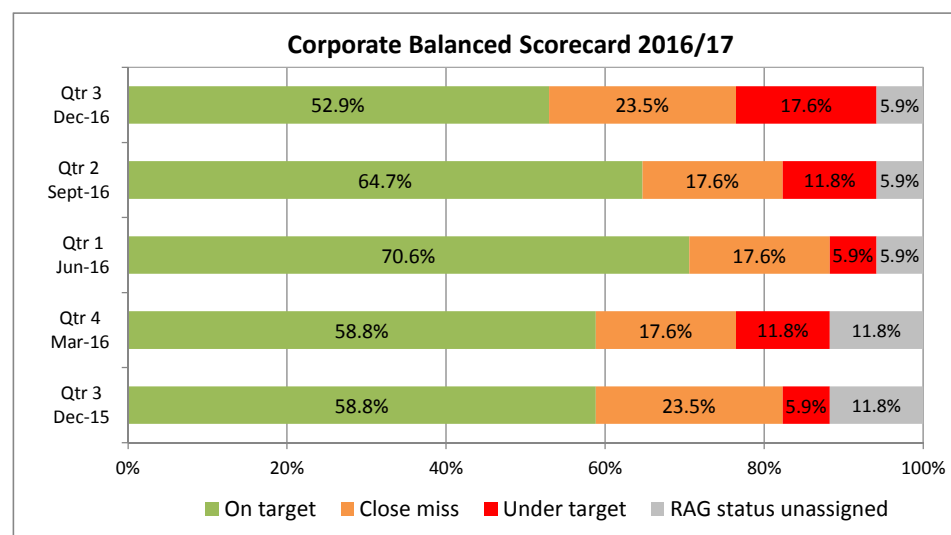
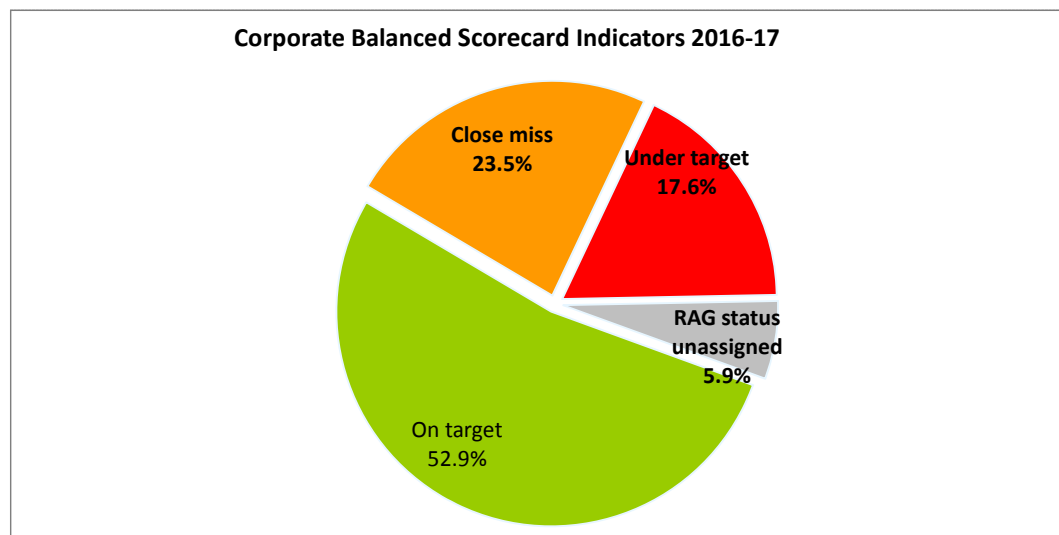


**Appendix A: Slough Borough Council - Corporate Balanced Scorecard**  
2016-17: to end of quarter 3 - Dec 2016

The corporate balanced scorecard presents the current outturn for a selection of high priority quantitative performance indicators, under our five priority outcomes putting people first:

1. Our children and young people will have the best start in life and opportunities to give them positive lives.
2. Our people will become healthier and will manage their own health, care and support needs.
3. Slough will be an attractive place where people choose to live, work and visit.
4. Our residents will have access to good quality homes.
5. Slough will attract, retain and grow businesses and investment to provide jobs and opportunities for our residents.

Performance against target is recorded as either **RED** (more than 5% off target), **AMBER** (between 0% and 5% off target), **GREEN** (on target or better) or **n/a** (not applicable, because this is a volume indicator only, the value of which SBC cannot seek to directly influence or because the issue is complex).



Direction of travel indicates whether performance has improved (↑), deteriorated (↓) or remained unchanged (↔) compared to previous performance.

**Outcome 1: Our children and young people will have the best start in life and opportunities to give them positive lives**

Ref	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
1.1	Prevalence of children with 'excess weight' at start of primary school (Reception) as measured by the NCMP	Oct-16	23.0% [2014/15] 19.6% [2014/15] 21.9% [2013/14] 21.9% [2012/13] 22.3% [2011/12]	Closer to the national rate	[2015-16] Slough:23.0 % SE 20.9% England: 22.1%  [2,452 children measured]	↓	Red	The percentage of children with 'excess weight' at the start of primary school in Slough is reported as above the England average and the South East average. More children measured than in 2014/15 so the increase in Slough is of concern at 3.4% compared to the rise of 0.8% in England as a whole.  The rates of breastfeeding initiation remain above the England and decile average. Change4life Disney campaign and Sugar Swaps programme are still promoted through early years teams.  Councillors wanted to assurance that the same children were being measured due to the high numbers transferring in and out. From now on data will be collected nationally by the unique pupil reference number of the child rather than at postcode level. Unpublished local data from the school nursing service suggests a much lower percentage which needs further understanding as the strategy would have to change if overweight children resident in Slough schools were attending schools outside of area as their results would only then appear when data is uploaded to the HSCIC.
1.2	Prevalence of children with 'excess weight' at end of primary school (Year 6) as measured by the NCMP	Oct-16	38.9% [2014/15] 38.8% [2014/15] 37.0% [2013/14] 34.8% [2012/13] 35.5% [2011/12]	Closer to the national rate	[2015-16] Slough 38.9% SE 30.8% England 34.2%  [1,849 children measured]	↔	Red	In 2015/16 the percentage of children with 'excess weight' at the end of primary school in Slough is above the England and South East averages. The rate of increase in Slough is 0.1% compared to the rise of 0.8% in England as a whole. All primary schools are now using the 10 minute Disney shake up Change4life resources. 4 schools participated in the commissioned Let's Get Going programme and a further four courses have been commissioned.  The unique pupil reference number will be used to collect data in future to identify whether transfers in and out are a factor in these results.
1.3	Percentage of pupils achieving a good level of development across the Early Years Foundation Stage.	Aug-16	64.9% [2014/15] 58.0% [2013/14] 49.9% [2012/13]	increasing	[2015/16] Slough: 69.1% SE 73.0% England 69.3%	↑	Green	Achievement in the 2015/16 academic year shows that performance in Slough Schools has improved by 4.2% from 64.9% in 2014/15 to 69.1% in 2015/16. However Slough's performance is marginally below the England average of 69.3%. Ranked 83rd nationally out of 152 LA's.
1.4	Safeguarding measure (from Corporate Parenting Plan) to be confirmed by outcome 1 group							

**Outcome 2: Our people will become healthier and will manage their own health, care and support needs**

Ref	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
2.1	Number of people starting a smoking cessation course (rate per 100,000 population). Percentage of those who successfully quit smoking.	Jan-17	Q1-Q4 2015/16 4WKQ 1,022 12 WKQs 738  Q1-Q4 2015/16 Rate per 100,000 Slough 918 [64.5%] SE 375 [55.7%] England 440 [52.0%]	Meet a cumulative target of 1005	Q1-Q2 2016/17 4WKQ 456 12 WKQs 239  Q1-Q2 2016/17 Rate per 100,000 Slough 142 [69.9%] SE 72 [52.1%] England 81 [49.2%]	↑	Green	Slough is performing above the SE and England average. Data are published for all vulnerable groups Mothers smoking in pregnancy remain below the SE average.

Ref	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
2.2	Number of adults managing their care and support via a direct payment	Jan-17	235 [Mar-16] 197 [Mar-15] 188 [Mar-14]	Increasing	330 clients & carers [December 2016]	↑	Green	The number of service users and carers supported through a Direct Payment continues to increase. We have implemented a new system using pre-payment cards which will make Direct Payments easier to manage and use, are contracting with Enham Trust to provide a Personal Assistant Matching and Employment Support service, and have issued guidance to staff to support and seek Direct Payments as the default position when providing services. We will be reviewing the performance measure used in the 5 Year Plan report to ensure we use the most appropriate measure to evidence our primary strategy of increasing the number of service users and carers who can control their support through Direct Payments.

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

Ref	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
3.1	Crime rates per 1,000 population: All crime (cumulative from April) (iquanta)	Jan-17	82.95 [rolling yr to Sept-16] 81.69 [rolling yr to Jun-16] 81.92 [rolling yr to Mar-16]  81.92 [2015/16] 74.50 [2014/15] 81.10 [2013/14] 86.80 [2012/13] 100.40 [2011/12]	Monitor (Reducing)	[rolling yr to Dec-16]  <b>Slough 85.91</b>  MSG 88.68 England 78.79	↓	Red	The rate of 'all crime' (all criminal offences added together) in Slough during Quarter 3 increased slightly (by 3.5%). This was caused primarily by an increase in home burglaries and thefts from vehicles, which have been steadily rising since Quarter The rate of 'violent crime' however, decreased 10% locally compared to the previous quarter. Local authorities most similar to Slough have also generally seen an increase in all crime (by 4%), with most individual areas experiencing a similar change to that seen in Slough i.e. more serious acquisitive crime such as robberies, burglaries and theft from vehicles, but a decrease in violent crime. Violent crime does tend to increase during December, with a well-documented increased incidence of domestic and non-domestic violence occurring during the festive Christmas and New Year season, and is expected to fall once more in quarter 4. Nationally, during this latest quarter the UK as a whole experienced an increase in total crime (by 4%), again predominantly due to serious acquisitive crimes which increased by 11% across the UK. Violent crime across the country as a whole also increased (2%), so we are pleased that Slough's total crime rate increased by a smaller percentage than in other areas, and that local efforts to reduce violent crime successfully bucked the national trend. All individual crime rates continue to be closely scrutinised in regular partnership performance meetings, and community safety and policing responses are tailored to local need.
3.2	The percentage of household waste sent for reuse, recycling or composting	Jan-17	26.8% [2015/16] 29.1% [2014/15] 29.4% [2013/14] 29.9% [2012/13] 30.7% [2011/12]	Increase to 45% by 2018	26.5% [year to Sept-16]	↑	Amber	Ongoing reduction in the amount of waste recycled through red bin wheeled kerbside service to be addressed through new collection service as rendered through Waste Strategy 2015-2030. The decline is very gradual. Data is available on a quarterly basis only (some months in arrears), and is subject to stringent validations by Defra and Eurostat before release.
3.3	Percentage of municipal waste sent to landfill	Jan-17	0.8% [2015/16] 6.2% [2014/15] 5.9% [2013/14] 9.9% [2012/13] 6.4% [2011/12]	Reduce to 0.5% by 2020	0.8% [year to Sept-16]	↑	Green	Q1 performance has seen best ever performance with regard to waste to landfill figures. Q4 is another excellent performance. Slough is currently on target for zero landfill.

**Outcome 4: Our residents will have access to good quality homes**

Ref	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
4.1	Increase in the number of dwellings in the borough	Aug-16	[2014/2015] Net completions 507	550 pa	[2015/16] Net completions 789	↑	Green	There has been a significant increase in house building in Slough which is predicted to continue for the next few years.
4.2	Number of affordable homes delivered (PSA 20)	Jan-17	190 [2015/16] 96 [2014/15] 63 [2013/14] 49 [2012/13] 51 [2011/12]	An average of 100 affordable houses will be provided each year through the planning system	Apr-Dec 2016 15  Q3 2016/17 3	↑	Green	Number of new build dwellings is not entirely within the control of the Housing Development Team as some schemes are on SBC land while others are on private developments. Forecast for 16/17 is now 39 affordable home completions as the 33 units on Castleview (by an RSL) has slipped into 2017/18.

Ref	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
<b>Outcome 5: Slough will attract, retain and grow businesses and investments to provide jobs and opportunities for our residents</b>								
Ref	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
5.1	Improve bus punctuality: Non-frequent bus services running on time	Oct-16	89.0% [2014/15] 90.0% [2013/14] 91.0% [2012/13] 83.0% [2011/12]	Increasing	[2015/16] Slough 80.0% SE 82.8% England 82.6%	↓	Amber	Data is collated and reported annually by Department for Transport. The latest reports shows a 9% reduction in punctuality in Slough between 2014/15 and 2015/16, with local punctuality for this year now below both the England value (82.6%) and South East value (82.8%). Traffic management schemes to decrease congestion and increased use of dedicated bus lanes continue. By widening the A4 at key points, and by utilising service roads as bus lanes, SMaRT aims to provide a bus service that is quicker, more frequent, and more reliable. SBC Transport & Highways Department co-ordinates road and street works to minimise any impact on public transport operations and business travel. The Tuns Lane enhancements will deliver lane widening on Tuns Lane and a roundabout with a new 'intelligent' traffic light system which senses traffic jams and adjusts the sequencing of the lights accordingly. Similarly, Windsor Road will see junction improvements, road widening and other works to improve conditions for general traffic and buses, making journeys quicker and more reliable. First Bus introduced significant changes to their bus network in Slough from the 24th September 2016 to reduce the impact of congestion on bus operations.
5.2	Business Rates in year collection rate (%)	Jan-17	97.1% [2015/16] 96.8% [2014/15] 96.2% [2013/14] 94.9% [2012/13]	97.00%	April to Dec-16 83.05%	↑	Green	Collection rate at end of December is 0.05% above the anticipated profile for this time of year.
5.3	Overall unemployment rate: proportion of resident population of area aged 16-64 claiming Job Seekers Allowance (JSA) and National Insurance credits with the number of people receiving Universal Credit principally for the reason of being unemployed.	Jan-17	<b>Mar 2016</b> 1,355 people Slough 1.4; SE 1.1; GB 1.9.  <b>Mar 2015</b> 1,605 people Slough 1.7; SE 1.2; GB 2.0.  <b>Mar 2014</b> 2,620 people Slough 2.8; SE 1.8; GB 2.9.  <b>Mar 2013</b> 3,845 people Slough 3.7; SE 2.5; GB 3.8.	maintain at low level compared to national value	As at Dec-16:  1,310 people Slough 1.4% SE: 1.1% GB: 1.8%	↔	Green	Slough's claimant rate for Dec-16 is inline with Sept-16 of 1.4%, comprising of 1,310 people. Slough's rate is lower (better) than the GB average of 1.8% but higher than the South East average of 1.1%. The council and partners seek to increase employment opportunities and improve skills to secure a reduction in overall unemployment. Local value is historically better than nationally but remains high for the South East of England. The Council has expanded its work with partners, broadening its range of activities in order to reflect local business and local priorities. Work with Job Centre Plus and Children Centres targeting lone parents, working with local businesses and ASPIRE to deliver career path way programmes, e.g. construction, and skills development workshops targeting specific areas of the labour market, incorporating soft skills. Through 'Aspire for You' the council continues to hold community based Jobs Clubs, careers information, advice and guidance, CV and interview preparation support. The Business Community Start Up project support individuals that wish to develop their business idea and set up in business. Through City Deal (Elevate Slough) the council is focusing its work in supporting the 16 to 24 year olds NEETS into employment.
5.4	Council Tax in year collection rate (%)	Jan-17	96.5% [2015/16] 96.0% [2014/15] 94.8% [2013/14] 95.3% [2012/13]	97.10%	April to Dec-16 84.32%	↑	Amber	The collection rate at the end of December 2016 was 0.28% below the profiled target to meet the end of year target.
5.5	Proportion of council tax payments by direct debit	Jan-17	55.7% Mar-16 51.9% Mar-15	Increasing	As at Dec-16 56.1%	↑	Green	As at December 2016 the percentage of accounts paying by direct debit has decreased from 56.7% at the end of September to 56.1% though it is still an increase from the beginning of the year which was 55.7%. All efforts are being made to increase the percentage paid by direct debit.
5.6	Proportion of residents signed up for self service	Jan-17	Sept-16: 12.6% 6,719 residents  Jun-16: 11.2% 5,979 residents  Mar-16: 8.4% 4,510 residents	Increasing	As at Dec-16 9.4% 5,133 residents	↓	Amber	This is a new service which started from April 2015. As at December 2016, 5,133 residents are signed up for self-service equating to 9.4% of households. We are carrying out investigations as why the number of residents sign up for self-service have declined.