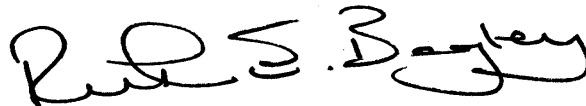


Date of issue: 4th July, 2011

MEETING	OVERVIEW & SCRUTINY COMMITTEE (Councillors M S Mann (Chair), Basharat, Davis, Haines, Minhas, Munawar, O'Connor, Plenty and Smith)
DATE AND TIME:	TUESDAY, 12TH JULY, 2011 AT 6.30 PM
VENUE:	COUNCIL CHAMBER, TOWN HALL, BATH ROAD, SLOUGH
DEMOCRATIC SERVICES OFFICER: (for all enquiries)	TERESA CLARK (01753) 875018

NOTICE OF MEETING

You are requested to attend the above Meeting at the time and date indicated to deal with the business set out in the following agenda.



RUTH BAGLEY
Chief Executive

AGENDA

PART 1

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ITEM

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Apologies for absence.

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ITEM

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CONSTITUTIONAL MATTERS

1. Declarations of Interest

(Members are reminded of their duty to declare personal and personal prejudicial interests in matters coming before this meeting as set out in the Local Code of Conduct).

2. Minutes of the Last Meeting held on 7th June, 2011 1 - 6

3. Minutes of the Joint Overview and Scrutiny Committee and Education and Children's Services Scrutiny Panel held on 9th June 2011 7 - 8

SCRUTINY ISSUES

4. Member Questions

(An opportunity for Committee Members to receive a response to prior notified questions from the relevant Director/ Assistant Director, relating to pertinent, topical issues affecting their Directorate – maximum of 10 minutes allocated).

5. Performance and Project Reporting for 2010/11- end of year out-turns 9 - 48

(10 Mins Presentation-30 Mins Questions)

6. Revenue Budget Monitoring to 31st May, 2011(Periods One and Two)-TO FOLLOW

(10 Mins Presentation-30 Mins Questions)

7. Climate Change Strategy 49 - 54

(10 Mins Presentation-15 Mins Questions)

8. Provision of Mental Health In- Patient Beds in East Berkshire- Report from Health Scrutiny Panel meeting held on 22nd June, 2011- TO FOLLOW

(10 Mins Presentation-15 Mins Questions)

9. Consideration of reports marked to be noted/for information

(The Committee will consider any reports marked to be noted/for information and determine whether

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future scrutiny is considered necessary: maximum of 5 minutes allocated).

- | | | | |
|-----|--|---------|--|
| 10. | Forward Work Programme | 55 - 56 | |
| 11. | Attendance Record | 57 - 58 | |
| 12. | Date of Next Meeting- 13th September, 2011 | | |

Press and Public

You are welcome to attend this meeting which is open to the press and public, as an observer. You will however be asked to leave before the Committee considers any items in the Part II agenda. Special facilities may be made available for disabled or non-English speaking persons. Please contact the Democratic Services Officer shown above for further details.

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Overview & Scrutiny Committee – Meeting held on Tuesday, 7th June, 2011.

Present:- Councillors M S Mann (Chair), Basharat, Davis, Haines, Minhas, Munawar, O'Connor, Plenty and Smith

Also present under Rule 30:- Councillors Matloob and Parmar

PART I

1. Declaration of Interest

None.

2. Minutes - 31st March, 2011

The minutes of the meeting held on 31st March, 2011 were approved as a correct record and signed by the Chair.

3. Appointment of Scrutiny Panels

The Committee considered a report recommending the re-appointment of the three Overview and Scrutiny Panels for the 2011/12 municipal year (it was noted that the number of Panels had reduced from four to three). The Committee noted the seat allocations that had been calculated to reflect Political Group membership and statutory proportionality entitlement, which equated to 6 appointments to be offered to the Labour Group, 2 to the Conservative Group and 1 to the BILLD Group. The Chairs of the Panels would be offered to a member of the Administration and it had been indicated that the three Vice-Chair positions would be offered to the Opposition Group. Details of the nominations received from the political groups were noted and the Committee was requested to appoint the 3 Scrutiny Panels and the members nominated. Details were also presented of the co-opted members for formal approval.

Resolved -

- (a) That the Panels set out in paragraph 5.1 of the report be appointed for the 2011/12 municipal year.
- (b) That the Committee note the allocation of seats to the Panels as set out in paragraph 5.2 of the report.
- (c) That the Committee agree the allocation of Chairs and Vice-Chairs of Panels on the basis set out in paragraph 5.3 and that the Panels be invited to appoint their Chairs and Vice-Chairs at their first meetings.
- (d) That Members be appointed to serve on each of the Panels in accordance with the wishes expressed by Political Groups in respect of seats allocated to them as set out in paragraph 5.4 of the report.
- (e) That the co-opted Member listed in paragraph 5.6 of the report be appointed to the Education & Children's Services Panel.

Overview & Scrutiny Committee - 07.06.11

4. Member Questions

Two verbal questions were submitted regarding the identification of the relevant officer on parking enforcement correspondence and the current position on Broom and Poplar. It was agreed that the Director of Resources would arrange a response for the relevant members.

The Committee discussed the preferred option for the notification of future member questions and it was suggested that it would be helpful if questions were submitted in advance of the meeting in order that a full response be provided.

Resolved – That future questions be submitted 5 clear working days in advance of the meeting so that a written response by the relevant Director can be provided at the meeting.

5. Outturn 2010-11 Performance and Finance Report

Julie Evans, Director of Resources, introduced a report setting out the Council's overall performance from delivery of service to financial management for the period up to and including March 2011 against exception performance monitoring and outlining the revenue and capital monitoring position.

Kevin Gordon, Assistant Director, Professional Services, referred the Committee to the performance aspect of the report including the SBC Corporate Scorecard setting out exceptions, and the Gold Project update which provided individual project progress reports. It was noted that of the 8 active gold projects, 5 had an overall green status, 2 had an amber status and none of the projects had a red status. The Culture, Learning and Library Service Transformation programme had now been completed and the Committee was advised that the closure report was being developed.

Members asked a number of detailed questions about various projects including the Adult Social Care Transformation Programme. It was agreed that the Assistant Director would take these questions to the next Project Board meeting and provide a response to all Committee members. Further questions were submitted regarding the Britwell and Haymill Regeneration project and the Director advised that previously this had been classed as more than one project incorporating several separate elements. The Director responded to a number of questions regarding the Town Hall and the provision of future committee facilities. The Committee was advised that in the medium term the building would be used as a school but it was hoped that the scheme would incorporate council use of the building outside of school hours. Interim arrangements for meetings at St Martin's Place would be explored together with the use of alternative facilities at the Centre. The Director also advised that designers would be sympathetic to the protection of the core section of the building but highlighted that the Town Hall did not have listed building status and she had not yet viewed the designs for the building.

Overview & Scrutiny Committee - 07.06.11

In response to a question regarding the provision of storage, the Director advised that it was a statutory requirement that some documents must be retained for six years but it was not necessary to store these documents on site and the Council used an archive facility at Berkshire Records Office in Reading. In response to a further question the Director advised that she would forward details of the cost of this facility to the Committee.

The Committee debated the performance of NI50 – Emotional Health of Children and the way in which this indicator was measured. Key Stage 2 results were also discussed and it was clear that contributory factors included the fact that in many homes English was not a first language. It was agreed that a response to a question regarding the failure to meet the target for library visits would be forwarded to the Committee.

Financial Reporting

Members considered the financial position that had been presented and the Director of Resources explained the under spend for 2010/11. The Committee discussed the variances and how the underspends were treated with regard to virement and carry forwards. The Committee noted the position regarding education budgets and that the rules on Academies were tighter than community schools.

The Committee welcomed Emma Foy who had been appointed to the position of Head of Finance.

Resolved – That the report be noted.

6. Economic Downturn and the Effect on Slough - Update

Shabnam Ali, Economic Development Policy Officer, outlined a report to provide an update on the Economic Downturn as requested previously at the Committee meeting on 10th November 2010.

It was highlighted that unemployment in April 2011 was 3.9%, compared to 2.5% in the South-East of England and 3.7% nationally. This reflected an increase to 3,343 residents, up by 169 residents from November, 2010. It was noted that of those claiming job seekers allowance, 2350 people had been unemployed for up to six months and 630 people for between 6 and 12 months. The number of claimants over 12 months had risen to 360 and it was felt that it was long term unemployment which would have potential serious and deep societal impacts.

The Committee noted the provision of employment support, the availability of new jobs and the establishment of the Thames Valley Berkshire Local Enterprise Partnership. The Officer concluded that the Slough economy was recovering at a very steady rate but much uncertainty and concern about real economic stability and growth remained.

Overview & Scrutiny Committee - 07.06.11

The Committee asked a number of questions regarding the measures being taken to encourage retailers to come to Slough and the proportion of jobs which were filled by local residents. The Committee also discussed the skills mix in Slough and the importance of ensuring that 16-24 year olds were encouraged to engage with the voluntary sector. The Chief Executive suggested that a systematic approach to voluntary work could be considered.

It was agreed that a table of current statistics would be circulated to the Committee together with details of the number of persistent unemployed residents in Slough. It was also agreed that details of the number of job vacancies generated by the Heart of Slough schemes would be provided to the Committee in respect of the number of local permanent contractors.

Resolved – That the report be noted.

7. Census 2011- Update

Naveed Mohammed, Scrutiny Officer, outlined a report providing an update on the delivery of the Census 2011 project in Slough. The Officer discussed the delivery of the project and operational phase 2. Feedback to date suggested that the response rate across Slough had been universally better than in 2001. The Committee noted the importance of the quality assurance phase and that there was no formal deadline for the submission of information and data. Slough would therefore continue to submit data on an as and when basis and this would be helpful where there was new evidence on sheds and HMO's. The Officer discussed the overall impact of the 2011 census project, and the key lessons learnt.

The Officer concluded that so far the project appeared to have been a success in increasing the response rate and the investment in the quality assurance process should reinforce a higher population figure.

The Committee discussed a number of areas of concern including the statistics for the Colnbrook with Poyle area, the lack of permanent translation services in the town, and the number of HMO's in the town. The Chief Executive emphasised that the changed to boundaries in 2004 would be based on the numbers registered on the electoral role and not on the population statistics gathered through the census.

Resolved-

- (a) That the report be noted.
- (b) That the ONS be requested to attend the next meeting of the Committee on 12th July, 2011 to discuss a number of issues including data quality, quality assurance and the continuing gap.

Overview & Scrutiny Committee - 07.06.11

8. Future Provision of Transactional Services for Slough Borough Council - Progress Update Report

Philip Hamberger, Assistant Director, Commercial and Transactional Services, outlined a report to update the Committee on the progress to-date regarding the procurement and establishment of the Transactional Services Centre in Slough.

The Assistant Director discussed the management of risks which would be identified and managed through existing risk management policies and reported on a regular basis. It was emphasised that it was important to drive the venture forward quickly and the Committee was referred to the procurement timetable. It was noted that 8 suppliers had completed pre-qualifying questionnaires and had submitted an outline solution. All potential suppliers had attended an evaluation workshop on 28th March 2011 and the feedback received was positive. 300 questions were raised by suppliers following an invitation to submit an online solution/invitation to participate dialogue and these were answered in line with the timetable. All 8 companies had submitted bids which were being evaluated and dialogue meetings were scheduled for the week commencing 13th June, 2011. The Assistant Director concluded that the procurement phase was going well and on schedule. Further reports would be provided to the Committee as the project developed.

In response to a member question, the Assistant Director confirmed that Transactional Services would be added to the Gold Project report as a standard item. The Committee requested that an update report be provided at its next meeting.

Resolved-

- (a) That the proposed recommendations to Cabinet be noted.
- (b) That an update report be submitted to the Committee at its next meeting on 12th July, 2011.

9. Consideration of reports marked to be noted/ for information

No reports were received.

10. Forward Work Programme

A number of suggestions were made regarding items to be considered by the Committee. It was suggested that the concern regarding incidents of abuse in Care Homes highlighted recently in the press be considered by the Committee and it was agreed that this matter would be referred to the Health Scrutiny Panel for consideration. It was also agreed that a request to discuss the Council's current policy on the Right to Buy Scheme be referred to the Neighbourhoods and Community Services Scrutiny Panel for consideration.

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The programme was updated as follows:

- 12th July 2011- Future Provision of Transactional Services for Slough Borough Council (update report).

Resolved – That the Work Programme be noted.

11. Date of Next Meeting - 12th July, 2011

The next meeting of the Committee would be held on 12th July, 2011.

Chair

(Note: The Meeting opened at 6.30 pm and closed at 9.19 pm)

Joint Overview & Scrutiny Committee and Education and Children's Services Scrutiny Panel – Meeting held on Thursday, 9th June, 2011.

Present:- Councillors Abe, Basharat, Davis, Dar, Haines, M S Mann, Minhas, Munawar, O'Connor, Sharif, Plenty and Smith

Education Non-Voting Co-optee;- Mr C McGeachie

Also present under Rule 30:- Councillors Plimmer

Apologies for Absence:- Councillor P K Mann

PART I

1. Election of Chair for the Joint Meeting

Councillor O'Connor was elected Chair for the duration of the meeting.

(Councillor O'Connor in the Chair)

2. Declaration of Interest

No declarations of interest were received.

3. Presentation of Petition

The Chair accepted a petition presented by Councillor Plimmer on behalf of residents. The petition requested the Council to "Save Horsemore Green Youth Centre". The Chair advised that a more detailed report on youth services would be submitted to the September Education and Children's Services Scrutiny Panel at which the petition would be taken into consideration.

4. Call-in - Questions following the report on IYSS presented to Cabinet on 14th March 2011

The Director of Education and Children's Services advised that the call-in had been received in response to a paper taken to Cabinet in March regarding Integrated Youth Support Services. The Call-in raised a number of questions to which the Director responded.

One of the parties of the jointly submitted call-in advised that historically when youth provision passed from Berkshire to Slough it was hoped that there would be more control over the youth service. Currently it was hoped that a universal service, accessible to all Slough residents could be retained. However the member felt that in the previous years the service had eroded and administration costs had significantly increased and the number of full time youth workers had decreased. It was noted that the government had recently removed significant amounts of funding from this area of work and it was therefore not possible to

Overview & Scrutiny Committee - 09.06.11

compare especially as requirements of the youth service had changed considerably.

A Member questioned how much had been taken from the budget and was advised that this was contained within the March Cabinet paper. Members asked further questions with regards to youth service provision and were advised that these issues were much broader than the originally call-in and could be addressed at the September meeting. A member advised that the Overview and Scrutiny Committee was informed that there was an underspend of £600k on the youth services budget and asked how much of the total budget this amounted to. The Director advised that the total budget was £3.69m.

In response to the second question raised in the call-in the Director advised that centres were not being closed down but services were being delivered differently. A Member asked how much funding was being provided to the voluntary services for youth provision. The Director advised the Panel that the amount was approximately £75k. Slough would be looking at the overall provision of Council buildings and how they were utilised by different services and organisations. A Member raised concerns that once the buildings were sold off these could not be replaced if needed in the future. However it was noted by the Commissioner for Opportunities and Skills that this would form part of the Asset review and was not something that could be answered by Children's Services.

In response to the third question the Panel was advised that there was no plan to employ more street based teams. The current teams were very experienced in providing a good service and it was confirmed that this would continue to be the case. A Member asked whether, with the prospect of more focus on specialist provision, youth workers would be able to adapt to this role. The Panel was advised that it was important to have youth workers who could be versatile. With the recent cuts the youth service had been slimmed down from 112 staff to 76 but 57 frontline staff had been retained.

The Chair advised that some of the issues raised in the meeting would be picked up at the September meeting and extended an invitation to all Councillors to attend.

Resolved:-

- (a) That a report on Youth Services be brought to the September meeting of the Scrutiny Panel.
- (b) That the March Cabinet report on IYSS be distributed to Scrutiny Panel Members.

Chair

(Note: The Meeting opened at 6.30 pm and closed at 7.02 pm)

SLOUGH BOROUGH COUNCIL

REPORT TO: Overview and Scrutiny Committee **DATE:** 12th July, 2011
CONTACT OFFICER: Kevin Gordon, Assistant Director (Professional Services)
(For all enquiries) 01753 87 5213
WARDS All

PART I

FOR COMMENT AND CONSIDERATION

PERFORMANCE AND PROJECT REPORTING FOR 2010/11 – END OF YEAR OUT-TURNS

1. Introduction and purpose of report

This report shows the performance outturns 2010/11 for the Corporate Balanced Scorecard and Local Area Agreement performance measures and includes an exception report which highlights those indicators where performance has not met target. Please note that not all end-of-year figures have been fully finalised and these will be updated when available.

Recommendation/proposed actions

Members are asked:

- To note the progress and status of performance measures in the balanced scorecard report.
- To review the actions for those indicators that have not met their targets highlighted in the exceptions report.
- To note the continuing gaps in the report and endorse actions.

The Local Area Agreement ('LAA') was signed up to in 2008, as a three year improvement cycle, to address the key priorities for Slough identified in the Sustainable Community Strategy. During the lifetime of the LAA we have experienced a change in national government, a significant economic downturn and a complete revision of the National Indicator Framework. Many of the National Indicators chosen for monitoring in the LAA have subsequently been abolished, with methods for collection, processing and / or reporting being removed. This means that, although the 'end' of the LAA has been reached, we are unable to quantify a final position on those indicators so affected. Other National Indicators, whilst continuing for the moment to be collected, are not yet finalised for the LAA end e.g. school achievement measures which depend on the results of examinations being sat by pupils in the current 2011 summer term. Also, end of year reporting is subject to additional layers of rigorous quality assurance checks and performance indicator values are determined as part of a suite of statistical data reported on government prescribed statutory returns, each of which must pass a series of external validations before the 'final' result can be determined. Statutory return submission dates run from end of May onwards.

This paper provides an update on performance covering the period to the 31st March 2011 for review. The performance report is split into two key areas:

1. Performance Monitoring Update (detail provided in Appendices A, B, C)
Appendices:

A: Summary of good performance and corrective actions for 'RED' rated indicators of under performance. Corrective actions in cases of underperformance have been proposed by operational staff responsible for performance delivery, and have been endorsed by the appropriate Assistant Director and / or Director.

B: LSP LAA Scorecard: detailed information on performance measures within the LAA.

C: Slough Borough Council's Organisational scorecard.

D: Proposal for new scorecard for use in remainder of 2011-12.

2. Performance Monitoring Update

2.1. The attached **SBC Corporate Scorecard Exceptions Report** (Appendix A) provides an update on exceptions during the period 1st April 2010 to 31st March 2011, drawing attention to:

2.1.1. Areas of improved performance; and

2.1.2. Areas of exception.

2.2. The report comprises of exceptions from both:

2.2.1. The **LAA Scorecard** (Appendix B) - which relates to the indicators in the LAA including four local targets on priority areas (based on National Indicators 124, 59, 32 and 187), and:

2.2.2. The **Organisational Scorecard** (Appendix C) – which relates to performance indicators previously selected by CMT members to determine the organisational health of the Council.

2.2.3. For a full list of indicators please visit the link mentioned below:

<http://sbcinsite.ad.slough.gov.uk/3709.aspx>

2.2.4. Below is a summary of the RAG status for the LAA and organisational score card Indicators as at 31st March 2011. Those which failed to achieve target are rated 'Red'. Note that 21 measures are still awaiting finalisation, due to the process of external validation and / or collection.

		RAG status				
		Green	Amber	Red	2010/11 Target not set or Awaiting final results	Not applicable as measure deleted
LAA measures	Total	20	1	7	14	8
	Percentage	40%	2%	14%	28%	16%
Organisational measures	Total	8	0	2	7	2
	Percentage	42%	0%	11%	37%	11%

2.2.5. Appendices A-C provide fuller detail on each of the measures.

3. Next steps

- 3.1.1. The Sustainable Community Strategy is undergoing a review and refresh, with the current priority areas for the local area being determined. The end of the LAA and the review of Sustainable Community Strategy mentioned above provides us with a rich opportunity to redefine both the priorities of greatest importance to Slough communities in 2011 and the years ahead, and to redefine the quantitative and qualitative measures that will best measure our collective success in addressing those priorities. To this end, a proposed performance management scorecard is under discussion with senior managers of the council. A draft version was tabled to CMT on 22nd June and a revised draft of this report is provided as Appendix D of this report.
- 3.1.2. CMT have been asked to endorse the proposed method for performance reporting in 2011-12, and to permit a similar consultation with members to ensure that a revised single model be adopted that also meets their requirements for scrutiny and for determining successful achievement of manifesto commitments.

APPENDIX A: SBC COUNCIL WIDE BALANCED SCORECARD INCORPORATING LAA TARGETS - EXCEPTIONS

This exception report provides and update on performance covering the period from 1st April 2010 to 31st March 2011. It comprises 7 exceptions from the LAA Balanced Scorecard and 2 from the Corporate Balanced Scorecard. This report relates to performance indicators selected by members of CMT to determine the organisational health of the council and those related to indicators in the LAA.

PLEASE VISIT: <http://sbcinsite.ad.slough.gov.uk/3709.aspx> - FOR A FULL LIST OF ALL INDICATORS

EXCEPTION SUMMARY

Many of the National Indicators can only be measured once per year. The choice of indicators monitored in quarterly reports is limited to those where performance information is available.

Note that 40% of our LAA measures (20 discrete indicators) are rated 'Green' as having fully achieved or exceeded the target set. Just 7 indicators did not achieve the ultimate aspirational target, and these are detailed beneath. The remainder are awaiting final results or can no longer be reported due to the national abandonment of the National Indicator collection and reporting.

For measures on the organisational scorecard, 42% are rated 'Green' as having achieved or exceeded target. Two are reported below as not achieving the desired target. Two can no longer be reported against due to the national abandonment of the necessary reporting framework, and seven are awaiting final results.

Notable successes include:

Community Safety

Serious acquisitive crime rate (NI 16) and assault with injury crime rates (NI 20) are down. We have fewer young offenders with fewer first time entrants to the criminal justice system (NI 111). A higher proportion of young offenders are now engaged in suitable employment, education or training (NI 45). We have achieved fewer primary fires, and corresponding reduction in fatalities and casualties (NI 49).

Environment

We have increased the proportion of household waste that is recycled or composted, and diverted waste from landfill (NI 192). Fewer children travel to school by car, with corresponding reduction in congestion at peak times (NI 198).

Economy and Skills

More Slough children now achieve better results at Early Years Foundation Stage (NI 72), make the required progress in maths throughout primary schooling (NI 94) and we are closing the gap between pupils eligible for free school meals and their peers at end of primary school (NI 102a). Slough secondary schools continue to achieve well above comparator averages at GCSE level (NI 75) and maintain low secondary school absence levels (NI 87).

Health and Wellbeing

We have exceeded targets for increasing the proportion of adult social care users who have self-directed support packages (NI 130), providing greater choice and control, and increased the proportion of carers being assessed and provided with support or information and guidance for their caring responsibilities (NI 135).

The 9 LAA indicators given a **Red** status are shown below together with any comments / corrective-actions:

LAA Measures

- **NI 8: Adult participation (16+) in sport. Participation in moderate intensity (includes some light intensity for 65+) sport/recreation for 30 minutes three or more days a week.**

This indicator measures the proportion of surveyed adults who self-report that they take part in moderate intensity sport or other physical exercise several times a week. As such, a high and increasing proportion would indicate greater general exercise levels, with positive implications for health and wellbeing.

The original National Indicator has been deleted, but Slough has adopted a local proxy measure to stand in its place. The most recent update (June 2011) indicates that 16.9% of surveyed adults took part in the requisite physical activity for the rolling period April 2009- April 2011. This represents an increase of 2.3% from the original baseline (14.6% for the rolling period April 08 - April 2010). We have therefore secured a positive move in the desired direction (i.e. more adult participation) but have not achieved the level of our aspirational LAA target.

Corrective Actions:

The Slough Sport and Physical Activity Forum has developed an action plan (adopted by the Slough Active Team) to encourage wider participation in sport and exercise across all age groups. Actions taken to date include:

- a successful bid for LPSA funding to increase gym membership,
- a targeted marketing campaign to increase frequency of use of sporting facilities and the promotion of free swimming for children and those aged 60 plus,
- the opening of the new Gym in the Slough Trading Estate together with Go Karting facilities.

- Actions and progress are monitored regularly by the Health and Wellbeing Priority Delivery Group. Five potential local measures are giving us a better understanding of local issues and are under review. These will underpin a more robust action plan which is being developed with support from IDeA.
- **NI 59: Initial assessments for children's social care carried out within 7 working days of referral**
This indicator tries to establish whether children who are in need are having their needs assessed rapidly. The thinking behind it is that swift assessment of needs will lead in turn to swift service provision to meet those needs. Note that the measure is a crude one in delivering this objective, makes no reference to the *quality* of the assessments and does not lead onto any information as to the provision of any required support. As such, it has been criticised in the Munro review of child protection and children's services, and has been proposed in that report for deletion.

Latest provisional performance for the end of March 2011 is at 69.7%. The last reported comparator values were those achieved in 2009/10 when the England average was 67.1%, and our statistical neighbour group average (67.7%). Our indicative outturn is above these last known average positions. Comparisons for 2010/11 will not be released until autumn of this year.

Note: All Initial Assessment visits are undertaken within the statutory timescales, so children's immediate safety is always assessed.

Corrective Actions:

- 'Blitz days' in place to permit workers sufficient time to prioritise write ups.
 - Training to be set up by Assistant Team Managers to assist workers in developing concise assessment reports and analysis skills.
 - Close monitoring of numbers of referrals through weekly review.
 - Regular auditing of re-referrals and Initial Assessments to ensure consistent thresholds for services.
 - Further developing the 'First Response' service (expanding on the previous Triage service) to more appropriately direct emerging needs for swift remedial action and support.
 - Tight management oversight and review of assessment completion through fortnightly ICS steady state meetings.
 - Developing robust multi-agency responses and services to families that prevent them from needing social work intervention.
- **NI 73: Achievement at level 4 or above in both English and Maths at Key Stage 2**
This indicator measures the successful achievement of core standards by individual children in both English and Maths in the final year of primary school, and is measured once a year through national assessment testing. Achievement of national UK standards is more challenging in areas such as Slough, where a higher than average proportion of pupils will have English as an additional language.

Slough's 2010 performance of 71% means that 71% of pupils achieved the required standard in both subjects. This does not reach our aspirational target of 75%, but does represent a significant increase (by 4%) from the year before.

These results were likely to have been higher however the 2010 results exclude two of our high performing primary schools which boycotted the national SAT's and therefore cannot contribute data to the overall result.

Corrective Action:

Key Stage 2 results for 2010 show an improvement in performance for the first time in a number of years. However, this is not leading to complacency, but new vigour in intensifying the focused action in this area. Increased emphasis is being placed by the Local Authority on effective leadership and management, teaching and learning, assessment and data analysis to inform teaching, strengthening governance and improving attendance. The Local Authority has recently shifted its focus to concentrate primarily on its statutory functions of early support, monitoring, challenge and intervention. There is an intense drive on school improvement and raising standards, particularly with vulnerable groups. Schools are also very aware of the importance of driving hard on improvement and raising standards. The positive inspections which have taken place over recent months have shown an increase in good and outstanding outcomes supported by improvements in pupil attainment and progress. Activities within schools include the improved use of tracking and target setting to assess and drive pupil progress. There is also the judicious use of national programmes, one-to-one tuition and other intervention programmes used appropriately in schools, including modelling and the use of advanced skills teachers. The introduction of the Pupil Premium gives the possibility of smaller classes and more one-to-one tuition for the disadvantaged that will give increased opportunities and additional impetus to raising standards.

- **NI 92: Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage ('EYFS') Profile and the rest**
This indicator looks at educational success at the start of primary school. As such it is an effective measurement of the extent to which children are ready for school, and provides a baseline to inform their later achievement. In particular, NI 92 looks at the gap in achievement between the 20% of pupils who achieve lowest scores and the rest of their classmates. A large gap indicates a significant difference in readiness for school and places a context on the amount of progress that schools will be expected to make with their pupils if these inequalities of achievement are to be minimised. Efforts to reduce the gap must be directed at pre-school age children in order to have the most effect, but can be supported by more intensive support to children in their first year at school.

In 2009/10 the performance gap in Slough was 35.9%. This represents a small improvement of 1% from the previous year, meaning that the gap is closing. However the Slough gap remains 1.7% wider than our target for 2009/10 (gap target was 34.2%).

Corrective Action:

The Sure Start Service has increased its emphasis on supporting and driving achievement, particularly for those most vulnerable to poor achievement, in line with the new national focus. Early intervention with school-type nursery provision for two year olds is seen as a

significant contribution to improvements in EYFS results in due course. More funding is being invested in contributing to the EYFS agenda and in integrating this work with the broader school improvement work which is more focused on the statutory responsibilities around monitoring, challenge and intervention. Efforts to support parents in providing children with pre-school learning and skills development are critical, and are needed from across the community and local partnership.

- **NI 93: Progression by 2 levels in English between Key Stage 1 and Key Stage 2**

This measure assesses the progress made by pupils between educational key stage 1 (school years 1 and 2) and key stage 2 (school years 3 to 6). All children – regardless of starting point - are expected to make at least two levels of individual progress in this core subject over the course of their primary schooling. The measure therefore represents the proportion of children who have made at least two levels of progress in this time.

Slough's 2010 performance of 84% represents a 5% improvement from the previous year of 79%. Whilst our performance is now in-line with the national and South East averages of 84%, we narrowly failed to achieve our 2009/10 target (85%) by just 1 percentage point which is the **only** reason this indicator is marked as red.

Corrective Action:

Increased emphasis is being placed by the Local Authority on effective leadership and management, teaching and learning, assessment and data analysis to inform teaching and strengthen governance. Activities include the improved use of individualised tracking and target setting to assess and drive pupil progress. There is also the judicious use of national programmes, one-to-one tuition and other intervention programmes used appropriately in schools, including modelling and the use of advanced skills teachers. Education is not solely achieved at school, and therefore families and all interested community partners also have a role to play in enabling pupil progress.

- **NI 102(b): Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stage 4**

This measure assesses the differential achievement at key stage 4 (GCSE - year 11) between those children eligible for free school meals ('FSM') and their peers. Eligibility for free school meals is means-tested and therefore indicates low family income levels. Pupils with FSM have for many years been shown to achieve less well than others across the UK. Reducing this particular achievement gap is therefore key to ensuring childhood low-income does not limit later individual success and is critical in breaking cycles of generational poverty. This indicator is particularly difficult in Slough due to the high levels of deprivation in Slough in comparison to our neighbouring boroughs and the large number of children coming into Slough at Key Stage 4 from those neighbouring boroughs because of the local grammar school system.

In 2009/10 Slough's Free School Meals ('FSM') gap figure was 35%; this is 1.5% wider than the previous year's value (33.5%) and therefore shows that the gap has widened rather than reduced. The local FSM gap is just 1% wider than the South East's gap of 34% and only 2% adrift of our 2009/10 gap target of 33%.

Improvements have been achieved by both pupils with FSM and those without FSM at this key stage. The results of Key Stage 4 pupils with no FSM improved by 4% year-in-year whereas pupils with FSM improved by a lower value of 2%; this imbalance in achievement has resulted in the FSM gap widening.

Of our eleven secondary schools, our four selective grammar schools have a low percentage of pupils eligible for FSM. This contributes to the high achievement of KS4 pupils with no FSM (68% of which achieve the GCSE standard, ranking Slough 10th nationally) compared with KS4 pupils eligible for FSM (33% of whom achieve the GCSE standard, ranking Slough 41st nationally).

Corrective Action:

Any corrective action needs to be tempered by the fact that Slough pupils on Free School Meals (FSM) are making significant progress over the course of their education and by the end of Key Stage 4 have moved to a national ranking of 41st nationally out of 152 authorities. At the same time this is not grounds for complacency. The Local Authority is currently upping its game in intensifying early support, and in monitoring, challenge and intervention with school improvement and raising standards, particularly focusing on vulnerable groups, such as those disadvantaged pupils on free school meals, as well as those with additional needs and those looked after. Recently, we have had Ofsted inspections of Slough secondary schools where all of the outcomes have been good or outstanding. The School Improvement Team is about to commission arrangements to bring in a senior officer to work intensively with schools on targeting vulnerable groups, including those with free school meals. Also data analysis is being focused to drill down to groups and individuals who require intensive support to raise their attainments. This data analysis and associated assessment is being used to inform teaching and learning, and to raise standards. Schools have recently reviewed their funding and have given priority in the allocation of spend to school improvement, standards and driving the attainment and progress of vulnerable groups. Additional support is currently available through one-to-one tuition alongside the allocation of the new Pupil Premium with the expectation this will be used to give smaller classes and more one-to-one tuition for the disadvantaged. The one-to-one tuition which is already in place has been proven to be beneficial. New data will be out in August (relating to exams sat in summer 2011) which will confirm whether or not these approaches have been successful.

Organisational Measures

- **Proxy Indicator for NI 9: Use of Public Libraries. The number of physical visits per 1000 population.**

This measure is used to quantify the physical usage of libraries within the borough, and provides an indication of the extent to which this service is valued and used by the public. Given the variety of reasons for visiting libraries, increasing this measure can also be viewed as contributing to a cross-cutting number of priorities including improving educational success, employment options and general wellbeing.

The validated end of year performance will be available once the Public libraries CIPFA return is fully completed in June. Provisional performance is of 628,511 visits for the financial year April 2010 to March 2011 against our target of 656,000 visits shows we are below target and represents a decreasing trend. The principal reason for the trend is a steady decline in visits at the Central Library, which accounts for around 80% of all visits, which was in large part due to the need for refurbishment. Improved facilities at Cippenham and Langley resulted in increased visits at those venues. Other reasons for not achieving the 2010/11 target are: unreliability of public access PCs and impact of SBC server move; refurbishment at Langley and Slough resulted in no automatic people counters from September to December 2010 and a period of closure so estimates have been used. Although overall physical visits are showing a decreasing trend, it is important to note that virtual visits are continuing to show a strong increase as users access library services in other ways.

Corrective Actions for 2011/12:

- Working with IT to improve the functionality and accessibility of public PCs.
 - Building improvement plan for each library to improve accessibility and environment.
 - Museum moving in to Slough central will increase range of visitors.
 - New branding and publicity will improve the look and feel of the libraries.
 - The range, display and presentation of stock are being improved.
 - More robust performance system in place with clear priorities.
 - Satellite libraries in Colnbrook, Chalvey and Wexham with improved access to services.
- **NI 65: Children becoming the subject of a Child Protection Plan ('CPP') for a second or subsequent time**
This measure determines the proportion of children who have become subject to a child protection plan for a second or subsequent time. Nationally acknowledged 'best practice' states that a value of between 10 and 15% provides the best balance, and that as values diverge (either above 15% or below 10%) councils should investigate to assure that there are no wider concerns as to quality of practice or community support to families who have previously needed this level of support.

Note that this indicator takes no account of time between CP Plans, nor of the reasons for the child becoming subject to a CPP. So, in theory a child may have a CPP briefly at birth, then again aged 17 for entirely different reasons and show up on this indicator.

In the year to March 31st 2011, a total of 162 children became subject to child protection plans; 30 of these had previously been subject to such an intervention to mitigate risk. The end of year outturn is therefore 18.5% - a higher value than our target, and above the 'Best practice' zone of 10-15%.

In the majority of our Child Protection Plans, lasting improvements in child safety and overall well-being are achieved, which lead to the vast majority of children not requiring another CPP.

Corrective Actions:

- All children who become subject to a CPP for a subsequent time will be assessed to determine the common pre-disposal factors to repeated risk. This will assist in determining and commissioning the most appropriate community interventions and support.
- Children's Social care will work ever more closely with community early intervention agencies and partner organisations to develop a sustainable 'step down' procedure that ensures families, children and young people have a comprehensive support plan in place to fully provide the assistance they need when discharged from a formal CPP. This will help ensure that child protection risk, once reduced to the point that a formal CPP can be ended, does not re-escalate at a later point.

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			2010/11	2011/12	2010/11	2011/12									
Part One															
NI 1	Community cohesion	% of people who believe people from different backgrounds get on well together in their local area PSA 21	68.5 (08/09 Place Survey)	-	72.3%	-	biennial	-	-	-	Deleted	Not applicable (deleted)	Not applicable (deleted)	-	GOOD TO BE HIGH: (2 yearly Place Survey) For 08/09 Slough's Performance sat at 68.50% which placed it in the lowest performing quartile nationally. SE Region average value was 78.9%. England average value was 76.4%. This performance will remain the same for 09/10 as the Place survey is biennial. Actions to improve performance include: A Community Cohesion Officer has now been recruited to coordinate the Community and Cohesion Strategy and support the partnership activity.
NI 5	Community cohesion	Overall/general satisfaction with local area	63.6% (08/09 Place Survey)	-	67.0%	-	biennial	-	-	-	Deleted	Not applicable (deleted)	-	-	The Place Survey has been discontinued. No further replicable results will be available.
NI 10	Health and Well Being	Adult participation (16+) in sport. Participation in moderate intensity (includes some light intensity for 65+)sport/recreation for 30 minutes three or more days a week. DELETED FOR 2010/11 but have proxy indicator	19.4% (2005/06)	25.0%	24.4%	14.6% For the period April 2008 - April 2010 (published June 2010 - latest update)	-	-	-	-	June 2011 update for rolling period April 09- April 11 is 16.9%	RED	lowest quartile for period April 08 - Mar 09	-	GOOD TO BE HIGH: The most recent update(June 2011) is a performance outturn of 16.9% for the rolling period April 2009- April 2011 which represents an increase of 2.3% from 14.6% for the rolling period April 08 - April 2010. The Slough Sport and Physical Activity Forum has developed an action plan (adopted by the Slough Active Team) to encourage wider participation across all age groups. Actions taken to date include: a successful bid for LPSA funding to increase gym membership, a targeted marketing campaign to increase frequency of use of sporting facilities and the promotion of free swimming for children and those aged 60 plus, the opening of the new Gym in the Slough Trading Estate together with Go Karting facilities. Actions and progress are monitored by the Health and Wellbeing PDG. 5 potential local measures are giving us a better understanding of local issues and are under review. These underpin a more robust action plan developed with support from IdeA.
NI 13	Economy & skills	[LOCAL] Migrants English language skills and knowledge: The % of non-English speaking third country nationals enrolling for ESOL Courses(full or partial) who successfully complete the courses.	75.3%(07/08)	-	84.3%	-	-	-	-	-	Deleted	-	-	-	GOOD TO BE HIGH: Due to problems with the definition and system of data collection this indicator was deleted from the national indicator set from 08/09. A local indicator is being investigated to replace this national indicator

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				2010/11	2011/12									
NI 16	Safer Communities	Serious Acquisitive crime rate PSA 23	41.86 per 1000 4998 crimes	33.82 per 1000 4.89% reduction	-	36.25 crimes per 1,000 population. Number of crimes = 4394	7.13 or 920 crimes	14.86 or 1870 crimes	23.45 or 3011 crimes	31.32 or 4021 crimes	GREEN	-	-	<ul style="list-style-type: none"> Actions to sustain performance include but is not limited to: <ul style="list-style-type: none"> Strengthen data analysis to include provision of localised maps at sector tasking meetings. Traford has experienced 33% reduction in SAC: crime reduction to contact Traford for best practise. Target hardening in hotspot areas (gating, CCTV etc). Continuation of Op Challenger patrols of all hotspots of SAC Operation Conscript (tackling robberies) including overt patrols, targeting areas and suspects as well as ensuring a rapid response to reports. Trap car deployments. Liaison continues with neighbourhood teams, BTP and partners during PCT Neighbourhood meetings. Continuation of Dob - A - Robber targeting school child robberies.
NI 17	Safer Communities	Perceptions of anti-social behaviour PSA 23	35.3% Based on Place Survey 2008/09	31.4%	-	48.8%	-	-	-	Deleted	Not applicable (deleted)	-	-	The Place Survey has been discontinued. No further replicable results will be available. However we are seeking a proxy measure to address this priority.
NI 25	Safer Communities	Assault with injury crime rate PSA 25	1130 offences per 1000 (08/09 data used as baseline)	Baseline minus 3% See commentary for GOSE Calculation	-	11.08 crimes per 1,000 population. Number of crimes = 1343	2.24 or 287 crimes	4.81 or 605 crimes	6.6 or 848 crimes	8.12 or 1043 crimes	GREEN	-	-	Summary of action to sustain performance - Improved data analysis, production of ICOA maps to aid deployment of resources; Operation Clubber continued to the end of March, following which TVP to review outcomes; TVP bid to be made to provide a Sgt and at least 8 PCs each weekend concentrating on hotspots. Operation Staysafe will run 4 times to the end of the year. Licensing Team to enforce no sales of single cans; Salt Hill Park - 3 cameras to be installed to provide CCTV coverage over Salt Hill and Baylis Parks - known hotspots for crime and asb. Use of knife arches near licensed premises is an on-going operation.
NI 32 local (a)	Safer Communities	Domestic Violence (a) increase the number of referrals/visits to the advocacy project run by East Berkshire Women's Aid (b) A percentage reduction in the risk of DA for victims in contact with local services	a) 116 referrals	a) 150 b) 52%	-	-	-	-	-	not collected in 2010/11	n/a	-	-	This information is no longer collected nationally.
NI 32 local (b)	Safer Communities	Domestic Violence (a) increase the number of referrals/visits to the advocacy project run by East Berkshire Women's Aid (b) A percentage reduction in the risk of DA for victims in contact with local services	b) -48.39% reduction	-	-	-	-	-	-	-	-	-	-	-
NI 35	Community cohesion	Building resilience to violent extremism PSA 26	Average - 2.3 - 2007/08 Part 1 - 3	Average - 4.2 Part 1 - 3.25	To be determined	Average 2.5	-	-	-	Discontinued	Not applicable (deleted)	-	-	GOOD TO BE HIGH: Annual reporting available only. An action plan and performance framework has been developed which aligns the four levels set by this performance measure with the 7 national Home Office "prevent objectives" followed by the Police. Dialogue has taken place both at SAVE steering group meetings and Management group meetings recently to enable assessment based on the progress made in the action plan. This measure has been abandoned and the national policy driver has changed.

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			year and value	2010/11	2011/12	2010/11									
NI 38	Health and Well Being	Drug-related (Class A) offending rate PSA 25	Part 4 - 2 Emerging baseline 1.23	Part 4 - 5 Average 9% below baseline across 10/11	-	Part 4 - 3 88.0%	1.16 (67 offences from a predicted 57.16)	1.35 (145 offences from a predicted 107.3)	1.17 (177 offences from a predicted 151)	End of year results available from September 2011	n/a	-	-	Target to be delivered via Integrated Offender Management group. Action to improve performance includes making user custody is covered during key times, robust monitoring of repeat offenders that are released and increase partnership information sharing.	
NI 45	Safer Communities	Young offenders engagement in suitable education, employment or training	(71.9% of 06/07 Perf Data used for LAA)	79.3%	-	Cumulative year to date for 09/10: 74.85% (125 out of 167)	87.1% (27/31)	82.6% (19/23)	83.3% (20/24)	Cumulative year to date for 10/11: 82%	GREEN	-	-	GOOD TO BE HIGH. Overall provisional performance for 2010/11 of 82% is a 7.15% improvement from previous years figure of 74.85%. Performance is above the current target of 79% of young people will be in Full Time ETE at the end of their YOT intervention in 2010/11. Quarterly performance varied considerably due to the small cohort being measured and the impact one case can therefore have on a percentage based target.	
NI 49 (1)	Safer Communities	*NI49: Number of primary fires and related fatalities and non-fatal casualties (excluding precautionary checks).	254.7 fires per year (3 year total: 764.2)	238.5 fires (3 year total: 715.7) including dwelling fires (3 year total: 235.15) per dwelling (3 year total: 255.59) per 100,000	-	280 fires. 2.33 per 100,000 population	45.17 or 58 incidents	117 or 91.12 incidents	178 or 138.62 incidents	Awaiting results	GREEN	-	-	DELETED FROM NATIONAL INDICATOR SET AS FROM APRIL 2010. Category breakdown is: • 69 dwelling fires; • 61 vehicle fires; • 41 buildings other than dwellings; • 7 other locations Future actions for all of NI33 and 49 : • ESOL – training program to be put in place. Fire safety training. chip pan/fat fire demonstration and tour of Fire Station. • Better targeting of vulnerable people through areas identified by Slough partner's knowledge and risk mapping. • Continue to liaise with YMCA to promote fire safety messages for the Romanian community. • Hotstrikes/home fire safety promotion will be planned for the areas where fire casualties have occurred	
NI 49 (2)		(2.) Total number of fatalities due to primary fires per 100,000 population	1	1	-	0 fatal casualties	0	0	0			-	Ranked 5th out of 6th lowest in Berkshire 08/09	December – 1 cause yet to be determined, fire investigation being completed (occupant had long term health issues).RBFRS subsequently confirmed that incident to be classed as non fire related fatality. Indicator on target.	
NI 49 (3)		(3.) Total number of non-fatal casualties (excluding precautionary checks) per 100,000 population.	25.1 casualties per year (3 year total: 75.31) per 100,000	22.94 casualties per year (3 year total: 67.78) per 100,000	0	6.56 casualties per 100,000 population. 8 actual casualties	3.11 or 4 casualties	3.11 or 4 casualties	7.00 or 9 casualties			-	-	All casualties relate to accidental dwelling fires: April – 3 cause: 1 x child fire play, 2 x careless disposal of smoking materials (1 believed to be under the influence of alcohol) June – 1 cause: fell asleep while cooking July – 1 cause: distraction while cooking December – 4 cause: 3 electrical fires and 1 careless use of candles.	

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				2010/11	2011/12									
NI 50	Health and Well Being	Emotional health of children PSA 12 The four survey questions used to form the indicator are: • I have one or more good friends. • When I'm worried about something I can talk to my mum or dad. • When I'm worried about something I can talk to my friends. • When I'm worried about something I can talk to an adult other than my mum or dad.	60.9%	69.0%	-	55.2%	-	-	-	Survey no longer undertaken	Not applicable (deleted)	3rd Quartile	6th out of 11 SN Group	GOOD TO BE HIGH: This is a Tellus Survey based indicator which shows Slough 2009/10 performance drop by 6.2% from 61.4% (Tellus3 new weighting) to 55.2% (Tellus4). This is in line with the national picture which declined by 6.6% and along with our statistical neighbours ranging from a decline of 4.5% to 10.1%. This places Slough in the 3rd quartile, ranked 98th nationally (out of 152 LAs) and 6th (out of 11) in our SN group. Performance is 9.7% below our 2009/10 target of 64.9%. Tellus is no longer being carried out so the results related to the emotional health of children are no longer available. The emotional health of children remains a high priority for the members of the Local Children's Partnership Board. Work on children and young people's emotional health is carried out through the local authority and BECHS. At a universal level schools are actively involved in promoting the social and emotional aspects of learning (SEAL). In the targeted domain, Local Authority services focus on individuals and groups of children identified as in need primarily by universal services. A wide range of services, projects and programmes are available related to the wide range of presenting needs. The Comprehensive Child and Adolescent Mental Health (CAMHS) Hub signposts arrangements support for those children with more complex mental health needs. This Hub has been very successful in keeping an increasing number of children in the targeted area rather than being escalated to specialist and acute services provided by Health.
NI 51	Health and Well Being	Obesity among primary school age children in Year 6 DCSF DSO	22.1% 06/07	18.8%	-	21.4%	-	-	-	Next collection in Autumn 2011	n/a	-	-	Data is collected annually, analysed by PCT, with cooperation of local schools. It represents a health vital signs indicator. There is excellent coverage saturation in terms of establishing height and mass of pupils. Performance figure for 2009/10 released earlier this year was 21.4% thus representing an increase in the obesity rates of 2% when compared to 19.4% in 2008/09. This is also higher than our comparators averages (South East average of 16.6% and National average of 18.7%) and also 2% higher than the 2009/10 target of 19.4%. Corrective action for NI 56: PCT are in the process of collating the obesity data for 2010/11 however this will not be mapped to local authority areas until early next year. This is due to the cross border issues which are handled at a national level at the national information centre. Contracts are in place with key performance indicators to reduce the year on year increase in obesity rates to: <ul style="list-style-type: none"> • Reduce childhood obesity. • Increase the level of physical activity for Children and Young People. • Target deprived wards. Programmes being delivered to achieve these key outcomes are: <ul style="list-style-type: none"> • Family Weight Management Programme that targets children 7-12 years of age. • Child Measurement Programme to children in Year 1 & 6. • Delivering campaigns which educates schoolchildren, families and schools about healthy eating and physical activity. • Providing breast feeding training and support to new mothers to increase the breast feeding rates. • Mission Healthy Eating delivered in 3 schools by dieticians • Cookery School in Sure Start Children's Centres to educate parents on how to buy and cook healthy food. • Cook Club (2wks per year if funding bid successful) • Healthy Schools – Encouraging schools to work together in clusters to provide a health promoting environment.

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NI 57	Health and Well Being	Children and young people's(5-16 year olds) participation in high-quality PE and sport (School sport and club links survey)	75.0%	90.0%	-	87.0%	-	-	87% (09/10)	GREEN	(09/10) 2nd highest quartile	-	GOOD TO BE HIGH: Slough performance for 2009/10 of 87% is a 5% improvement from the previous year of 82% and is inline with our 2009/10 target of 87%. Performance is 1% above the England average of 86% placing Slough in the 2nd best quartile nationally.	
NI 59	Health and Well Being	Initial assessments for children's social care carried out within 7 working days of referral	78.7% 2007/08	80.0%	80.0%	75.5%	76.4%	73.3%	69.8%	Red	(09/10) 2nd Quartile 3rd best in SN Group	(09/10) SN value is 67.7%. Eng value is 67.1%.	GOOD TO BE HIGH: This indicator tries to establish whether children who are in need are being assessed in a timely manner as a proxy for the effectiveness of the assessment, and the meeting of children's needs. The end of March 2011 outturn figure is at 69.8%. Performance against this indicator has fallen below 70% and is well below the target of 80%. This is Slough's lowest outturn for this indicator since 2005-06.	
NI 72	Economy & skills	Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy PSA 10	37.1%	47.0%	49.0%	46.3% (Summer 09)	-	-	48.1% (Summer 2010)	GREEN	(09/10) Bottom Quartile	11th out of 11 SN Group for period 2009/10	GOOD TO BE HIGH: Slough LA's 2009/10 performance of 48.1% is a 1.8% improvement from the previous year's figure of 46.3% and exceeds our 2009-10 target of 45% by 1.3%. As well as the results improving, the number of pupils eligible also increased by over 160 from the previous year. However performance is 7.9% below the 2010 national average of 56% and placed 11th out of 11 in our Statistical Neighbours Group. Ranked 137th out of 152 LA's which places Slough in the bottom quartile nationally. Corrective Actions: The Sure Start Service will increase the connections in Early Year's settings. This will be intensified through the new national focus on sure start and greater targeting of vulnerable children.	

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				2010/11	2011/12									
NI 73	Economy & skills	Achievement at level 4 or above in both English and Maths at Key Stage 2 (Threshold) PSA 10	-	77.0%	79.0%	67% (Summer 09)	-	-	-	71% (Summer 2010)	RED	(09/10) Bottom Quotile	7th out of 11 in our SN Group for period 2009/10	GOOD TO BE HIGH: This indicator is measured once a year. Slough's 2010 performance of 71% has improved by 4% from the previous years result of 67%. These results were likely to have been higher however it excludes two of our high performing primary schools which boycotted the SAT's this year. 2010 performance is 3% below the England of 74% and 2% below the South East averages of 73%. Performance is also well below the 2009/10 target of 75%. Key Stage 2 results for 2010 show an improvement in performance for the first time in a number of years. However, this is not leading to complacency but new vigour in intensifying the focused action in this area. Increased emphasis is being placed by the Local Authority on effective leadership and management, teaching and learning. Assessment and data analysis to inform teaching and strengthening governance. Activities include the improved use of tracking and target setting to assess pupil progress. There is also the judicious use of national programmes, 1 to 1 tuition and other intervention programmes used appropriately in schools, including modelling and the use of advanced skills teachers.
NI 86	Economy & skills	Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths (Threshold) PSA 10	-	63.2%	64.5%	59.3%	-	-	-	63.1% (Summer 2010)	GREEN	Top Quotile for period 09/10	Ranked 2nd out of 11 in SN group for period 2009/10	GOOD TO BE HIGH: Slough LA's 2009/10 performance is 63.1% is a 3.8% improvement from the previous year's figure of 59.3% and is 9.7% above 2010 national average of 53.4%. It's also 0.4% above the 2009/10 target of 62%. Slough LA is ranked 14th nationally placing Slough in the top quartile and 2nd out of 11 in our Statistical Neighbourhoods Group.
NI 87	Economy & skills	Secondary school persistent absence rate DCSF DSO	-	-	-	3.5% (2008/09)	3.1% Term 1	3.4% Term 2	-	2.5% (2009/10)	GREEN	green	1st out of 11 SN Group for period 2009/10	GOOD TO BE LOW: Slough's 2010 performance of 2.5% is a 1% improvement from previous year of 3.5%. This places 2010 Slough in the top quartile nationally for this indicator and is ranked 3rd nationally out of 152 LA's. Performance met our 2009/10 target of 3.7%.
NI 92	Economy & skills	Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest PSA 11	-	32.5%	30.0%	36.9% (summer 09)	-	-	-	35.9% (summer 2010)	RED	(09/10) Bottom Quotile	Ranked 8th out of 11 in SN group for period 2009/10	GOOD TO BE LOW: This indicator is measured once a year. Slough LA's 2009/10 performance gap of 35.9% is a 1% improvement from the previous year's figure of 36.9%. However the gap is 3.2% wider than the 2010 national gap of 32.7% and placed 8th out of 11 in our Statistical Neighbourhoods Group. Ranked 137th out of 152 LA's which places Slough in the bottom quartile. The gap is 1.7% wider than the 09/10 gap target of 34.2%. The Sure Start Service has increased its emphasis on supporting and driving achievement, particularly for those most vulnerable, in line with the new national focus. Early intervention with provision for two year olds is seen as significant contribution to improvements in EYFS results in due course. More funding is being invested in contributing to the EYFS stage agenda and integrating this work with the broader school improvement work which is more focused on the statutory responsibilities around monitoring, challenge and intervention.

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NIS Ref	Priority	Description of performance indicator	Baseline year and value	Targets		09/10 outturn (RAG status against target where applicable)	1st quarter Results April-June 10/11	2nd Quarter results July-Sept 10/11	3rd Quarter results Oct-Dec 10/11	End of year outturn 10/11	Latest Performance Status against Target: RAG	Latest National Quotile Position Where not available PWC rankings used	Latest Comparator Group Position (Lowest IPF figure relates to best performance)	Comments on current position and corrective action if red status
				2010/11	2011/12									
NI 93	Economy & skills	Progression by 2 levels in English between Key Stage 1 and Key Stage 2 PSA 11	-	86.0%	87.0%	79% (summer 2009)	-	-	-	84% (Summer 2010)	Red	(09/10) 3rd Quartile	Ranked 9th out of 11 in SN group for period 2009/10	GOOD TO BE HIGH: Slough's 2010 performance of 84% is a 5% improvement from previous year of 79%. Performance is inline with the national and South East averages of 84%. Ranked 9th out of 11 in our Statistical Neighbours Group. Current performance is 1% below our 2009/10 target of 85%. Increased emphasis is being placed by the Local Authority on effective leadership and management, teaching and learning, assessment and data analysis to inform teaching and strengthening governance. Activities include the improved use of tracking and target setting to assess pupil progress. There is also the judicious use of national programmes, 1 to 1 tuition and other intervention programmes used appropriately in schools, including modelling and the use of advanced skills teachers.
NI 94	Economy & skills	Progression by 2 levels in Maths between Key Stage 1 and Key Stage 2 PSA 11	-	81.5%	83.0%	74.0%	-	-	-	81% (Summer 2010)	GREEN	(09/10) 3rd Quartile	Ranked 9th out of 11 in SN group for period 2009/10	GOOD TO BE HIGH: Slough's 2010 performance of 81% is a 7% improvement from previous year of 74%. However performance is below the national average of 83% and inline with the South East average of 81%. Current performance is 1% above our 2009/10 target of 80%.
NI 97	Economy & skills	Children in care reaching level 4 in English at Key Stage 2 PSA 11	-	No Target been set for this indicator	No Target been set for this indicator	0% (Sep 09)	Annual	Annual	Annual	To be released	n/a	-	-	GOOD TO BE HIGH: Key Stage indicators for looked after children have exceeded small cohorts (e.g. ONE child for KS2, 2009/10) and are restricted to cover LAC who remain in care at the end of September following exam year. Our aim is to provide sufficient additional support on top of the teaching provided through the children's schools in order that each child makes personalised stretching attainment improvements. Targets are set in light of the current predictions of who will be looked after in each year, though additional children will join the cohort in a non-predictive fashion.
NI 100	Economy & skills	Children in care reaching level 4 in Maths at Key Stage 2 PSA 11	-	No Target been set for this indicator	No Target been set for this indicator	0% (Sep 09)	Annual	Annual	Annual	To be released	n/a	-	-	GOOD TO BE HIGH: Key Stage indicators for looked after children have exceeded small cohorts (e.g. ONE child for KS2, 2009/10) and are restricted to cover LAC who remain in care at the end of September following exam year. Our aim is to provide sufficient additional support on top of the teaching provided through the children's schools in order that each child makes personalised stretching attainment improvements. Targets are set in light of the current predictions of who will be looked after in each year, though additional children will join the cohort in a non-predictive fashion.

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NIS Ref	Priority	Description of performance indicator	Baseline year and value	Targets		1st quarter Results April-June 10/11	2nd Quarter results July-Sept 10/11	3rd Quarter results Oct-Dec 10/11	End of year outcome 10/11	Latest Performance Status against Target: RAG	Latest National Quartile Position Where not available PWC rankings used	Latest Comparator Group Position (Lowest IPF figure relates to best performance)	Comments on current position and corrective action if red status
				2010/11	2011/12								
NI 101	Economy & skills	Children in care achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (including English and Maths) PSA 11	-	No Target been set for this indicator	No Target been set for this indicator	Annual	Annual	Annual	To be released	n/a	-	-	GOOD TO BE HIGH: Key Stage indicators for looked after children have exceeded small cohorts (e.g. SEVEN children for KS4, 2009/10) and are restricted to cover LAC who remain in care at the end of September following exam year. Our aim is to provide sufficient additional support on top of the teaching provided through the children's schools in order that each child makes personalised stretching attainment improvements. Targets are set in light of the current predictions of who will be in care in each year, though by the time the reporting period comes around there are additional children in care and others who have left care - so the targets can only be set in a non-predictive fashion. Huge uncertainties are attached to target setting at KS 4, since a significant proportion of this cohort will be recently arrived unaccompanied asylum seekers who are very unlikely to achieve the requisite GCSEs, particularly English. 08/09 Target was not met.
NI 102 (a)	Economy & skills	Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stages a)2 and b)4 PSA 11	24%	19.5%	tbc	Annual	Annual	Annual	21% (summer 2010)	GREEN	second quartile 09/10	6th out of 8 in our SN group (3 of our SN results have not been published).	GOOD TO BE LOW: Slough's 2009/10 KS2 FSM gap figure of 21% has significantly improved in comparison with previous year's gap figure of 27.8%. This has resulted in Slough placed in the top quartile for most improved LA. These results were likely to improve further as they do not include two of our high performing primary schools with low percentage FSM that boycotted the tests. Slough's FSM gap is inline with this year's England gap and well below the South East gap figure of 26%. Ranked 50th nationally placing Slough in the second quartile and placed joint 6th out of 8 in our Statistical Neighbours group (3 of our statistical neighbours results have not been published). Slough achieved our LAA 2009/10 target of 21%. Slough's 2009/10 KS4 FSM gap figure of 35% is 1.5% wider than last year's gap figure of 33.5%. The FSM gap is also 7% wider than England's gap figure of 28% and 1% wider than South East's gap of 34%. Ranked 127th nationally placing Slough in the bottom quartile and placed 11th out of 11 in our Statistical Neighbours group. Slough is also 2% above our 2009/10 gap target of 33%. However improvements have been achieved by pupils with and without FSM at KS4. The results of KS4 pupils with no FSM improved by 4% whereas pupils with FSM improved by 2% which resulted in the FSM gap widening. As our four grammar schools have low percentage FSM this contributes to the high achievement of KS4 pupils with no FSM achieving 68%, ranking Slough 10th nationally compared with KS4 pupils with FSM achieving 33%, ranking Slough 41st nationally. Corrective action for NI 102b: Any corrective action needs to be tempered by the fact that our pupils on Free School Meals (FSM) are making significant progress over the course of their education and by the end of Key Stage 4 have moved to a national ranking of 41st nationally out of 152 authorities. At the same time this is not grounds for complacency. The Local Authority is currently upping its game in intensifying early support, monitoring, challenge and intervention with school improvement and raising standards, particularly focusing on vulnerable groups, such as the disadvantaged pupils on free school meals. Recently, we have had Ofsted inspections of Slough schools where all of the outcomes have been good or outstanding. The School Improvement Team is about to commission arrangements to bring in a senior officer to work intensively with schools on targeting vulnerable groups. Also data analysis is being focused on to drill down to groups and individuals who require intensive support to raise their attainments. This data analysis and associated assessment is being used to inform teaching and learning. While improvements for the individuals will be kickin in within the short term it will

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NIS Ref	Priority	Description of performance indicator	Baseline year and value		Targets		09/10 outturn (RAG status against 09/10 target where applicable)	1st quarter Results April-June 10/11	2nd Quarter results July-Sept 10/11	3rd Quarter results Oct-Dec 10/11	End of year outturn 10/11	Latest Performance Status against Target: RAG	Latest National Position (Where not available PWC rankings used)	Latest Comparator Group Position (Lowest IPF figure relates to best performance)	Comments on current position and corrective action if red status
			2010/11	2011/12	2010/11	2011/12									
NI 102 (b)			37.0%	tbc	31.0%		33.5% (Summer 09)	-	-	-	35% (summer 2010)	RED	(09/10) Bottom Quartile	11th out of 11 SN Group	group. Slough is also 2% above our 2009/10 gap target of 33%. However improvements have been achieved by pupils with and without FSM at KS4. The results of KS4 pupils with no FSM improved by 4% whereas pupils with FSM improved by 2% which resulted in the FSM gap widening. As our four grammar schools have low percentage FSM this contributes to the high achievement of KS4 pupils with no FSM achieving 68%, ranking Slough 10th nationally compared with KS4 pupils with FSM achieving 33%, ranking Slough 41st nationally. Corrective action for NI 102b: Any corrective action needs to be tempered by the fact that our pupils on Free School Meals (FSM) are making significant progress over the course of their education and by the end of Key Stage 4 have moved to a national ranking of 41st nationally out of 152 authorities. At the same time this is not grounds for complacency. The Local Authority is currently upping its game in intensifying early support, monitoring, challenge and intervention with school improvement and raising standards, particularly focusing on vulnerable groups, such as the disadvantaged pupils on free school meals. Recently, we have had Ofsted inspections of Slough schools where all of the outcomes have been good or outstanding. The School Improvement Team is about to commission arrangements to bring in a senior officer to work intensively with schools on targeting vulnerable groups. Also data analysis is being focused on to drill down to groups and individuals who require intensive support to raise their attainments. This data analysis and associated assessment is being used to inform teaching and learning. While improvements for the individuals will be kicking in within the short term it will take time for this to feed through to improvements in this annual indicator.
NI 110	Economy & skills	Young people's participation in positive activities PSA 14 Place Holder	73.7% 2008/09	tba	83.7%		77.7%	-	-	-	Survey no longer undertaken	Not applicable (deleted)	Top Quartile	1st of 11 in its SN group 09/10	GOOD TO BE HIGH: This is a Tellus Survey based indicator which shows Slough 2009/10 performance improved by 6.7% from 71.0% (Tellus3 new weighting) to 77.7% (Tellus4). This places Slough in the top quartile, ranked 7th nationally (out of 152 LAs) and 1st (out of 11) in our SN group. However performance is 1% below our 2009/10 challenging target of 78.7%. Budget issues may be a challenge to service delivery.
NI 111	Safer	First time entrants to the Youth Justice System aged 10 – 17	2040 Rate per 100,000 population aged 10-17 PNC Data 2005	-	1920 Rate per 100,000		Overall 2009/10 (provisional) 165 entrants (approx 1360.9 per 100,000)	13 Entrants	21 Entrants	17 Entrants	Overall 2010/11 (provisional) 60 entrants	GREEN	-	-	GOOD TO BE LOW: Provisional overall performance for 2009/10 is 65 first time entrants which is on target to meet current target of 165 or less entrants. This is based the Youth Offending Teams internal data which is likely to differ to national figures published later in the year. Recent work undertaken by the Partnership namely the introduction of YRD (Youth Restorative Disposables), in conjunction with effective use of the bail clinic system has seen a significant reduction in the number of young people receiving a reprimand or final warnings. The recent recruitment of a Triage worker in the YOT in line with the Youth Crime Action Plan will see the development of a system where young people who are subject of a YRD are provided with a short term intervention aimed at filtering them into diversionary activities and target Youth Support pending on needs identified through the assessment process. Partnership targeted youth activities, use of the YISP and parenting interventions have all supported success in this area.

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NIS Ref	Priority	Description of performance indicator	Baseline year and value	Targets 2010/11	2011/12	09/10 outturn (RAG status against 09/10 target where applicable)				3rd Quarter results Oct-Dec 10/11	End of year outturn 10/11	Latest Performance Status against Target: RAG	Latest National Quartile Position Where not available PWC rankings used	Latest Comparator Group Position (Lowest IPF figure relates to best performance)	Comments on current position and corrective action if red status
						1st quarter Results April-June 10/11	2nd Quarter results July-Sept 10/11	Nov 09/10	Dec 09/10						
NI 117	Economy & skills	16 to 18 year olds who are not in education, training or employment (NEET) PSA 14	5.3% Feb 08	4.3%	Still to be negotiated	Nov 6.6% Dec 6.1% Jan 5.2% Overall rate for 2009/10 6.0%	5.8%	8.0%	5.6%	Nov 5.5% Dec 4.5% Jan 4.7% Overall Provisional rate for 2010/11 4.9%	n/a	-	-	GOOD TO BE LOW: The overall PROVISIONAL NEET rate for Slough for 2010/11 is 4.9% (an average of Nov 5.5; Dec 4.5 and Jan 4.7) which is 1.1% improvement from the previous year's rate of 6.0%. The comparator data is not yet released however it's well below the 2009/10 England average of 6.4% and the second lowest rate within Berkshire. Performance is 0.6% above our current ambitious target of 4.3%. Due to the recession it has been a challenge to maintain a low rate however this is been achieved through the support programmes that we have embedded. Slough's NEET rate will be compared against our comparators once the published information is released.	
NI 120	Health and Well Being	Mortality rate from all circulatory diseases at ages under 75	Latest data is 92.68 for CY 2008, latest 3yr data 97.13(2005-2007)	68.7 per 100,000	-	Latest data is 92.68 for CY 2008, latest 3yr data 97.13(2005-2007)	-	-	-	-	RED	Above the national average for 2008 is 80.73	Above the Regional average of 70.88	LOW IS GOOD: The latest published data by the ONS via the CLG Hub indicates that the mortality rate per 100,000 for 2005-2007 is 97.13, with the mortality rate for 2008 specifically being 92.68 which represents an improvement on the previous year of 117.21 and an improvement against the 3 year average. There is still a significant gap between target and performance although it is improving. A three year average trend figure tends to be used due to annual fluctuation. This represents a long-term health outcome indicator. Actions include smoking cessation and vascular risk reduction, also initiatives with Pharmacies.	
NI 123	Health and Well Being	16+ current smoking rate prevalence PSA 18- number of smokers quitting	704 per 100,000 674 actual numbers of smokers quitting	708 per 100,000 773 number of smokers quitting	-	723 per 100,000	-	-	-	-	GREEN	-	Ranked 3rd out of 16 IPF comparator group for latest period (01/10/2008 - 31/12/2008)	Data no longer published via the hub, awaiting data from Health. The target represents rate per 100,000 population and where possible these have been translated to an absolute number of quitters. Good performance is typified by maintenance of the number of four week smoking quitters who have attended NHS Stop smoking services per 100,000 population.	

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NIS Ref	Priority	Description of performance indicator	Baseline year and value	Targets		09/10 outturn (RAG status against 09/10 target where applicable)	1st quarter Results April-June 10/11	2nd Quarter results July-Sept 10/11	3rd Quarter results Oct-Dec 10/11	End of year outturn 10/11	Latest Performance Status Against Target: RAG	Latest National Position Where not available PWC rankings used	Latest Comparator Group Position (Lowest IPF figure relates to best performance)	Comments on current position and corrective action if red Status
				2010/11	2011/12									
NI 124	Health and Well Being local	People with a long-term condition supported to be independent and in control of their condition- People with a long-term condition supported to be independent and in control of their condition -% of people with a LT condition who "had enough support from local services and organisations to help manage their long term condition(s)"	07/08 outturn was 76.19% which is the latest data published. The 08/09 data not yet published	-	-	70% (09/10)	-	-	-	-	n/a	-	-	GOOD TO BE HIGH: Performance for 09/10 is 70% which represents a drop from 76% in 2008/09. Slough has developed fully integrated long term conditions teams across health and social care.
NI 130	Health and Well Being (e	Social Care clients receiving Self Directed Support (Direct Payments and Individual Budgets) DH DSO during the year plus carers on direct payments	5.34% (07/08 (according to new definition as used from 09/10)	-	-	543 users or 12.9% of clients receiving community based services (3215) and plus 999 carers receiving a service totalling 4214 services	283	508	768	33.9% (1191 clients and carers)	GREEN	Third quartile 09/10	-	Status: Green: Exceeded LAA target of 30%. One third that is 33.9%(1191) of Adult Social care clients in receipt of a community based service and carers, are receiving services via a direct payment or personal budget. This exceeds the national target of 30% for 2010/11 and represents an increase of 119 % from 543 clients and carers during 2009/10 to 1191 clients and carers during 2010/11.
NI 135	Health and Well Being	Carers receiving needs assessment or review and a specific carer's service, or advice and information	21% (629 carers) (Hub figure is 20.32)	-	-	32% : 1029 carers in receipt of services and information or advice divided by 3215 community based users	89	355	666	31.5%	GREEN	Top quartile 09/10	-	Status: Green: Exceeded LAA target of 28%. At a performance of 867 carers in receipt of a carers' service, we have achieved a proportion of 31.5%.

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NIS Ref	Priority	Description of performance indicator	Baseline year and value		Targets		09/10 outturn (RAG status against 09/10 target where applicable)	1st quarter Results April-June 10/11	2nd Quarter results July-Sept 10/11	3rd Quarter results Oct-Dec 10/11	End of year outturn 10/11	Latest Performance Status against Target: RAG	Latest National Position Where not available PWC rankings used	Latest Comparator Group Position (Lowest IPF figure relates to best performance)	Comments on current position and corrective action if red status
			2010/11	2011/12	2010/11	2011/12									
NI 140	Community cohesion	Fair treatment by local services PSA 15	61.4%	-	65.0%	-	biennial	-	-	-	Deleted	Not applicable (deleted)	Lowest Quartile for period 2008-2010	-	GOOD TO BE HIGH: (Place Survey-this is a biennial survey so performance for 09/10 will remain the same as 08/09 outturn) Slough's outturn is 61.4% which places Slough in the lowest performing quartile nationally. The SE Region average value is 75.8% whilst the England average value is 72.4%. There are a number of actions taking place to improve performance: Recruitment of a partnership Community Cohesion Officer to support the following partnership activity is underway: Each PDG member to identify existing key challenges and priorities, which influence access to services; To analyse Place Survey 2008 results by Race, Religion, Age, Disability, Gender and Ward ; To ensure Equality Impact Assessments are completed and published; SBC has achieved Level 3 of the Equality Standard for Local Government and will identify equalities personnel from partnership organisations and share best practice and areas of strength; SBC undertaking a review of employee equalities training to ensure staff understand key issues of access to services; Diversity Conference held on 9 July, theme around "myth busting"
NI 144	Safer Slough	Offenders under probation supervision in employment at the end of their order or licence PSA 16	39.0%	-	45% of the total	-	45.0%	n/a	54.9% (28/51)	-	No longer collected nationally	Not applicable (deleted)	-	-	This information is no longer collected nationally.
NI 152	Economy & skills	Working age people on out of work benefits PSA 8	11.5% 06/07	-	10.5%	-	-	-	-	-	-	Amber	-	-	LOW IS GOOD: The data source is DWP-released in calendar quarters with an 8 month time lag. Data is presented as a rolling average of 4 quarters to take account of seasonal variations. Quarterly data is now available but with a time lag. First quarter data for Jan-Mar 2009 was published end of October 2009 and shows a slight drop in performance compared with 08/09 year end.
NI 155	Economy & skills	Number of affordable homes delivered (gross) PSA 20	0(Gose have confirmed baseline as 0)	-	128 dwellings	-	220 (accumulative)	6	12	114 accumulative (55 in Qtr 4)	-	GREEN	-	0	-
NI 187	Economy & skills	Tackling fuel poverty – people receiving income based benefits living in homes with a low energy efficiency rating Defra	-	-	-	-	<35 = 7% >65 = 41%	-	-	-	-	GREEN	-	-	Annual report

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NIS Ref	Priority	Description of performance indicator	Baseline year and value		Targets		09/10 outturn (RAG status against target where applicable)	1st quarter Results April-June 10/11	2nd Quarter results July-Sept 10/11	3rd Quarter results Oct-Dec 10/11	End of year outturn 10/11	Latest Performance Status against Target: RAG	Latest National Position Where not available PWC rankings used	Latest Comparator Group Position (Lowest IPF figure relates to best performance)	Comments on current position and corrective action if red Status
			2010/11	2011/12	2010/11	2011/12									
NI 163	Economy & skills	Working age population qualified to at least Level 2 or higher PSA 2	60.5% APS 2006 (updated 22.01.09)	-	64.2% 3.7% increase over baseline	-	2009 data not yet published	-	-	-	-	n/a	-	-	HIGH IS GOOD: 2009 data not yet published. Latest data is data published for 2008 (67.09%) which is significantly improved performance compared with the 2006 baseline of 60.5% and has exceeded the 08/09 target by nearly 6%. Possible factors include improved school performance combined with migration of professionals into Slough attracted by new housing.
NI 164	Economy & skills	Working age population qualified to at least Level 3 or higher PSA 2	37% APS 2006 (updated 22.01.09)	-	40.2% 3.2% increase over baseline	-	2009 data not yet published	-	-	-	-	n/a	-	-	HIGH IS GOOD: 2009 data not yet published. Latest data is data published for 2008 which is significantly improved performance (44.5%) compared with the 2006 baseline of 36.8% and has exceeded the 08/09 target by 6.3%. Possible factors include improved school performance combined with possible migration of professionals into Slough attracted by new housing.
NI 175	Environment	Access to services and facilities by public transport, walking and cycling	61.3% average 2005 - 2007 in enterprise births divided by 10 000 pop	-	66.7 per 10,000	-	-	-	-	-	-	n/a	-	Ranked 2nd out of 16 IPF comparator group for latest period (01/01/2007 - 31/12/2007)	GOOD TO BE HIGH: Data available on annual basis through BERR website. Data for 2008 not yet published however 2007 data was published in February 09 showing performance as 69.1 new business registrations per 10,000 population aged 16 years and over. This represents improved performance as compared with the average of 61.3 for the period 2005-2007.
NI 177	Environment	Local bus passenger journeys originating in the authority area	4,326,200 trips 2006/07	-	4,701,895 trips	-	77% 2,781,988	a) - b) 736157	a) - b) 724,685	n/a	-	GREEN	-	-	HIGH IS GOOD: Access to facilities remains high, while the overall numbers of passengers using public transport to get to Heathrow for Quarter 2 is based on out-turn data for First Beeline grossed up for other operators. No data yet for qtr 3.
NI 177	Environment	Local bus passenger journeys originating in the authority area	4,326,200 trips 2006/07	-	4,701,895 trips	-	4906287	1.28M	1279905	n/a	-	GREEN	-	-	Quarter 2 data is based on out-turn data for First Beeline grossed up for other operators. No data yet for qtr 3.

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NIS Ref	Priority	Description of performance indicator	Baseline year and value		Targets		09/10 outturn (RAG status against 09/10 target where applicable)	1st quarter Results April-June 10/11	2nd Quarter results July-Sept 10/11	3rd Quarter results Oct-Dec 10/11	End of year outturn 10/11	Latest Performance Status against Target: RAG	Latest National Position Where not available PWC rankings used	Latest Comparator Group Position (Lowest IPF figure relates to best performance)	Comments on current position and corrective action if red Status
			2010/11	2011/12	2010/11	2011/12									
NI 186	Environment	Per capita CO2 emissions in the LA area PSA 27	latest data 1.59% increase (2006 over 2005)	-	9% reduction 5.21t CO2 per head	2008/9 result - 5.5 tonnes per head of population - based on popn of 125,800.	Annual result issued by DECC	Annual result issued by DECC	Annual result issued by DECC	Results published 2 years in arrears.	N/A	-	-	Figures from DECC show that over a three year period from 2005 to 2008, per capita emissions reduced from 5.9 tonnes per head to 5.5 tonnes per head. Population discrepancies will reduce the per head figure even more.	
NI 198	Environment	Household waste recycled and composted Defra DSO	26.19% projected	-	29.0%	30.9% 4th qtr data - 29.8%	32.3%	32.6%	31.5%	-	GREEN	-	-	4th qtr data figures are provisional and await Gov't confirmation.	
NI 198	Environment	Children travelling to school - mode of travel usually used. Reduction in children travelling to school by car	39% Second Local Transport Plan - 2006/07	-	35.0%	Modes of Travel % Age 5-10 Car Share: 3.2 Pub Trans: 1.6 Walking: 55.2 Cycling: 0.6 Other: 0.4 Age 11-16 Car: 29 Car Share: 6.9 Pub Trans: 16 Walking: 43 Cycling: 3 Other: 2.1 Overall 5-16 Car: 35.1	-	-	-	Modes of Travel % Age 5-10 Car: 37.96 Car Share: 3.13 Pub Trans: 1.37 Walking: 56.16 Cycling: 0.48 Other: 0.9 Age 11-16 Car: 29.79 Car Share: 6.91 Pub Trans: 9.87 Walking: 42.53 Cycling: 3.34 Other: 7.56 Overall 5-16 Car: 34.4	GREEN	-	-	SBC have been working hard in promoting school travel plans and have managed or are engaged in developing travel plans for all schools in the borough. A number of promotions (such as STARS) during the course of the school year has resulted in the number of children choosing to walk/cycle or take the bus increase. Overall the percentage of 5 to 16 year olds travelling to school by car improved by 0.7% from 35.1% in 2009/10 to 34.4% in 2010/11 which exceeded our interall target of 35% for 2010/11. At primary school the percentage of children walking to school improved by 0.96% from 55.20% in 2009/10 to 56.16% in 2010/11. At secondary schools there were improvements in the percentage of children that cycled to school by 0.34% from 3% in 2009/10 to 3.34% in 2010/11.	

ORGANISATIONAL INDICATORS March 2011 Appendix C

Links to Key Priorities/ LAA themes	PI No.	Description of indicator	2009/10 outturn (RAG status against 08/09 target where applicable)	2010/11 Target	Qtr 1 Outturn Apr-Jun 10	Qtr 2 Outturn Jul-Sep 10	Qtr 3 Outturn Oct-Dec 10	Qtr 4/EOY Outturn Jan-Mar 11	Current Status against Target RAG	Latest Comparator Group Position: Lowest figure relates to best performance	Comments on current position and corrective action if red Status
COMMUNITY AND WELLBEING											
Environment: A place to live, work and play	NI 9	Use of Public Libraries. The % of the adult population who say they have used a public library service at least once in the last 12 months.[DELETED FOR2010/11]	46.6%(2009) latest data	47.0%	-	-	-	Deleted	Not applicable (deleted)	-	GOOD TO BE HIGH: This is based on the Active People Survey. At a performance of 46.6 for 2009 we note a drop from 52.1% in 2008. There has been no further update since 2009. This indicator now has been deleted for 2010/11 and the question is no longer included in Active People survey. Please refer to proxy indicator L1 for current performance levels of physical visits to libraries.
	L1	Proxy Indicator for NI 9: Use of Public Libraries. The number of physical visits per 1000 population.	-	656000 visits	647,765 visits	642,687 visits	647,567 visits	628,511	RED	-	GOOD TO BE HIGH: Status: Red: Performance of 628,511 visits for financial year April 2010 to March 2011 against a target of 656,000 visits shows we are below target and represents a decreasing trend. Reasons for not achieving 2010/11 target: Unreliability of public access PCs and impact of SBC server move, Slough library use in steady decline in part due to need for refurbishment. RFID installation and refurbishment Langley and Slough resulted in no automatic people counters from September to December 2010 and a period of closure so estimates have been used. Although overall physical visits are showing a decreasing trend, it is important to note that the nature and number of virtual visits is increasing as users access the library facilities in ways that may be more convenient. Corrective Actions for 2011/12: • Working with IT to improve the functionality and accessibility of PN public PCs • Building improvement plan for each library to improve accessibility and environment • Museum moving in to Slough central will increase range of visitors • New branding and publicity will improve the look and feel of the • The range, display and presentation of stock is being improved • More robust performance system in place with clear priorities • Satellite libraries in Coinbrook and Chalvey with increased visit

ORGANISATIONAL INDICATORS **March 2011** **Appendix C**

Links to Key Priorities/ LAA themes	PI No.	Description of indicator	2009/10 outturn (RAG status against 08/09 target where applicable)	2010/11 Target	Qtr 1 Outturn Apr-Jun 10	Qtr 2 Outturn Jul-Sep 10	Qtr 3 Outturn Oct-Dec 10	Qtr 4/ EOY Outturn Jan-Mar 11	Current Status against Target RAG	Latest Comparator Group Position: Lowest figure relates to best performance	Comments on current position and corrective action if red Status
	L35	Proxy Indicator for NI 8: The no. of adult attendances at all local Leisure Centres combined with participation in all sports development activities.	941,345	2% increase =945,0759	930,425 visits	949,106 visits	960,262 visits	995,587	GREEN		GOOD TO BE HIGH: Status:Green: Performance for rolling year to March 2011 is 995,587 and has exceeded target of 945,759. Performance has increased significantly and represents an improving trend as a result of the opening of the gym facility on the Slough Trading Estate and the Tenpin bowling facility
Environment: A place to live, work and play	NI 11	Engagements in the arts. The percentage of the population (16+) that has engaged at least 3 times in the past 12 months[DELETED FOR 2010/11]	-	39.4%	-	-	-	Deleted	Not applicable (deleted)	-	GOOD TO BE HIGH: This is based on an annual Active People Survey. This question is no longer included in the survey and the indicator has been deleted. In 08/09 Slough's performance sat below the national average of 45.2%. National performance ranged from the lowest of 28.9% to the highest performance of 67.1% .
Health and Well Being - Adding years to life and life to years:	NI 141	Number of vulnerable people achieving independent living- Supporting People clients moved on from supported accommodation to independent living in a planned way as a proportion of total clients moved on.	68%(179/272)	70%	75.27%	68.50%	71.07%	71.86%	GREEN	-	GOOD TO BE HIGH:Status: Green. This indicator measures the success rate for planned moves from short-term supported housing. Overall end of year performance for this indicator is 71.86% which exceeds the target of 70% which is in line with CLG expectations.
Health and Well Being - Adding years to life and life to years:	NI 142	Of those receiving Supporting People services the "number supported to maintain independent living"	99.20%	97%	99.62%	99.54%	99.30%	99.39%	GREEN	-	GOOD TO BE HIGH: Status: Green: This indicator measures people who are supported successfully in long-term accommodation and people from all client groups receiving long or short term floating support. End of year performance is 99.39% exceeding the target of 97%.

ORGANISATIONAL INDICATORS

March 2011 Appendix C

Links to Key Priorities/ LAA themes	PI No.	Description of indicator	2009/10 outturn (RAG status against 08/09 target where applicable)	2010/11 Target	Qtr 1 Outturn Apr-Jun 10	Qtr 2 Outturn Jul-Sep 10	Qtr 3 Outturn Oct-Dec 10	Qtr 4/ EOY Outturn Jan-Mar 11	Current Status against Target RAG	Latest Comparator Group Position: Lowest figure relates to best performance	Comments on current position and corrective action if red Status
Economy and Skills: Prosperity for all	NI 146	Adults with learning disabilities in employment	7.5% 25 users out of approx 332 total LD users known to SBC	7.5%	1.4%	3.4%	5.7%	7.90%	GREEN	-	GOOD TO HIGH: Status: Green: Target has been met. End of year performance is 7.9% against an end of year target of 7.5% (This equates to 21/304 clients). Enhanced reviewing activity together with monthly monitoring has ensured performance aligns with target.
Economy and Skills: Prosperity for all	L2	Percentage of learners enrolled declaring a disability	8.29% academic year 08/09	8.3%	-	-	-	-	N/A	-	This indicator is reported annually and the 10/11 outturn will be available post the end of the academic year 10/11 (September). For academic year 09/10 performance of 8.29% exceeded the target of 8%.
GREEN AND BUILT											
Safer Communities: Being Safe, feeling safe	NI 40	Difference in the number of Drug users in effective treatment between years.	not yet available	499.0	540 (8.5%) above target	543 above target (9.02%)	545 PDU in treatment (8.8% above baseline)	Provisional (FEB) 547 PDUS in treatment (9.2% above	-	-	Note this is not accumulative and contains provisional data up to August 2010.
Environment: A place to live, work and play	NI 157(a)				0.67	55.0%	78.0%	-	GREEN	-	Planning Delivery Grant now abolished. As a result there are no financial incentives for LAs to adhere to timescales for targets set by previous Government. SBC to set 'local' targets that will reflect available resources. Traffic light status refers to targets set in 2009/10 and not the current year.
Environment: A place to live, work and play	NI 157(b)				0.83	88.0%	78.0%	-	n/a	-	Planning Delivery Grant now abolished. As a result there are no financial incentives for LAs to adhere to timescales for targets set by previous Government. SBC to set 'local' targets that will reflect available resources. Traffic light status refers to targets set in 2009/10 and not the current year.

ORGANISATIONAL INDICATORS **March 2011** **Appendix C**

Links to Key Priorities/ LAA themes	PI No.	Description of indicator	2009/10 outturn (RAG status against 08/09 target where applicable)	2010/11 Target	Qtr 1 Outturn Apr-Jun 10	Qtr 2 Outturn Jul-Sep 10	Qtr 3 Outturn Oct-Dec 10	Qtr 4/EOY Outturn Jan-Mar 11	Current Status against Target RAG	Latest Comparator Group Position: Lowest figure relates to best performance	Comments on current position and corrective action if red Status
Environment: A place to live, work and play	NI 157(c)				0.87	85.0%	80.0%	-	n/a	-	Planning Delivery Grant now abolished. As a result there are no financial incentives for LA's to adhere to timescales for targets set by previous Government. SBC to set 'local' targets that will reflect available resources. Traffic light status refers to targets set in 2009/10 and not the current year.
Environment: A place to live, work and play	NI 193	Municipal waste land filled	0.456	-	9.4%	10.3%	6.2%	-	GREEN	-	3rd qtr data figures are provisional and await Gov't confirmation.
EDUCATION AND CHILDREN'S SERVICES											
Health and Well Being - Adding years to life and life to years:	NI 62	Stability of placements of looked after children: number of moves DCSF DSO	15.40%	<16%	14.1%	13.6%	9.6%	10.1%	Green	(09/10) SN value is 11.3%. Eng value is 10.9%.	GOOD TO BE LOW: Some placement change is inevitable, and beneficial, in meeting individual children's particular needs and best interests. However, we would begin to voice concerns if this figure were to exceed the target value. It is theoretically possible to exceed the target threshold yet still evidence best practice performance, since the individual needs of children and young people are what really matter here. After Slough's highest figure in this indicator last year, our figure has fallen by 5% and is inline with last years comparator values. A positive result for Slough.

ORGANISATIONAL INDICATORS **March 2011** **Appendix C**

Links to Key Priorities/ LAA themes	PI No.	Description of indicator	2009/10 outturn (RAG status against 08/09 target where applicable)	2010/11 Target	Qtr 1 Outturn Apr-Jun 10	Qtr 2 Outturn Jul-Sep 10	Qtr 3 Outturn Oct-Dec 10	Qtr 4/ EOY Outturn Jan-Mar 11	Current Status against Target RAG	Latest Comparator Group Position: Lowest figure relates to best performance	Comments on current position and corrective action if red Status
Health and Well Being - Adding years to life and life to years:	NI 65	Children becoming the subject of a Child Protection Plan for a second or subsequent time DCSF DSO	12.70%	<15%	13.6%	16.4%	16.1%	18.5%	Red	(09/10) SN value is 12.8%. Eng value is 13.4%.	GOOD TO BE LOW: The DIE banding advocates that anything below 15% is good performance – our performance shows that our Child Protection Plans lead to lasting improvements in child safety and overall well-being leading to the vast majority of children not requiring another CPP. We will be working more closely with community early intervention agencies and partner organisations to develop a 'step down' procedure that will ensure that CYP have a comprehensive support plan in place to provide the assistance they need when they are discharged from a formal CPP. This should result in fewer numbers of children being subject to a CPP for a second or subsequent time. This indicator takes no account of time between CP Plans, nor of the reasons for the child becoming subject to a CPP. So, in theory a child may have a CPP briefly at birth, then again aged 17 for entirely different reasons and show up on this indicator.
Economy and Skills: Prosperity for all	NI 103	Special Educational Needs a) % of final statements of special education need issued within 26 weeks as a proportion of all such statements issued in the financial year. (b) % of final statements issued within 26 weeks as a proportion of all such statements issued in the financial year.	a) 100% (66) B) 100% (88)	(a) 100% (b) 95%	a) 100% (25) B) 100% (28)	a) 100% (18) B) 100% (19)	a) 100% (20) B) 100% (23)	A) 100% (85) B) 92% (86/93)	GREEN	-	GOOD TO BE HIGH: On track

ORGANISATIONAL INDICATORS **March 2011** **Appendix C**

Links to Key Priorities/ LAA themes	PI No.	Description of indicator	2009/10 outturn against 08/09 target where applicable)	2010/11 Target	Qtr 1 Outturn Apr-Jun 10	Qtr 2 Outturn Jul-Sep 10	Qtr 3 Outturn Oct-Dec 10	Qtr 4/ EOY Outturn Jan-Mar 11	Current Status against Target RAG	Latest Comparator Group Position: Lowest figure relates to best performance	Comments on current position and corrective action if red Status
Economy and Skills: Prosperity for all	NI 114	Rate of permanent exclusions from school DCSF DSO	0.02 (Academic year 2009/10)	tba	-	-	-	To be released July 2011	n/a	-	Data collection is via termly census (two terms in arrears). Target to be set in light of comparator performance data.
Economy and Skills: Prosperity for all LAA Target	NI 117	16 to 18 year olds who are not in education, training or employment (NEET) PSA 14	Nov 6.6% Dec 6.1% Jan 5.2% Overall rate for 2009/10 6.0%	4.3%	5.8%	8.0%	5.6%	Nov 5.5% Dec 4.5% Jan 4.7% Overall Provisional rate for 2010/11 4.9%	n/a	-	GOOD TO BE LOW: The overall PROVISIONAL NEET rate for Slough for 2010/11 is 4.9% (an average of Nov 5.5; Dec 4.5 and Jan 4.7) which is 1.1% improvement from the previous year's rate of 6.0%. The comparator data is not yet released however it's well below the 2009/10 England average of 6.4% and the second lowest rate within Berkshire. Performance is 0.6% above our current ambitious target of 4.3%. Due to the recession it has been a challenge to maintain a low rate however this is been achieved through the support programmes that we have embedded. Slough's NEET rate will be compared against our comparators once the published information is released.

APPENDIX D

SLOUGH BOROUGH COUNCIL

REPORT TO: CMT **DATE:** 22nd June 2011

CONTACT OFFICER: Russell Bourner (Performance Manager) 01753 875217
(For all enquiries)

WARD(S): All

PORTFOLIO: All

PERFORMANCE AND PROJECT REPORTING FOR 2011/12

Review and development of the Council Wide Balanced Scorecard

Purpose of report

The Corporate Balanced Scorecard was introduced in September 2008 and is proving unwieldy to manage and maintain, and unhelpful to managers. National changes to data requirements and availability and the need to address current local priorities mean that the current content and format requires review, and a new approach is suggested in this report.

What is the Balanced Scorecard?

The Balanced Scorecard is a strategic performance management tool – a structured report that can be used by managers to keep track of the execution of activities by staff within their control and to monitor the consequences of these activities. An effective Scorecard should cover both financial and non-financial measures, to provide a rounded view of the council's performance. All measures should be compared to pre-determined target values, within a single concise report. A key component is the appropriate escalation of the information that is most relevant to those reading it.

An effective format should enable appropriate escalation of issues of concern upwards along the management hierarchy, whilst maintaining appropriately delegated responsibilities for performance improvement. Given the complexity of the nature of the council's business activities, our Balanced Scorecard must provide a simple enough distillation of pertinent coverage whilst still enabling a direct tracking of performance concerns back to their source origin. As a whole entity, the approach must still be comprehensive enough to cover all the key performance measures and indicators under which the council is assessed and held to account.

The current version of the SBC Balanced Scorecard is presented in two parts:

- (a) Part One reviews the performance of the health of the organisation and
- (b) Part Two reviews the LAA performance indicators and targets.

Each part contains an exceptions report that identifies indicators of particular underperforming concern, and summarises the mitigating action(s) being taken to

improve performance. Highlights of significant improvement are also provided. The report focuses heavily on classic performance indicators, with limited reference to staffing, financial and other health measures, runs to approximately 33 pages, and is used to report quarterly to both CMT and Members. The national Government has ended the 'National Indicators' framework and many of the performance measures we have used up until now will no longer be available – particularly where data collection or processing is conducted outside the council.

Consultation point: As reviewers of the Balanced Scorecard, CMT's views are sought on what aspects of the current system work well / poorly, which need to be retained, and which need to be improved.

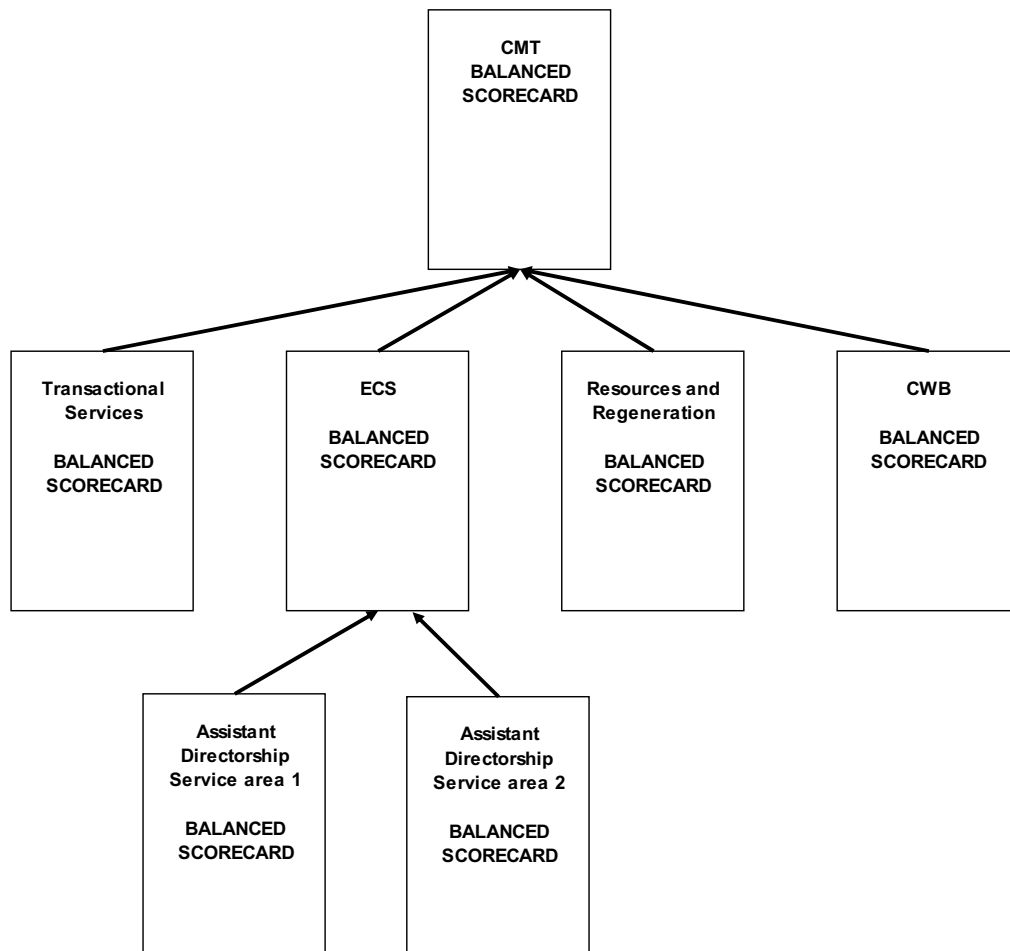
Particularly, your views on adopting the suggested format are sought, as well as stipulated lists of measures which you wish to see included at CMT levels. If accepted as the way forward, Directorate level scorecard content will be investigated individually, and the new scorecard adopted with immediate effect.

Recommendations / Proposed Actions

1. The Balanced Scorecard should entail a simple to read short summary report of no more than 2-3 pages. This should be sufficiently simple to enable a quick review of **key measures**, and rapid assessment of the key performance matters.
2. The summary cover report should be supported by clear yet informative exception reports (perhaps as appendices), enabling a more in-depth understanding of the reasons for concern and an appropriate challenge of the proposed set of corrective actions.
3. The summary cover report should cover a range of top-level indications of the financial, staffing, partnership, citizen perspective, and classic "performance outcomes" health of the organisation.
4. The format chosen for implementation should ideally be the same for Service Areas, Directorates and the whole council. This would enable shared understanding of the principles and themes and permit a true 'golden thread' to run from top to bottom of the organisation. It would also enable corrective actions to be appropriately and effectively assigned
5. The approach should support and promote the SBC Service Planning mechanism and processes, and include reference to progress on Service Plan actions and reporting. Service Planning should be reinvigorated.
6. The escalation of concerns from Service Area level to SMT, and from SMT to CMT, should be determined by deviation from **pre-agreed** thresholds. Thresholds for concern should be pre-determined for **each** measure included within the set. To enable sufficient time to address concerns, the cycle should enable Service Area addressing of concerns for a maximum of one period before escalation to SMT; SMT should then be able to address concerns for a maximum of one further period before escalating to CMT. These "periods" must be decided in advance, but should be no more than one quarter (i.e. 3 months). In many cases, immediate escalation may be preferable.

7. The precise content – in terms of the defined metrics or measures – will need to be clarified in consultation.
8. The timing of reporting must be clearly arrived at; where necessary, meetings where the Balanced Scorecard will be considered will be convened at an appropriate frequency to enable sensible progress updates to be available. Data availability should direct discussion time.

Figure 1: Suggested Linkages of Score Cards



Scorecards should assemble upwards to enable comprehensive coverage of responsibility areas at more senior management levels, whilst still permitting backwards tracking to determine the point(s) of origin of any concerns.

Pages 4-6 details a proposed CMT level Scorecard for 2011-12. The Scorecard comprises sections which detail:

- Key Finance Measures
- Key People Measures
- Key Volume Measures
- Key Quality Measures
- Key external inspection results
- and finally: Key Outcome Measures.

**Performance scorecard: Council-wide
 June 2011**

Community Cohesion	Health and Wellbeing	Community Safety	Environment	Economy and Skills
Celebrating diversity, enabling inclusion	Adding years to life and life to years	Being safe, feeling safe	A cleaner, greener place to live, work and play	Prosperity for all

This report provides an aggregated view of balanced performance across the whole of Slough Borough Council. Similar reports will be available for each Directorate and then for the discrete areas headed by separate Assistant Directors. In this manner, a holistic view will be supported by the ability to 'Drill down' into areas of concern and target remedial activities in the most appropriate and efficient manner.

Key Finance Measures (How much did we spend?)

Key points:

- Key Finance Measures would be reported in this table, prefaced with statements to highlight particular issues.

Key Finance Measures		Quarter 1			Quarter 2			Quarter 3			Quarter 4			Annual budget
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
Capital spend % against profile	2011-12 (2010-11)													
Value of debt	2011-12 (2010-11)													
Percentage of bad debt	2011-12 (2010-11)													
Controls checklist % completed														
Internal audit recommendations implemented														
Forecast over / underspend	2011-12 (2010-11)													

Key People Measures (Who did it?)

Key points:

- Most HR statistics are prepared on a quarterly basis so are not yet available at this stage. We intend to move to a monthly report format wherever this would provide net benefit for the business.
- Recent restructuring is still impacting on the ability to accurately report against expected appraisal completion. Work is under way to record all changes to staffing to enable this measure to be determined.

Key People Measures		Quarter 1			Quarter 2			Quarter 3			Quarter 4			Annual target
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
No. staff in establishment Headcount & (FTE)	2011-12 (2010-11)	Pending											1671 (1347.9)	
Staff turnover (%)	2011-12 (2010-11)	Pending												
Average staff sickness days per FTE	2011-12 (2010-11)	Pending												
% staff with an appraisal	2011-12 (2010-11)													
H&S incident rate per	2011-12													

Key People Measures		Quarter 1			Quarter 2			Quarter 3			Quarter 4			Annual target
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
100 FTE	(2010-11)													
% staff with a declared disability	2011-12 (2010-11)	Pending												
% staff who are BAME	2011-12 (2010-11)												7.1%	
% staff (female)	2011-12 (2010-11)	Pending												
% of staff stating that SBC is a good employer	2011-12 (2010-11)												67.6%	

Key Volume Measures (How much did we do?)

Key points:

- This section would consider key measures of throughput and activity – which impact on resources and capacity to deliver. For CMT level this would restrict to those volume measures that are worth consideration by the business as a whole. Highlight statements would identify key concerns and would state the remedial actions already underway.
- Large increase in number of looked after children occurred in May.
- Numbers with child protection plans also continues to grow.

Key Volume Measures		Quarter 1			Quarter 2			Quarter 3			Quarter 4			Target
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
No. of FoI requests received	2011-12 (2010-11)													
No. of looked after children	2011-12 (2010-11)	166	181	180	176	170	168	169	172	168	170	165	168	-
No. with child protection plans	2011-12 (2010-11)	144	156	105	77	80	85	87	102	115	132	140	142	
No. of adults supported in residential care	2011-12 (2010-11)													
No. of council tenants	2011-12 (2010-11)													
Tonnes household waste collected	2011-12 (2010-11)													
No. calls / visits to MyCouncil	2011-12 (2010-11)													
No. of Housing Benefit claimants	2011-12 (2010-11)													

Key Quality Measures (How well did we do it?)

Key points:

- This section would cover selected 'quality' measures which provide a picture of how well we are delivering. Suggested components would include achievement against various service standards e.g. time scales, waiting times etc.

Key Quality Measures		Quarter 1			Quarter 2			Quarter 3			Quarter 4			Target
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
NI 105: special Educational Needs statements issued within 26 weeks	2011-12 (2010-11)	100% (5)	100% (9)											100%
NI 59: % of initial assessments completed in time	2011-12 (2010-11)	75.5	76.3	76.5	77.0	76.5	75.9	75.0	73.9	73.3	73.3	72.1	69.8	>80
Average waiting time at	2011-12													

Key Quality Measures		Quarter 1			Quarter 2			Quarter 3			Quarter 4			Target
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
MyCouncil	(2010-11)													
Numbers of complaints received	2011-12													
	(2010-11)													
No. Appeals against planning decisions	2011-12													
	(2010-11)													
LAC reviews held to timescales	2011-12													
	(2010-11)													
Benefit claims processing time	2011-12													
	(2010-11)													
Time from assessment to service provision (ASC)	2011-12													
	(2010-11)													

Key external Inspection results:

- This section would reflect the overall judgements made by external inspectors and assessors.

Inspectorate	Section covered	Date	Results
Ofsted	Chalvey Children's Centre	May 2011	Overall effectiveness: Good. Capacity for improvement: Good.
Ofsted	Children's safeguarding & LAC services	April 2011	Safeguarding: Inadequate LAC services: Adequate
HMI Probation	Youth Offending Team ('YOT')	Feb 2011	Safeguarding: 62% <u>Moderate</u> improvement required. Risk of harm: 54% <u>Substantial</u> improvement required. Likelihood of reoffending: 61% <u>Moderate</u> improvement required.
Ofsted	Lifelong Learning	Nov 2010	Overall effectiveness: Good. Capacity to improve: Good.
Audit Commission	Benefits service	Nov 2009	'Poor' service with 'Promising' prospects: Zero star

Key Outcome Measures (Is anyone better off as a result?)

Key points:

- The overall outcomes that we seek to achieve for those who live in, work in, learn in or visit Slough are stated in the Sustainable Community Strategy and summarised as the five Priority Outcomes that headline this report. Most of the truly significant outcome measures are available perhaps once a year, but some could be reported on more regularly. All agreed 'outcome' measures will be reported here as the latest positions become available. The Government is currently reviewing the continuing availability of many indicator measures that previously formed the basis of our LAA, and several of these are no longer collected or processed. This section would need to be shaped and informed by the revision of the Sustainable Community Strategy, and would reflect the end results we desire for our total population (or for specified sub-groups thereof).

Key Outcome Measures		Quarter 1			Quarter 2			Quarter 3			Quarter 4			Target
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
NI 15 most serious crime rate	2011-12	0.12												-
	(2010-11)	0.10												-
NI 20 Assault with less serious injury	2011-12	0.56												
	(2010-11)	0.69												
Serious acquisitive crime rate	2011-12	2.20												
	(2010-11)	2.97												
School achievement measures	2011-12													
	(2010-11)													
Employment rates	2011-12													
	(2010-11)													
Mortality rates	2011-12													
	(2010-11)													

Key Outcome Measures		Quarter 1			Quarter 2			Quarter 3			Quarter 4			Target
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
Childhood obesity	2011-12													
	<i>(2010-11)</i>													
% of service users on self-directed support	2011-12													
	<i>(2010-11)</i>													

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SLOUGH BOROUGH COUNCIL

REPORT TO: Overview & Scrutiny Committee **DATE:** 12th July, 2011

CONTACT OFFICER: Roger Parkin, Strategic Director of Customer & Transactional Services (017553) 875207

PART I
FOR COMMENT AND CONSIDERATION

CLIMATE CHANGE STRATEGY

1 Purpose of Report

- 1.1 This report highlights the progress to date in implementing and developing the Climate Change Action Plan.

2 Recommendation(s)/Proposed Action

- 2.1 The Committee is requested to note and comment on the following planned actions:
- a) The development of a Climate Change Action Plan;

3 Community Strategy Priorities

- 3.1 Slough Sustainable Community Strategy (SCS) sets out the ambitions and aspirations for Slough. It recognises that the Council, in partnership with Slough Forward, has a key role to play in leading and enabling a rapid improvement in the energy efficiency and carbon emissions from the borough's transport, homes and economy. It also commits the Partnership to lead the city's adaptation to the impacts of climate change.
- 3.2 This Strategy sets out the strategic framework in which the Council and Slough Forward will tackle the Council's corporate priority of climate change. It directly contributes to the delivery of the SCS priority '**A Cleaner, Greener place to live, Work and Play**' by:
- Improving public spaces
 - Creating a strong culture of recycling: by recycling 60% of waste by 2028
 - Improving energy efficiency: by reducing CO₂ emissions by 20% by 2028
 - Promoting sustainable public transport: all public transport and Council's vehicles to run on cleaner fuel by 2028
- 3.3 This report also takes into account the following additional policies and strategies of the Council:

Strategic Plan

- Reduce the impact of climate change on the Borough

Carbon Management Plan 2009 – 2014

- To reduce the amount of energy used and CO₂ emissions produced across the Councils own estate (including schools and leisure centres) by 40%, or 12,616 tonnes of CO₂, off a 2008/09 baseline of 31,540 tonnes of CO₂, by April 2014.

4. Other Implications

(a) Financial

There is currently no specific budget for climate change activity. Activities under this Strategy will be built into the existing business planning of the Directorates concerned and where possible be delivered from existing resources. This report does not therefore ask for additional funding. However the Strategy will require acceptance of potential spend to save activity. Should funding be required, separate capital bids would be submitted. In addition, external funding will be sought wherever possible. Working in partnership through the Partnership has the potential to maximise future funding opportunities for the Council.

(b) Risk Management

There is a risk implication in not addressing climate change issues. Impacts of climate change can affect many of the services that the Council provides. In order for the Council to continue to provide services in the borough we have to take steps to reduce our contribution to climate change.

There is also a risk that without a Strategy the Council will not be able to future proof its delivery of essential services and functions and protect residents from the threat of climate change. There is also the risk that with a Strategy the Council will fail to meet its Nottingham Declaration commitments or local and national carbon reduction targets. These risks are being mitigated by:

- Effective management of the climate change and carbon management work programmes and projects with adherence to the Council's risk management process;
- We will increase our ability to deliver the scale of change by developing partnerships - and the Strategy makes specific proposals for this,
- consulting widely on the Action Plan to ensure that it represents the best possible plan; and
- working with Slough Forward and its' Climate Change PDG to develop the Strategy further with a strong evidence base.

(c) Human Rights Act and Other Legal Implications

There are no Human Rights Act Implications.

The Climate Change Act 2008 is referred to in this report. Among other things (e.g. certain amendments to waste management law) it establishes a framework with legal powers designed to enable the United Kingdom to manage and respond to climate change. As a body with functions of a public nature Slough Borough Council is a "Reporting Authority" within the meaning of the Climate Change Act. This means that the Council (either alone or jointly with other reporting authorities) can

expect to be directed by the Secretary of State to report how it is assessing and acting on risks and opportunities from a changing climate.

As a signatory of the Nottingham Declaration, the Council agreed to prepare a draft Strategy and Action Plan which will address our commitments to tackling climate change and adapting to its impacts.

(d) Equalities Impact Assessment (EIA)

Major projects identified in the Strategy and its supporting Action Plan have been or will be subject to Equalities Impacts Assessments as part of their development, led by the appropriate project/programme manager.

(e) Workforce

None.

5. Supporting Information

5.1 Background

5.1.1 Climate change is defined as long term change in climate. Research shows that this change is increasing at a rate faster than previously recorded and this is causing the earth's temperature to increase, rising sea levels; and extreme weather conditions. One of the chief causes of climate change is the amount of carbon dioxide (CO₂) produced by humans. In October 2006, the Stern Review Report looked into the economics of climate change and concluded that the cost of doing nothing would far outweigh the cost of taking action now. It estimated that inaction could account for a 20 per cent loss in global GDP, but that by taking action now the worst impacts could be avoided and limited to costs of 1 per cent.

5.1.2 The Nottingham Declaration acknowledged that climate change will have far reaching effects on the UK; recognises the benefits of combating climate change and accepts that local authorities have a central role to play in leading society's response to the challenge of climate change.

5.1.3 Signatories to the Declaration are committed to contributing to the UK's Climate Change Programme, to participate in local and regional networks for support; to develop plans within 2 years of signing that address the causes and impacts of climate change, to declare, via plans and strategies, their commitment to achieve a significant reduction in greenhouse gas emissions, to assess the risks associated with climate change and to monitor progress of plans against actions and publish the results.

5.1.4 Slough Borough Council signed the Nottingham Declaration in August 2009 and has produced a Climate Change Strategy that indicates the Council's and Slough Forward's commitment towards playing their part in reducing climate change and adapting to its impacts.

5.2 Strategic Links

- 5.2.1 The Government sees local authorities playing an important role in dealing with climate change, as it stated in the Local Government White paper 2006. Local authorities are uniquely placed to provide vision and leadership and through our powers and services to support action by businesses, individuals and communities.
- 5.2.2 In 2006 the UK became the first country to adopt a Climate Change Act. Under the Act, the UK is legally obliged to reduce carbon emissions by 80% by 2050 from a 1990 baseline and the first carbon budgets have committed the UK to reduce emissions by 34% by 2022.
- 5.2.3 The Committee on Climate Change estimates that the private and public sectors could save almost £900 million and 9 million tonnes of CO₂ a year through cost effective measures. Coupled with the worsening UK economy and the need to cut costs, improving energy efficiency present a major opportunity for the Council to invest, thereby supporting both its economic and environmental agendas.

5.3 Climate Change Strategy Document

- 5.3.1 In developing our Climate Change Strategy, Slough Borough Council consulted with other Councils to identify the activities they were undertaking and considered those that would be appropriate to Slough and its strategic partnership. Various local businesses and environmental organisations were also consulted, as well as all the internal services, with particular emphasis on flooding, waste, recycling, planning, transport and facilities management.
- 5.3.2 A Climate Change Strategy Summary document was published for consultation to the local residents in the autumn of 2010. Comments and feedback were received from consultees. The responses were varied with a number of positive elements, some negative comments and a large number of other ideas for consideration. A thorough analysis of the comments was carried out and a number of items were identified as feasible for immediate inclusion. Several have been identified as 'for information' and a large number are being subjected to a more in-depth review for possible inclusion in future developments of the Strategy and its forthcoming supporting Action Plan.
- 5.3.3 The Climate Change Strategy was approved by Cabinet on 14th March 2011 and published 28th March 2011. It sets out the strategic direction required to meet national and local targets for reducing carbon emissions internally, across the wider community, and how we can adapt to severe weather events and future climatic change.
- 5.3.4 As a signatory of the Nottingham Declaration, the Council committed to producing a Climate Change Strategy, developing a corresponding Action Plan and monitoring and reporting progress on the plan. Developing and implementing a Climate Change Strategy for Slough aims to reduce the long terms costs likely to accrue and provides a template and processes for key partners, businesses and partners to follow. The development of a supporting Action Plan will also provide the Council with the means to identify monitor and report on the work required and undertaken across the partnership to deliver the improvements needed to tackle climate change.

5.4 Action Plan Development

5.4.1 The Action Plan will outline the ways in which Slough Forward and the Council will try to limit the effects of climate change by lowering carbon dioxide emissions across the Borough and across their own operations. It will outline how the Council and the Partnership will work with members and the community to lower their emissions and to start preparing for the impacts of climate change. This Action Plan will address both mitigation and adaptation.

5.4.2 The Climate Change Partnership Delivery Group will be looking at the following areas to identify where improvements to climate change can be made and influenced at a local level. These will include:

- Various feasibility studies
- Addressing transport and air quality issues
- Impact of Small Medium Enterprises on our local climate
- LoCUS Project (Low Carbon Understanding for Small Businesses)
- Liaising with Berkshire Climate Board
- Working with voluntary groups
- Working with our own Carbon Management Board and Assets Management Team

5.4.3 Objectives:

- Work with central government, partners and the community to contribute, at a local level, to the delivery of the UK climate change programme
- Work with key providers, including the health community, emergency services, businesses and development organisations, to assess the potential effects of climate change on our communities and to identify ways in which we can adapt
- Assess the Partnerships and the Council's carbon footprint, evaluate measures to reduce it and achieve significant reductions of emissions across the Partnership, the borough and from all of Slough Borough Council's operations
- Encourage all sectors in the local community to reduce their own carbon footprints and to make public their commitment to action

5.4.4 Performance monitoring

Progress on the delivery of this Plan will be reported through Slough Forward Partnership, LSP Climate Change PDG, Carbon Management Board and Overview & Scrutiny. Thereafter it will form part of the Council's performance management framework. Where practical targets will be SMART (Specific, Measurable, Achievable, Relevant, Timely).

5.4.5 Updating the Action Plan

This Action Plan will be updated on an ongoing basis.

6. Comments of other Committees

None.

7. **Conclusion**

Slough Borough Council is committed, via the Nottingham Declaration, to produce Climate Change Strategy and Action Plan by August 2011. The Climate Change Strategy has been published and the Action Plan is currently under development with our strategic partners.

8. **Background Papers**

None.

OVERVIEW AND SCRUTINY COMMITTEE
WORK PROGRAMME 2011/2012

Agenda Items	Final deadline for Reports (Provisional)	Agenda Despatch (Provisional *)	Date of Meeting
<ul style="list-style-type: none"> • Performance and financial Reporting 2011/12 (JE) • Medium Term Financial Plan:- A periodic report detailing the reasons for employing any Consultant, setting out in particular the related costs and benefits be submitted to the Committee. (JE) • Census 2011- attendance by ONS to discuss outstanding issues. (NIM) • Transactional Services-update report (PH) 	<p>Wednesday 31st August 2012</p>	<p>Friday 2nd September 2011</p>	<p>Tuesday 13th September 2011</p>
<ul style="list-style-type: none"> • Performance and financial Reporting 2011/12 (JE) • CCTV- current position • Accommodation Strategy • Policing in Slough • Equalities 	<p>Wednesday 28th September 2011</p>	<p>Friday 30th September 2011</p>	<p>Tuesday 11th October 2011</p>
<ul style="list-style-type: none"> • Performance and financial Reporting 2011/12 (JE) • Procurement (JH) • Localism Bill and Big Society 	<p>Wednesday 2nd November 2011</p>	<p>Friday 4th November 2011</p>	<p>Tuesday 15th November 2011</p>
<ul style="list-style-type: none"> • Performance and financial Reporting 2011/12 • Partnerships • Asset Register • Indices of Deprivation in Slough 	<p>Wednesday 23rd November 2011</p>	<p>Friday 25th November 2011</p>	<p>Tuesday 6th December 2011</p>

<ul style="list-style-type: none"> • Performance and financial Reporting 2011/12 • Heart of Slough • Effect of Economic Downturn on Slough 	<p>Wednesday 4th January 2012</p>	<p>Friday 6th January 2012</p>	<p>Tuesday 17th January 2012</p>
<ul style="list-style-type: none"> • Performance and financial Reporting 2011/12 • Post-Implementation Review of Art @ the Centre Scheme (G Ralphs/R Kirkham) 	<p>Friday 20th January 2012</p>	<p>Tuesday 24th January 2012</p>	<p>Thursday 2nd February 2012</p>
	<p>Wednesday 22nd February 2012</p>	<p>Friday 24th February 2012</p>	<p>Tuesday 6th March 2012</p>
	<p>Wednesday 28th March 2012</p>	<p>Friday 30th March 2012</p>	<p>Tuesday 10th April 2012</p>
<p>Unprogrammed items:-</p> <ul style="list-style-type: none"> • Customer Services Update and the impact of the budget on MyCouncil (RP) 			

MEMBERS' ATTENDANCE RECORD
OVERVIEW AND SCRUTINY COMMITTEE

COUNCILLOR	07/06	12/07	13/09	11/10	15/11	06/12	17/01	02/02	06/03	10/04
Basharat	P									
Davis	P									
Haines	P									
Mann	P									
Minas	P									
Munawar	P									
O'Connor	P									
Plenty	P									
Smith	P									

P = Present for whole meeting
 Ap = Apologies given

P* = Present for part of meeting
 Ab = Absent, no apologies given

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