to **Amber**.

There has been a significant reduction in the number of service requests that took 90 or more days to close, from 302 in Q2 to 144 in Q3.

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. During lockdown 2 in November home visits could not be carried out therefore many of these cases remain pending whilst we wait to be able to carry out visits again. Officers have only been able to progress cases where they can be dealt with remotely or where residents have provided us with useful information/ evidence.

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.

Key areas for review this quarter:

- **Attainment gap between disadvantaged children and all others at Key Stage 4**

The RAG status dropped from **Green** to **Red**

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.

Whilst the key stage 4 attainment gap has widen in Slough this is relative. The performance of Slough disadvantaged pupils is 6.3% above disadvantaged pupils nationally (Slough 36.7% compared to 30.4% nationally).

Due to the Covid-19 pandemic, the summer GCSE exams were cancelled in 2020. Pupils scheduled to sit GCSE in 2020 were awarded either a centre assessment grade or their calculated grade using a model developed by Ofqual, whichever was the higher of the two.

As a result the 2019/20 data should not be directly compared to attainment data from previous years for the purposes of measuring changes in student performance.

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

The RAG status remains **Red**

[This is an annual indicator derived from the Government's National Child Measurement Programme (NCMP). The next annual update is due at the end of quarter 2 2021/22.]

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

The RAG status remains **Red**

There has been a reduction in the number of adults managing their care and support via a direct payment from 606 in Q2 to 590 in Q3 and as such this remains below the in-year target of

634. The number of clients utilising direct payments remained the same at 306 however the number of carers accessing direct payments reduced from 300 in Q2 to 284 in Q3. This is partly down to pressures to pandemic response as well as adults receiving direct payments passing away. The overall number of people opting to take a direct payment within the year increased from 829 in Q3 2019/20 to 852 in Q3 2020/21.

Improvement measures are underway. 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.

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

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

Slough's total crime rates per 1,000 population increased by 5.1 points from 24.1 in Q1 to 29.2 in Q2. In comparison the Most Similar Group (MSG) and national averages increased by 4.6 points and 3.8 respectively. Slough's crime rate remains higher than these comparators.

Increase in the crimes rates observed are likely to be a result of national lockdown restrictions being lifted during Q2. The most prevalent offence subgroup for Slough for Q2 of the 2020/2021 financial year was 'violence without injury'.

- **Business rate income
Business rate in- year collection**

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 3 we achieved a business collection rate of 74.0% of the expected in-year total, collecting £56.4m. 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.

We 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 before the end of the financial year as originally planned due to the ongoing Covid-19 situation.

- **Access to employment**

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

The RAG status remains **Red**

Since Covid-19 lockdown began we have seen a large increase in the unemployment rate. Slough's claimant rate for Dec of 8.4% comprises of 8,000 people of which 1,220 aged 16-24 (11.4%) and 1,995 aged 50+ (8.7%). 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.

Despite its past strong economic performance, Slough is one of the top 10 places hardest hit economically by Covid. Since end of March, 5,180 more people in Slough are claiming benefits due to unemployment which includes 825 more young people (16-24) and 1,285 more older people (50+). At the end of December, 12,000 claims from the Coronavirus Job Retention Scheme ('on furlough') and 6,600 claims totalling £16.6m for Self-Employment Income Support Scheme (SEISS).

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.

- **Council tax in year collection**

Due to the uncertainty of the impact of Covid-19 on collection rates, no RAG status assigned.

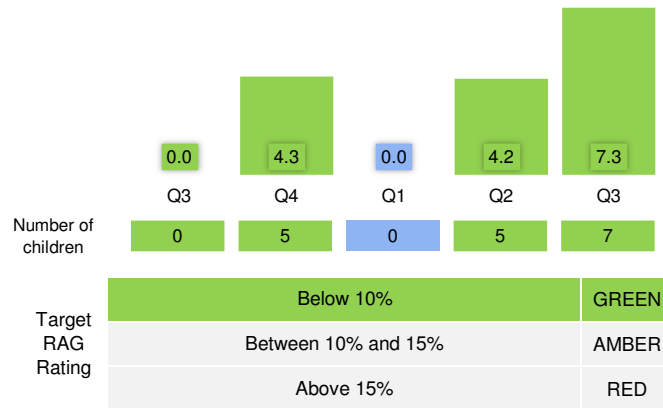
At the end of quarter 3 we achieved a council tax collection rate of 79.6% of the expected in-year total, collecting £56.7m. The collection rate is 4.6% below the same time last year.

Recovery activity restarted in November with final and reminder notices issued to non payers. Extended payment arrangements are being offered to customers where necessary.

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

7.3 ↓

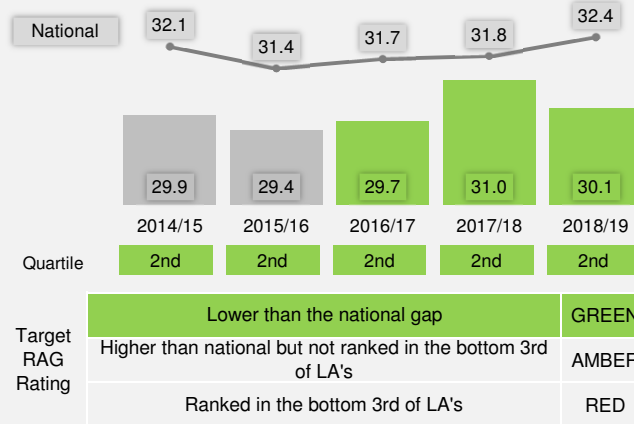


There were 96 children that became subject to a Child Protection Plan (CPP) in the quarter. This relates to 48 families. 7 children became subject to a CPP for the second or subsequent time within 2 years. This relates to 5 families. There were 11 children (11.5%) that became subject to a CPP for the second or subsequent time regardless of how long ago that was. This relates to 8 families.

All decisions in relation to children's protection are appropriate. During Q3 7 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 17 children out of 408 (4.2%). When compared in 2020-21 Q2, with LAs within the South East (25%) including statistical neighbours (12%) Slough is not an outlier.

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

30.1 ↑



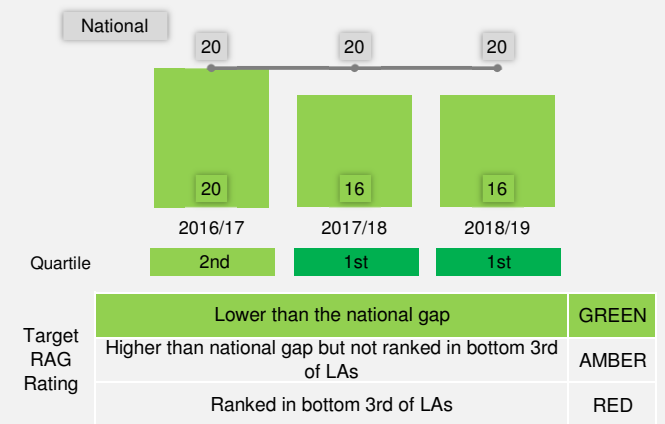
Measured once a year, derived from teacher assessments.

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.

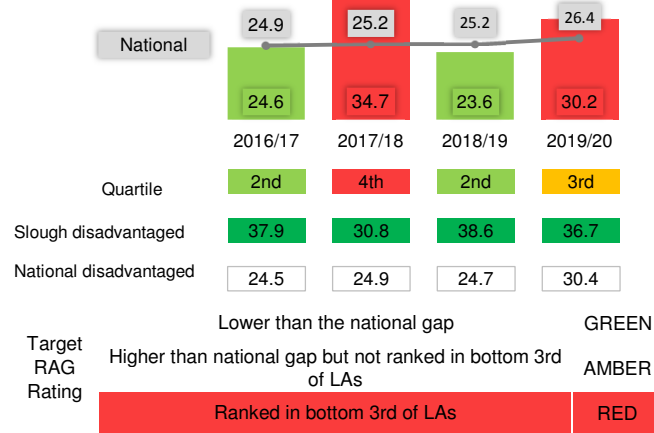
Good performance for this indicator is defined as the gap narrowing between the most and least successful pupils alongside a steady increase in the results obtained.

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

30.2 ↓



Measured once a year, usually 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.

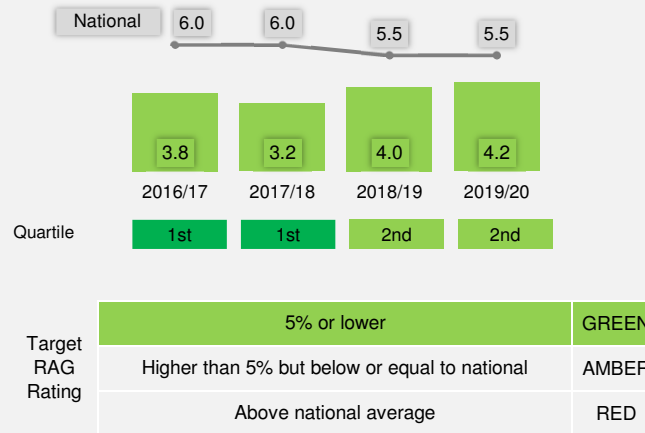
Whilst the key stage 4 attainment gap has widen in Slough this is relative. The performance of Slough disadvantaged pupils is 6.3% above disadvantaged pupils nationally (Slough 36.7% compared to 30.4% nationally).

Due to the Covid-19 pandemic, the summer GCSE exams were cancelled in 2020. Pupils scheduled to sit GCSE in 2020 were awarded either a centre assessment grade or their calculated grade using a model developed by Ofqual, whichever was the higher of the two.

As a result the 2019/20 data should not be directly compared to attainment data from previous years for the purposes of measuring changes in student performance.

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
Target RAG Rating	TBC	AMBER
Target RAG Rating	TBC	RED

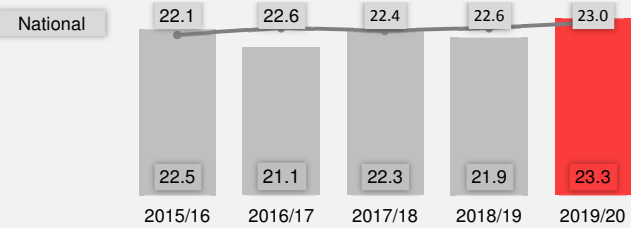
New indicator yet to be established.

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 proportion of all children measured.

21.9 ↓



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

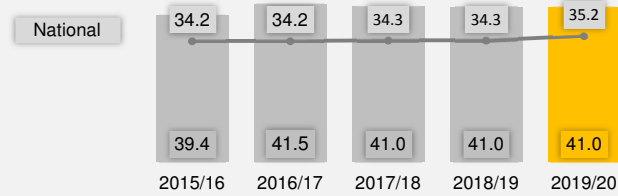
Target RAG Rating	Rating
Lower than national average and rate decreasing	GREEN
Lower than national average and rate increasing	AMBER
Higher than national average and rate decreasing	AMBER
Higher than national average and rate increasing	RED

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.

The next annual update is due at the end of quarter 2 in 2021/22.

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

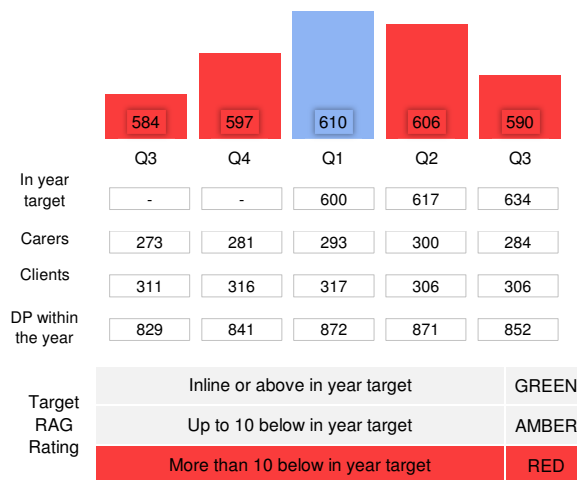
Child weight is measured annually in the Government's National Child Measurement Programme (NCMP). It covers children in Year 6 (aged 10-11 years) in mainstream state-maintained schools in England.

The next annual update is due at the end of quarter 2 in 2021/22.

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

590 ↓



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.

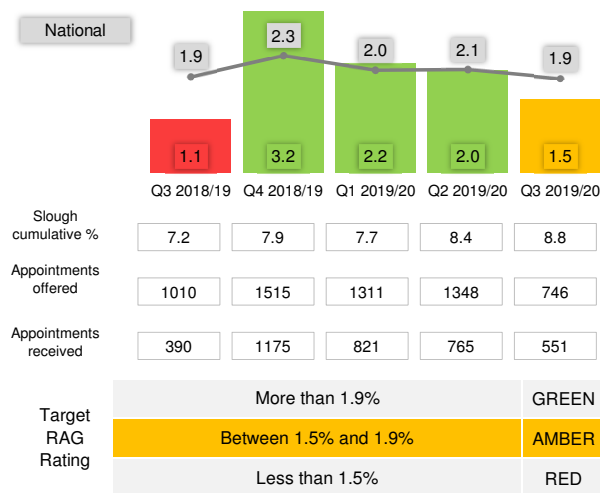
There has been a reduction in the number of adults managing their care and support via a direct payment from 606 in Q2 to 590 in Q3 and as such this remains below the in-year target of 634. The number of clients utilising direct payments remained the same at 306 however the number of carers accessing direct payments reduced from 300 in Q2 to 284 in Q3. This is partly down to pressures to pandemic response as well as adults receiving direct payments passing away. The overall number of people opting to take a direct payment within the year has increased from 829 in Q3 2019/20 to 852 in Q3 2020/21.

Improvement measures are underway. 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.

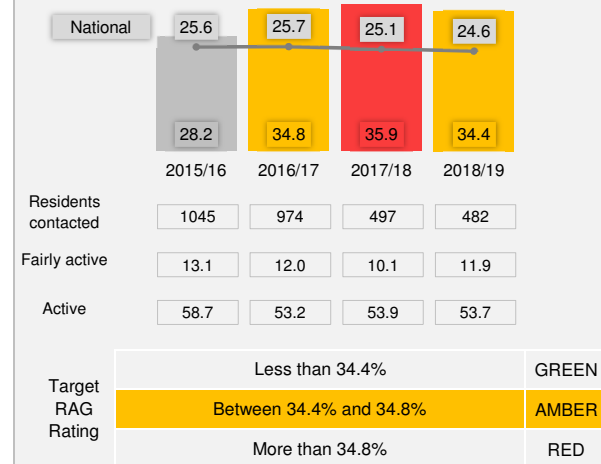
The NHS Health Check appointments received figures for Q1 to Q3 2019/20 have been revised and are now consistent with the locally monitored data. Q3 2019/20 shows a general dip in activities due to competing priorities (e.g. flu season and normal winter pressures).

No further data available since Q3 2019/20 due to Covid pandemic. The NHS Health Checks were stopped nationally as per directive from the Department of Health before the first wave of pandemic. This is being gradually reinstated for Primary Care delivery however it is a competing priority with managing the cases in second wave and delivering vaccination programme.

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 ↑



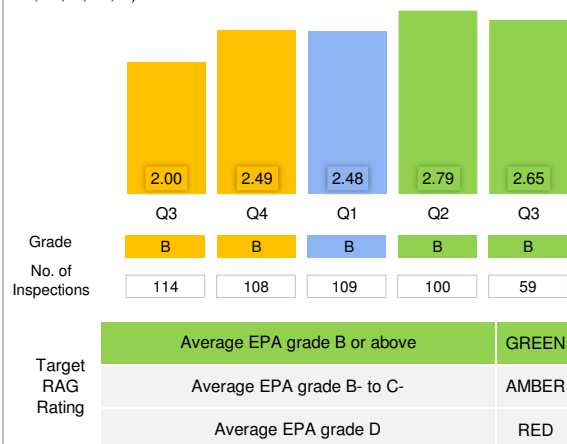
This measure is an estimate of physical inactivity amongst adults aged 16 or older, and derives from a nationwide survey (the 'Active Lives Survey') conducted and reported annually by Sports England.

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 (2.65) ↓

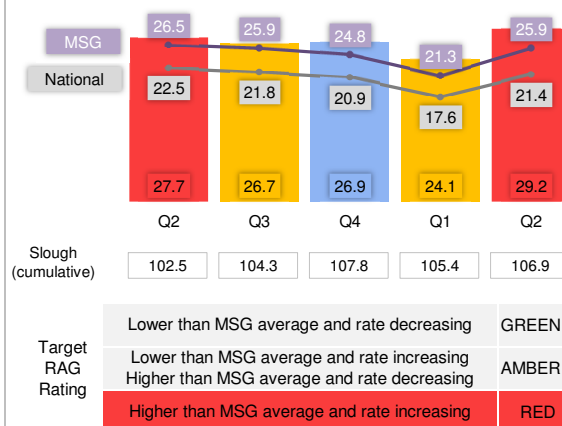


Throughout each quarter, SBC officers conduct inspections of nineteen Gateway sites, awarding a score and EPA Grade based on the level of cleanliness encountered. This measure averages the scores of all inspections and produces an Environmental Protection Agency grade for that mean average.

The average score has dipped slightly but we still remain at a grade B. During the pandemic we've not carried out as many Gateway Inspections as keeping the service running has been our main focus. Therefore street cleansing staff were redeployed to support time critical services such as refuse collection.

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

29.2 ↓



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.

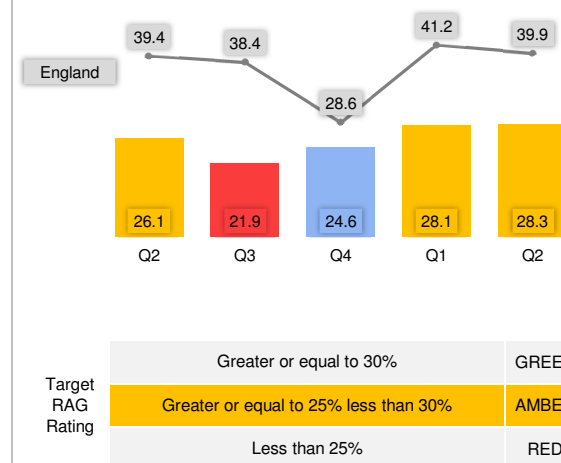
A number of tangible outputs continue to be realised by the Slough Violence Taskforce with the support of the Thames Valley Violence Reduction Unit. We are currently exploring a drugs diversion scheme with schools as an intervention to reduce permanent exclusions which have been linked nationally to serious violence. Furthermore the Youth Offending Team have recruited a Serious Youth Violence (SYV) outreach worker in addition to the 2 posts already funded. This role offers a more intensive level of support focusing specifically on the referrals received due to young people being the victim of SYV in addition to offering intervention around effective safety planning and delivering conflict resolution.

The Covid-19 Domestic Abuse (DA) group has been re-established owing to heightened lockdown restrictions. The group is responsible for monitoring police recorded domestic abuse occurrences and ensuring appropriate and timely responses to emerging risks within this area. Under the DA agenda we are also actively working to prepare for the new statutory DA duty to support victims and their families living within safe accommodation which is anticipated in April 2021.

We continue to work with Thames Valley Policy (TVP) in relation to acquisitive crime offences, which include residential burglary and theft from motor vehicles, through operational support and social media communications promoting safety advice. We are continuing to explore how we can further support this area of work through the Safer Streets Fund. We will shortly be commencing work with the National Probation service on a reducing re-offending strategy to ensure improved outcomes in this area and are actively improving partnership working with Integrated Offender Management regarding persistent problematic offenders.

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

28.3 ↑



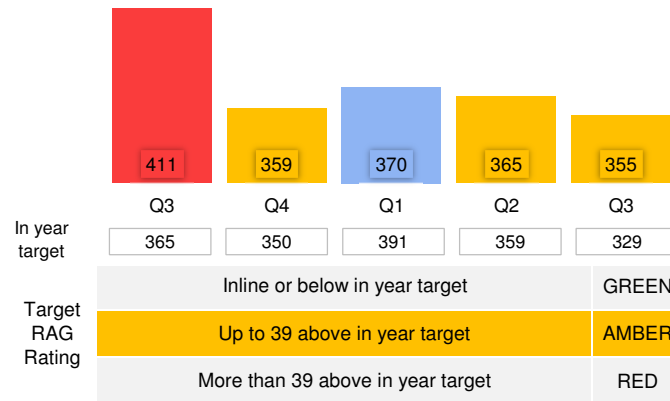
There has been a 0.2% improvement in the overall recycling rate from 28.1% in Q1 to 28.3% in Q2 and a 2.2% improvement from Q2 2019/20 of 26.1%.

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

355 ↑



Measure is a count of homeless households in temporary accommodation on final day of each quarter. By March 2021 our aim is to have less than 299 households in temporary accommodation.

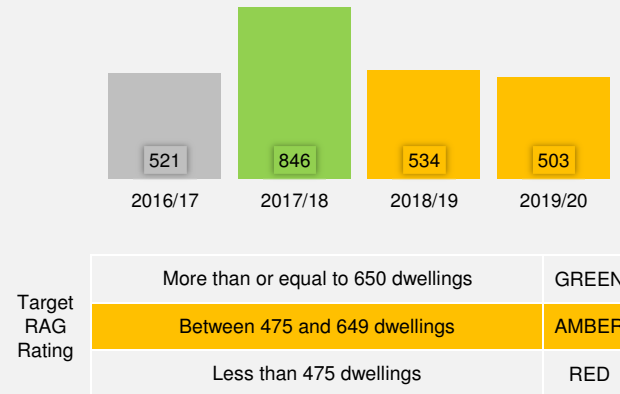
There has been a reduction of 10 less households from the previous quarter however the figure is above our in-year target of 329 households. This is due to the restrictions on letting properties following Covid-19 crisis and allocations were suspended during that period. There is a noticeable improvement from Q3 in 2019/20 of 411 households.

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.

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 ↓

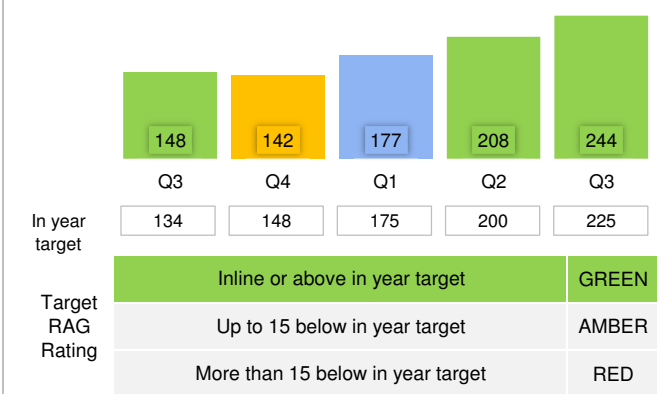


Measure is a net count of all new dwellings added to Slough's housing stock each year. Target is an annual average per year.

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)

244 ↑



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.

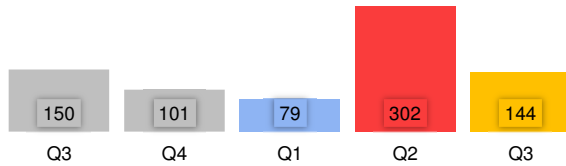
The number of HMO licences shows a steady increase from previous quarter. Over the last quarter, the Housing Regulation Team has continued to write to landlords of suspected licensable properties inviting them to apply for licences. Suspected licensable properties are identified through a combination of complaints from tenants and members of the public and intelligence gathered through council tax system and others. In addition, and in recognition of the increased risks posed by HMOs, during Q3 the team prioritised the processing of HMO licence applications over Selective Licence applications for a period which goes some way in explaining the increase.

The winter is the busiest time for the Housing Regulation Team in terms of non-licensing related service requests; primarily arising from an increased risk associated with lower temperatures. The upturn in service request numbers and the impact of Covid restrictions has significantly impacted the teams ability to proactively seek out licensed properties, so there is a possibility that performance for this indicator will dip in the final quarter of the year. However, as the warmer weather approaches and restrictions are eased the team plan to prioritise the enforcement of the requirement to licence in the first quarter of 2021/22.

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

144 ↑



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.

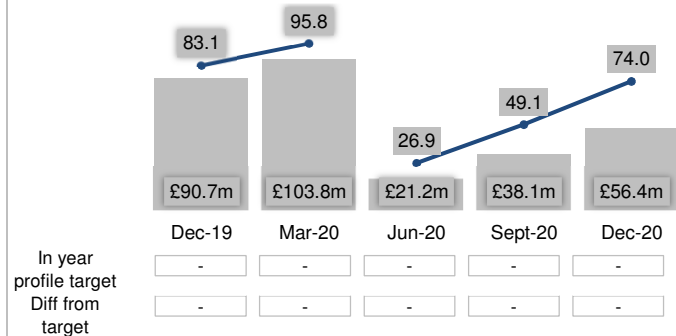
The enforcement team continues to work closely with our external partners such as the Police, the Home Office, waste & environment, street cleansing, along with other contractor's housing associations, private service providers in order to maintain efficiencies and enhance the quality of services within 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. During lockdown 2 home visits could not be carried out therefore many of these cases remain pending whilst we await being able to carry out visits again. Officers have only been able to progress cases where they can be dealt with remotely or where residents have provided us with useful information/ evidence.

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)

£56.4m
74.0%



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

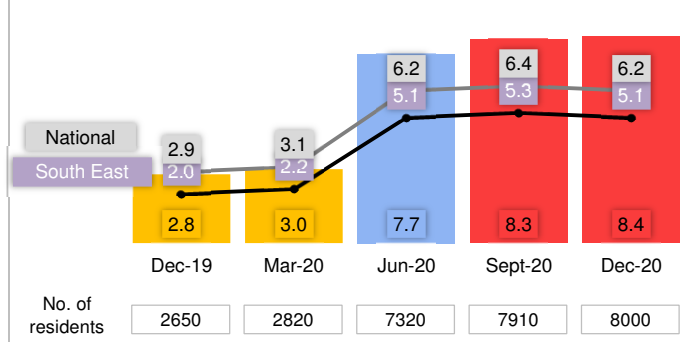
Business rates are collected throughout the year; hence this is a cumulative measure. Due to the uncertainty of the impact of Covid-19 on collection rates, year-end targets have not been assigned for business rate income.

At the end of quarter 3 we achieved a business collection rate of 74.0% of the expected in-year total, collecting £56.4m. 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.

We 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 before the end of the financial year as originally planned due to the ongoing Covid-19 situation.

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

8.4



No. of residents	2650	2820	7320	7910	8000
Target RAG Rating	Lower than national and rate decreasing		GREEN		
	Lower than national and rate increasing Higher than national and rate decreasing		AMBER		
	Higher than national and rate increasing		RED		

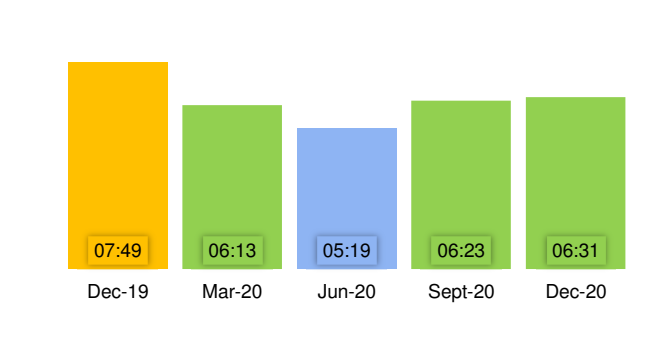
Since Covid-19 lockdown began we have seen a large increase in the unemployment rate. Slough's claimant rate for Dec of 8.4% comprises of 8,000 people of which 1,220 aged 16-24 (11.4%) and 1,995 aged 50+ (8.7%). The rate remains above the national and South East of England average and is the 7th highest rate for 16-64 out of the 63 largest cities and towns.

Despite its past strong economic performance, Slough is one of the top 10 places hardest hit economically by Covid. Since end of March, 5,180 more people in Slough are claiming benefits due to unemployment which includes 825 more young people (16-24) and 1,285 more older people (50+). At the end of December, 12,000 claims from the Coronavirus Job Retention Scheme ('on furlough') and 6,600 claims totalling £16.6m for Self-Employment Income Support Scheme (SEISS).

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 31s



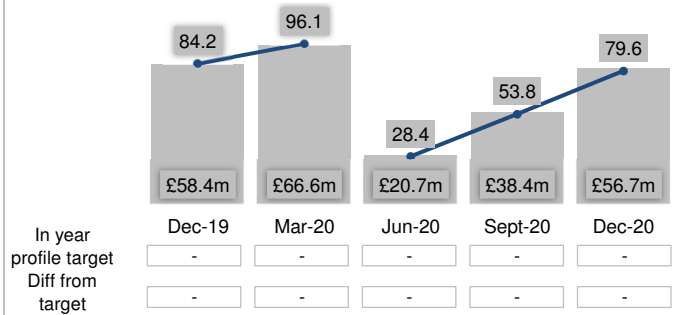
Target RAG Rating	Under 10 mins	GREEN
	Between 10-13 mins	AMBER
	Over 13 mins	RED

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-20 was 6 minutes 31 seconds. This is an improvement from this time last year of 7 minutes 49 seconds.

Corporate Health Indicators

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

£56.7m
79.6% ↓



Target RAG Rating	Inline or above the profiled target	GREEN
	Up to 0.5% below the profiled target	AMBER
	More than 0.5% below the profiled target	RED

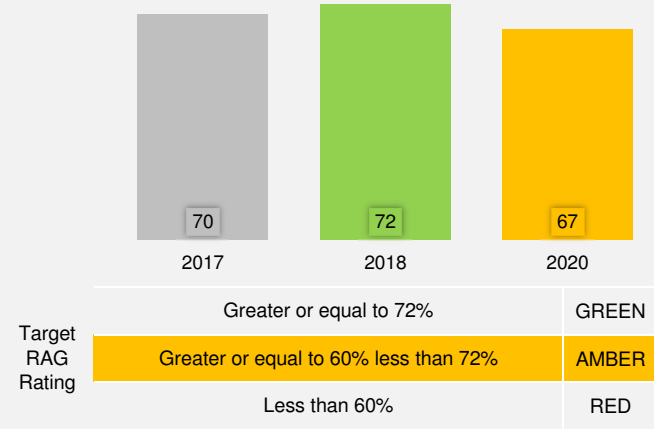
Council tax is collected throughout the year, hence this is a cumulative measure. Due to the uncertainty of the impact of Covid-19 on collection rates, year-end targets have not been assigned for council tax in year collection rates.

At the end of quarter 3 we achieved a council tax collection rate of 79.6% of the expected in-year total, collecting £56.7m. The collection rate is 4.6% below the same time last year.

Recovery activity restarted in November with final and reminder notices issued to non payers. Extended payment arrangements are being offered to customers where necessary.

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

67% ↓

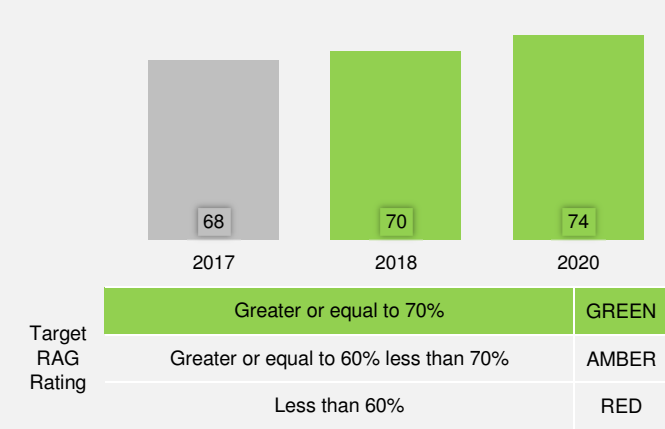


Based on the 2020 annual staff survey. The purpose of the survey is to assess the level of employee engagement across the council which is key to job satisfaction, attract and retain the best staff, greater productivity and customer satisfaction. The survey helps us measure this and make improvements.

The next annual update is due at the end of quarter 3 in 2021/22.

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.

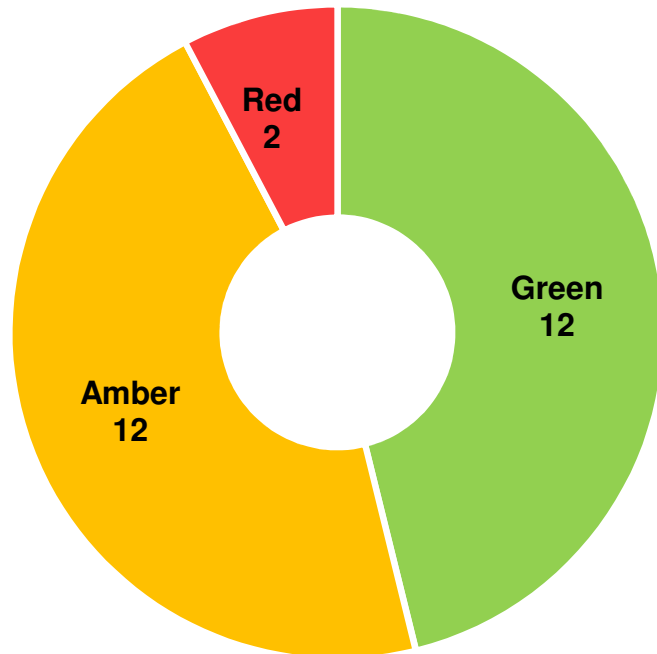
The next annual update is due at the end of quarter 3 in 2021/22.

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 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
Qtr-3	11	6	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), 46% were rated overall as **Amber** (12 projects) and 8% were rated overall as **Red** (2 projects).

None of the projects closed this quarter

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

- Fleet Challenge
- 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 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 ↑	Green ↔	Amber ↔	Amber ↔	Project currently 17 weeks behind programme due to weather issues and the COVID-19 outbreak. Grove Academy's new building was completed and handed over in December, although pupils remained on their temporary site until the end of term. The Council Access Point (CAP) was handed over to SBC and the Nursery on 9 November.
Slough Urban Renewal	Amber ↔	Green ↔	Amber ↔	Amber ↔	Projects are being monitored and project trackers updated weekly. Stoke Wharf – grant application to the Land Release Fund (LRF) for assistance with contamination and ground preparations submitted.
Major Highways Schemes	Amber ↔	Green ↔	Amber ↔	Amber ↔	Major Highways schemes are progressing including commencement of works at the junction with London Road and Laburnum Grove and a planning application has been submitted for High Street, Langley.
Central Hotels Project	Green ↔	Green ↔	Amber ↔	Green ↔	Currently ahead of schedule with opening of the hotel now expected to be at the beginning of February 2021. Commissioning works are now in full flow working up through the bedrooms and into the front of house spaces. External signage now in place (illuminated to higher floors). External groundworks well progressed, north, east & south elevations nearing completion with courtyard works in progress.
Cemetery Extension	Amber ↑	Green ↔	Amber ↑	Amber ↑	Works are progressing and on track to be complete by April 2021.
Future Delivery of Children's Services	Amber ↑	Amber ↑	Amber ↑	Amber ↑	Project status has improved from red to amber with further work being undertaken on transition costs and recruitment of permanent Chief Executive/ Director of Children's services.

Gold Project title	Timeline	Budget	Risks & Issues	Overall Status	Comments
Regional adoption agency	Amber ↑	Green ↔	Amber ↑	Amber ↑	Work to align the Regional Adoption Agency transfer process and the Future Delivery of Children's services project is underway.
North West Quadrant	Green ↔	Green ↔	Green ↔	Green ↔	Draft business case received from NWQ LLP/ Muse.
Akzo Nobel	Green ↔	Green ↔	Green ↔	Green ↔	New project to the portfolio. The council secured authority from Cabinet on the 18th May 2020 to negotiate with the site owner, Panattoni, to secure the site. Report is going to Cabinet on 18 January regarding the decision to purchase the site.
Building Compliance	Green ↔	Green ↔	Green ↔	Green ↔	Project on track. Building compliance monthly return has been devised for all service areas to complete.
Local Plan	Green ↔	Green ↔	Green ↔	Green ↔	Project upgraded from Silver to Gold. Proposed spatial strategy consultation launched on specialist website. IT outage impacted so consultation end date extended.

Background Papers:

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

Key achievements this quarter:

Grove Academy

Grove Academy's new building was completed and handed over in December, although pupils remained on their temporary site until the end of term.

The Council Access Point (CAP) was handed over to SBC and the Nursery on 9 November.

Central Hotels Project

Currently ahead of schedule with opening of the Hotel now expected to be at the beginning of February 2021.

Transfer of Adoption Services

The Trust report that recruitment has been achieved for all posts in the adoption service, with start dates agreed and all to start prior to the transfer of the service.

Building Compliance

There has been positive progress in of the most areas across the project.

Local Plan

Proposed Spatial Strategy consultation launched on specialist website.

Key issues to be aware of:

Fleet Challenge

A new Health & Safety procedure for staff use of the pool fleet during the COVID-19 Pandemic has been enacted.

Capita One Hosting - Education Modules

Project is on hold due to IT infrastructure.

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.