

Slough Borough Council

Appendix A:

Corporate Performance Report

2019/20 – Quarter 1

(April to June 2019)

Strategy and Performance

Contents

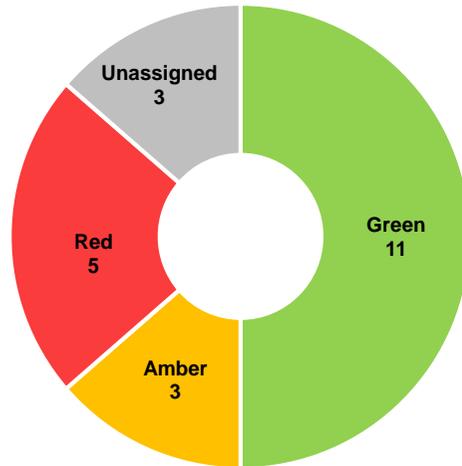
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2019/20 Quarter 1: Executive Summary

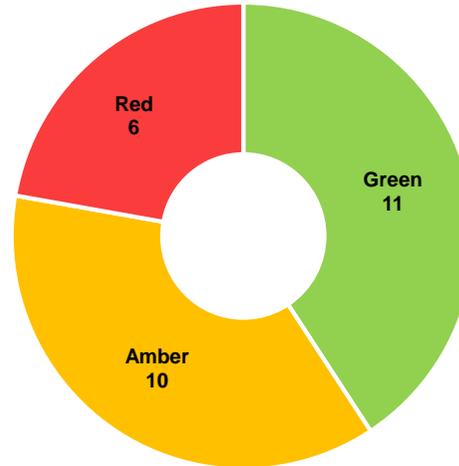
Performance against target (RAG)

The latest position at the end of quarter 1, an overview of the Council's performance was as follows:

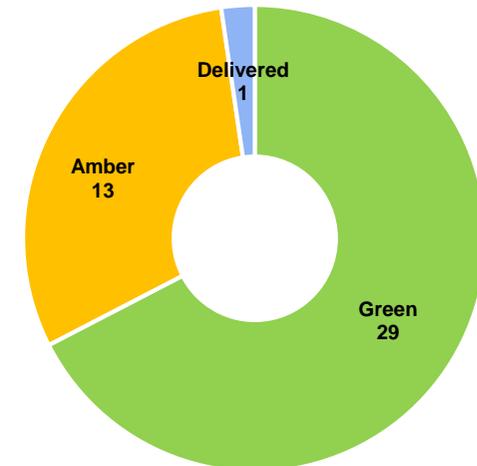
Key Performance Indicators



Project Portfolio: Overall Status

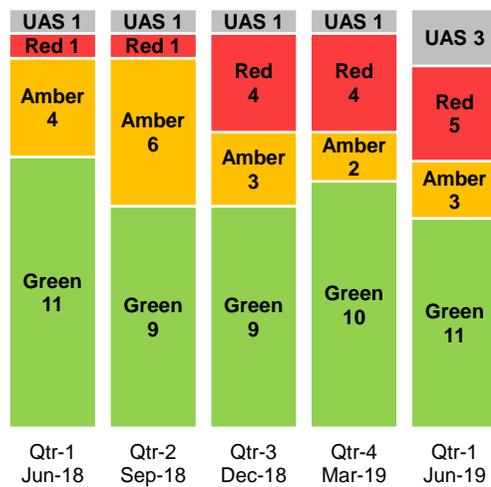


Manifesto Pledges: Overall Status

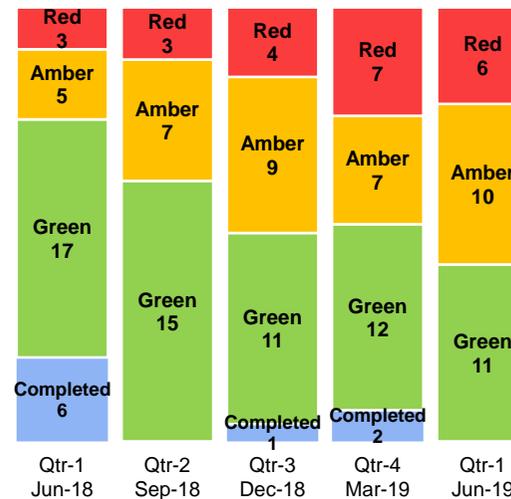


Comparison with previous quarter

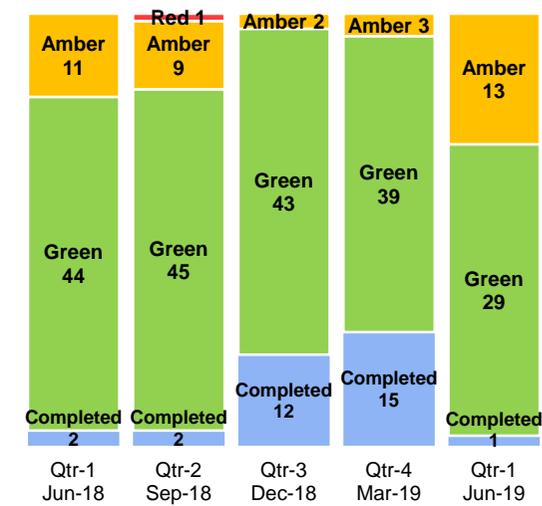
Key Performance Indicators



Project Portfolio: Overall Status



Manifesto Pledges: Overall Status



Please refer to the relevant sections for detailed information on performance indicators, projects and manifesto pledges.

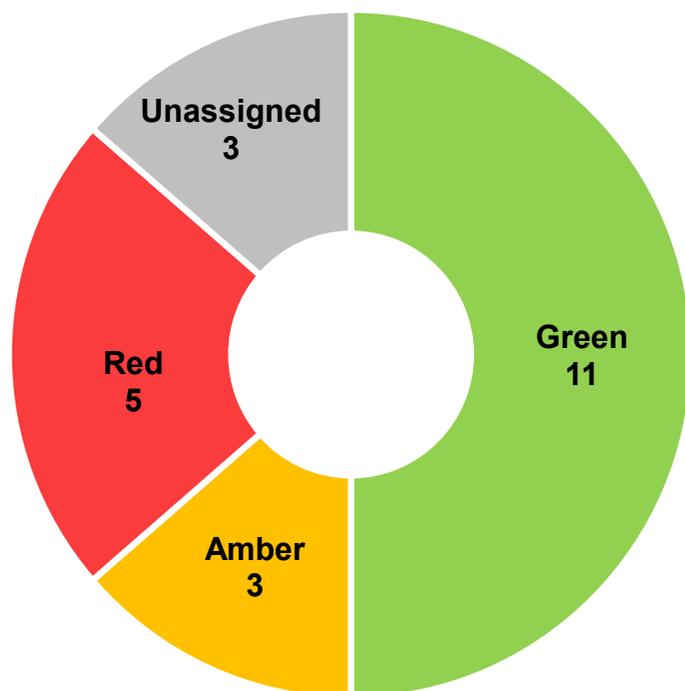
Performance Scorecard

Outcome	Performance Measure	Previous Performance		Direction	Current Performance		Target
Outcome 1 Slough children will grow up to be happy, healthy and successful	Percentage of Child Protection Plans started in year that were repeat plans within 2 years	A	13.8% (11)	↑	G	0% (0)	<10%
	Attainment gap between all children and bottom 20% at Early Years	G	29.7%	↓	G	31.0%	<31.8%
	Attainment gap between disadvantaged children and all others at Key Stage 2	G	20%	↑	G	16%	<20%
	Attainment gap between disadvantaged children and all others at Key Stage 4	G	24.6%	↓	R	34.7%	<25.4%
	Percentage of young people not in education, training or employment	G	3.7%	↑	G	3.2%	<4%
Outcome 2 Our people will be healthier and manage their own care needs	Number of adults receiving a Direct Payment	G	552	↑	G	607	>=593
	Uptake of targeted NHS health checks	R	1.1%	↑	G	3.2%	>1.9%
	Percentage of residents inactive	A	34.8%	↓	R	35.9%	<34.4%
Outcome 3 Slough will be an attractive place where people choose to live, work and stay	Average level of street cleanliness	G	A- (2.7)	↓	A	B- (1.8)	>=B
	Total crime rate per 1,000 population	A	25.6	↑	G	23.8	<24.2
Outcome 4 Our residents will live in good quality homes	Number of homeless households in temporary accommodation	A	409	↓	R	435	<=394
	Number of permanent dwellings completed during the year	G	846	↓	A	534	>=550
	Number of mandatory licensed HMOs	G	101	↑	G	115	>=111
	Number of empty properties brought back into use	-	-	↔	R	0	>=7
Outcome 5 Slough will attract, retain and grow businesses and investment to provide opportunities	Business rate in year collection rate	A	30.3% (£33.3m)	↑	tba	30.4% (£33.6m)	tba
	Access to employment: unemployment rate	R	2.3%	↓	tba	2.5%	tba
	Average journey time from Heart of Slough to M4 J6 (M-F 16:30-18:30)	G	7 min 48s	↓	A	10 mins 04s	<10mins
Corporate health	Council tax in year collection rate	-	31.1% (£20.6m)	↓	tba	30.6% (£21.2m)	tba
	Percentage of household waste sent for reuse, recycling or composting	-	24.4%	↓	R	19.7%	>=30%
	Percentage of municipal waste sent to landfill	-	0.02%	↔	G	0.00%	<=2%
	SBC staff survey: percentage of staff proud to work for the council	-	70%	↑	G	72%	>=72%
	SBC staff survey: percentage of staff rate working for the council as either good or excellent	-	68%	↑	G	70%	>=70%

Corporate Balanced Scorecard

The latest position of the Council's key performance indicators at the end of quarter 1 was as follows:

Key Performance Indicators



Quarter 1 updates are not yet available for the following measures, with the latest available figures from quarter 4:

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

This quarter, 5 additional corporate health measures were added to the corporate balanced scorecard as well as the inclusion of 'Number of empty properties brought back into use' under outcome 4.

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

- **Business rate in year collection rate**
- **Council tax in year collection rate**
 - As we are in the midst of Arvato Exit there is no agreed profiled target for these two indicators at end of quarter 1.
- **Access to employment: unemployment rate**
 - The Claimant Count has become a less reliable indicator of changes in labour market performance at both the local and national level. The Office for National Statistics (ONS) are currently running a consultation on the design of a potential new measure.

For the remaining 19 indicators with agreed target levels, 23% (5 indicators) were rated overall as **Red**, 14% (3 indicators) were rated as **Amber** and 50% (11 indicators) were rated **Green**.

Key areas of performance improvement are:

- **Uptake of targeted health checks**

The percentage of the eligible population aged 40-74 who received a NHS Health Check

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

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

The Slough rate for Q4 improved considerably to 3.2% with '**Green**' RAG rating. The significant improvement is attributed to:

- Recruitment to a vacancy in the public health team, who undertook an NHS Health Check deep dive review ensuring that GPs data that was received late and not recorded in Q1-Q3 were all added on Q4 data.
- Rigorous work done on improving data collection and recording where all providers, specifically GP practices, are actively being encouraged to return their invoice in time for each quarter.
- Public health is closely supporting the community providers, Solution4Health, by engaging more with Slough workplaces and faith communities.

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

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

The quarterly crime offence rate for Slough has improved by 8% from the previous quarter which is greater than both the MSGs (Most Similar Groups) and national average decrease of 4% and 1.9%. For this first time since Q4 2017/18, Slough

average crime rate is below the MSG average. The most prevalent offence type for Slough was violence without injury.

Key initiatives in place include:

- A Violence Task Force is being initiated to identify, manage and provide oversight for interventions aimed at preventing violence in the first instance, by addressing the underlying causes and drivers, using a public health approach. The Task Force will further work to ensure effective delivery of preventative and reactive projects and services, under the guidance of the national 'Serious Violence Strategy'.
- We are continuing to support victims of domestic abuse through the provision of the Hestia Domestic Abuse Service. We are actively looking to identify methods of improving engagement with victims from across the community. As from September 2019, Hestia will be piloting the delivery of the Freedom Programme, in mother tongue Urdu and Punjabi, to ensure greater accessibility to services for victims of domestic abuse.
- Training continues to be delivered on topics which include Domestic Abuse (DA), child exploitation, and Honour Based Abuse (HBA), to ensure practitioners can identify signs of abuse, and are aware of referral pathways and appropriate responses. Gang awareness training is scheduled for the upcoming months as part of the Early Intervention Youth Fund (EIYF).

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

- **The gap between disadvantaged children and all others at Key Stage 4 percentage achieving grades 9-5 in English & maths.** The RAG status has dropped from **Green** to **Red** [This is an annual indicator derived from end of year exams. The next update will be available in the Q3 2019/20 report].

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

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

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

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

The RAG status has dropped from Amber to Red

This measure is a count of homeless households in temporary accommodation on the final day of each quarter. This figure increased by 26 to 435 in Q1, going against the downward trend last year (which saw the number reduce from 464 at the start of the year to 409 by year end).

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

Household approaches under the Homeless Reduction Act remain very high. The team is working to prevent more cases which will help to reduce the number of 'agreed' cases and help households avoid becoming homeless. Personal housing plans are thorough and are produced alongside households to ensure the challenges to homeless decisions decline. Although affordable housing supply is low, the social lettings team are sourcing new private landlords to house homeless households into permanent accommodation.

By March 2020 our aim is to have less than 350 households in temporary accommodation.

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

This is a new measure added to the report this quarter.

The RAG status is **Red**

We have not brought any properties back into use in quarter 1 of 2019-20. There are a number of cases in progress currently but the process of investigation, communication and eventually enforcement is protracted.

We are actively developing processes that will assist owners to bring properties back into use and increase the availability of properties in the private rented sector. We have developed a grant system which will allow property owners to apply to the local authority for financial assistance of up to £15,000 to bring their property into use. The assistance will be provided on the basis that they lease the property to the council for a specified period and that the owner makes a 50% contribution to the costs of the works.

Where owners are uncooperative or fail to respond to informal interventions we are continuing to use Compulsory Purchase Orders but we are also likely to be using Empty Dwelling Management Orders under the Housing act 2004.

By March 2020 our aim is to have more than 29 empty properties brought back into use.

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

This is a new measure added to the report this quarter.

The RAG status is **Red**

Recycling rates have fallen due to the incidence of rejected loads at the Materials Recycling Facility. Residents are including items in their red bins which we are unable to recycle.

One red bin with items not on the list can lead to an entire lorry load of recycling being thrown into the incinerator as waste instead, at an additional cost. Currently almost a quarter of the items placed in red bins are things we cannot recycle which means around 380 tonnes, or 76 lorry loads, of recycling has been burned in the first three months of this year. This costs SBC, and so residents, around £200 extra per day, £1,400 per week, £72,800 per year in additional disposal costs

This summer we have launched our 'Just 4' campaign to encourage recycling more of the right things. As part of the campaign, households and people who use the public bins are being asked to only recycle glass, cans, plastic bottles and clean cardboard, newspaper and magazines.

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

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

0.0 ↑



There were 40 children that became subject to a Child Protection Plan (CPP) in the quarter. This relates to 20 families.

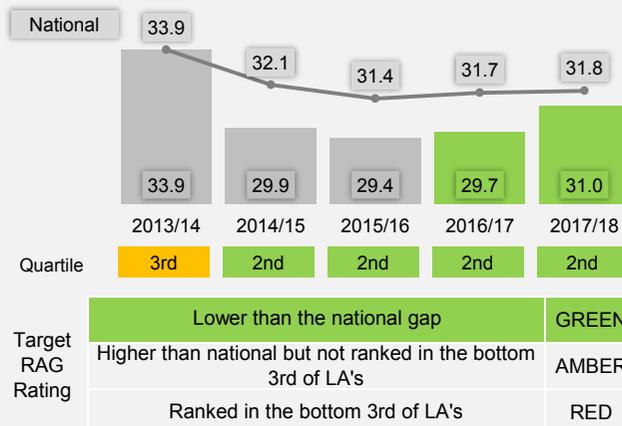
There were no children that were subject to a CPP for a second or subsequent time within 2 years.

There were 3 (7.5%) children that were subject to a CPP for a second or subsequent time regardless of how long ago that was. This relates to 3 families.

Robust child protections plans are being implemented for which we believe there is evidence of sustainable change. Children on Child Protection Plans have been suitably stepped down or up depending on their individual circumstances and supported. The Trust is also monitoring the length of time that children are subject to a Child Protection Plan, it is intended that more robust processes will be implemented to monitor those children that are coming off a plan after having only been subject to a plan for three months.

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

31.0 ↓



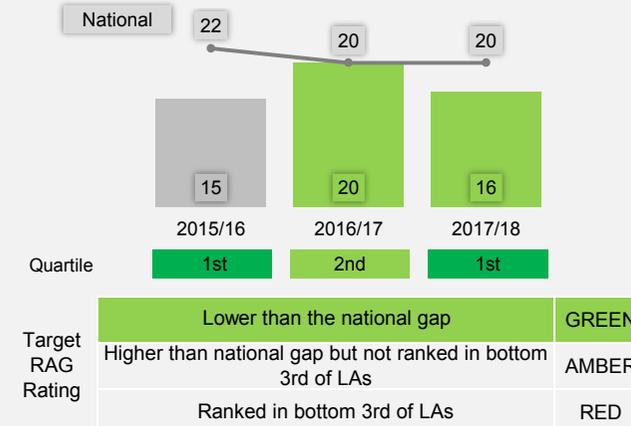
Measured once a year, derived from teacher assessments.

The next annual update is due at the end of quarter 3 2019/20.

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

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

16 ↑



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

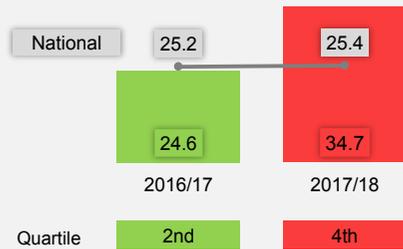
The next annual update is due at the end of quarter 3 2019/20.

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

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

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

34.7 ↓

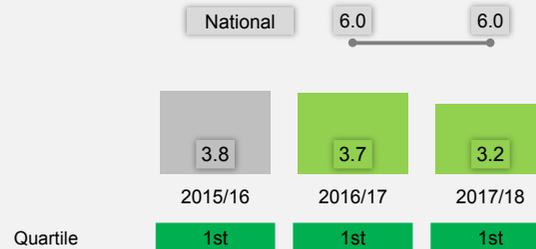


Target RAG Rating	Lower than the national gap	GREEN
	Higher than national gap but not ranked in bottom 3rd of LAs	AMBER
	Ranked in bottom 3rd of LAs	RED

Measured once a year, derived from end of year exams. The next annual update is due at the end of quarter 3 2019/20. Good performance for this indicator is defined as the gap narrowing between the most and least successful pupils alongside a steady increase in the results obtained.

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

3.2 ↑



Target RAG Rating	Lower than 4%	GREEN
	Higher than 4% but below national	AMBER
	Percentage above national	RED

Measured once a year, involving local establishment of school leaver destinations. The next annual update is due at the end of quarter 3 2019/20.

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

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

607 ↑



Direct Payments are a way of enabling those eligible for social care support to control the commissioning and procurement of support themselves. This leads to more personalised and controlled support, which evidence shows will deliver better outcomes. By March 2020 our aim is to have more than 718 adults managing their care via a direct payment.

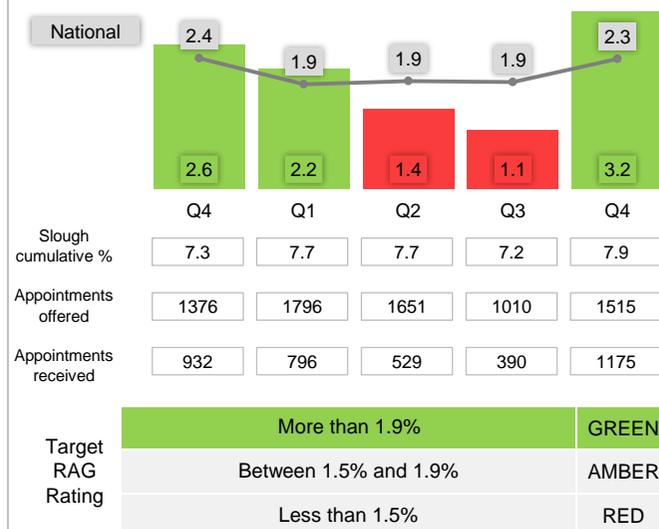
Our primary strategy is to increase the use of Direct Payments by service users and carers, and to use this as the default position when providing a personal budget. We have taken several steps to make DPs easier to manage and use including pre-payment cards and managed direct payments accounts, bringing the recruitment of Personal Assistants & employment support in house and reissuing staff guidance.

All new people referred to Adult Social Care are offered a Direct Payment in the first instance to help them manage their own care and support needs. We are also continuing to review people with long term packages of care, particularly those people receiving domiciliary care, with a view to converting their support into a Direct Payment.

A monthly operational Direct Payment meeting is held to monitor progress regarding take up and to identify emerging issues and undertake mitigating action.

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

3.2 ↑



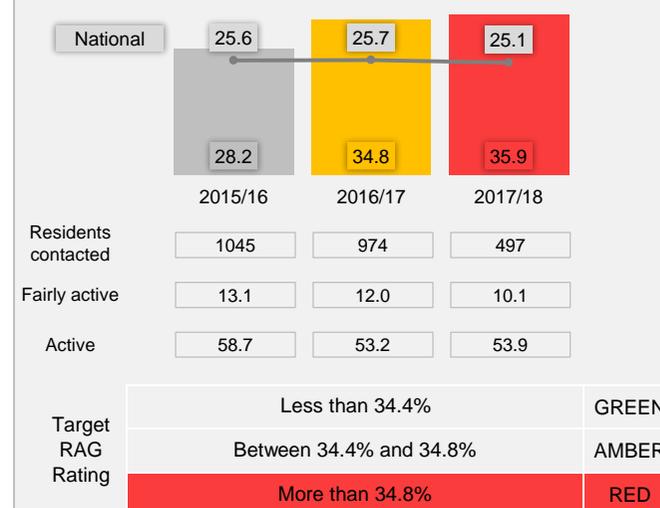
The national aspiration is to offer NHS Health Check once every five years to all eligible people age 40-74. This aspiration is translated into targets – to offer 20% of eligible population a health check every year, and at least 50% of those offered to actually receive a check (with an expectation that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

The Slough rate for Q4 improved to 3.2%, considerably above target. The significant improvement is attributed to:

- Recruitment to a vacancy in public health team, who undertook an NHS Health Check deep dive review ensuring that GPs data that was received late and not recorded in Q1-Q3 were all added on Q4 data.
- Rigorous work done on improving data collection and recording where all providers specifically GP practices are activity being encourage to returned their invoice in time for each quarter.
- Public health is closely supporting the community providers, Souldution4Health, by engaging more with Slough workplaces and faith communities.

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

35.9 ↓



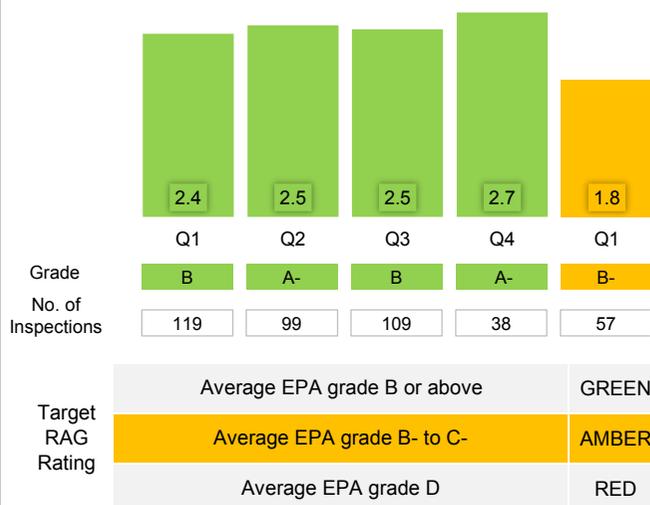
This measure is an estimate of physical inactivity amongst adults aged 16 or older, and derives from a nationwide survey (the 'Active Lives Survey') conducted and reported annually by Sports England.

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

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

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

1.8 (B-) ↓



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

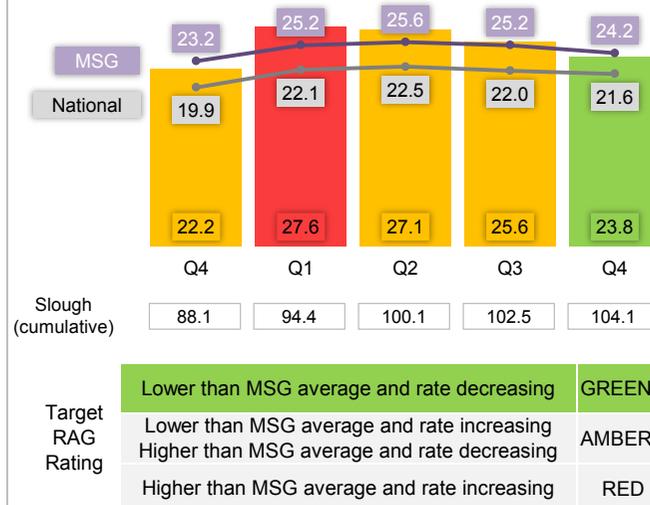
The mean average has slipped to B-.

We have changed our inspector who has picked up on the cleanliness of traffic islands and has scored us down as a result.

We are preparing safe systems of work to enable a different approach to be taken and once agreed we will implement a new programme of work to improve the standard.

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

23.8 ↑



The quarterly crime offence rate for Slough has improved by 8% from the previous quarter which is greater than both the MSG (Most Similar Groups) and national average decrease of 4% and 1.9%. For this first time since Q4 2017/18, Slough average crime rate is below the MSG average. The most prevalent offence type for Slough was violence without injury.

Key initiatives in place include:

- A Violence Task Force is being initiated to identify, manage, and provide oversight for interventions aimed at preventing violence in the first instance, by addressing the underlying causes and drivers, using a public health approach. The Task Force will further work to ensure effective delivery of preventative and reactive projects and services, under the guidance of the national 'Serious Violence Strategy'.
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- Training continues to be delivered on topics which include Domestic Abuse (DA), child exploitation, and Honour Based Abuse (HBA), to ensure practitioners can identify signs of abuse, and are aware of referral pathways and appropriate responses. Gang awareness training is scheduled for the upcoming months as part of the Early Intervention Youth Fund (EIYF).

Outcome 4: Our residents will live in good quality homes

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

435 ↓



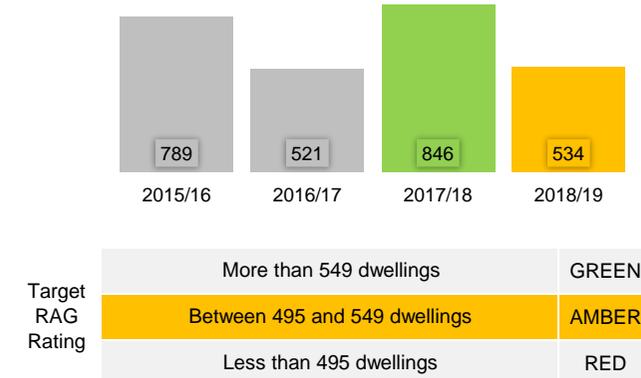
Measure is a count of homeless households in temporary accommodation on final day of each quarter. By March 2020 our aim is to have less than 350 households in temporary accommodation.

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

Household approaches under the Homeless Reduction Act remain very high. The team is working to prevent more cases which will help to reduce the number of 'agreed' cases and help households avoid becoming homeless. Personal housing plans are thorough and are produced alongside households to ensure the challenges to homeless decisions decline. Although affordable housing supply is low, the social lettings team are sourcing new private landlords to house homeless households into permanent accommodation.

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

534 ↓



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

585 new dwellings were built in 2018/19, but 51 were lost through demolition and change of use. Net completions were, therefore, 534.

At the end of March 2019 there were 856 new dwellings already under construction in Slough. Planning permission was in place for a further 1,297 homes.

The council and its partners are actively encouraging new home construction at several sites across the borough, as well as a programme of building additional stock ourselves.

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

115 ↑



Measure is a count of total licenced HMO properties at end of quarter. By March 2020 our aim is to have more than 148 licenced houses in multiple occupation.

As envisaged, there has not been a substantial change in the number of mandatory licenced HMOs in Q1.

The number is still far below the estimated number that should be licenced. However we have now launched our online application form which makes the application process easier. We have received 20 mandatory licence applications since launching on 4th June and we are currently processing these applications and issuing the draft licence documents.

In addition we are actively investigating suspected non- licenced HMOs including executing warrants of entry with partners at TVP and we are about to commence another round of communications promoting the licensing schemes.

We anticipate that the number of mandatory licenced HMOs will increase significantly over the next quarter.

Outcome 4: Our residents will live in good quality homes

4. Number of empty properties brought back into use

0 ↔

0

Q1

0

Q2

0

Q3

0

Q4

0

Q1

In year target

-	-	-	-	7
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Target
RAG
Rating

Inline or below in year target

GREEN

Up to 3 below in year target

AMBER

More than 3 below in year target

RED

We have not brought any properties back into use in quarter 1 of 2019-20. There are a number of cases in progress currently but the process of investigation, communication and eventually enforcement is protracted.

We are actively developing processes that will assist owners to bring properties back into use and increase the availability of properties in the private rented sector. We have developed a grant system which will allow property owners to apply to the local authority for financial assistance of up to £15,000 to bring their property into use. The assistance will be provided on the basis that they lease the property to the council for a specified period and that the owner makes a 50% contribution to the costs of the works.

Where owners are uncooperative or fail to respond to informal interventions we are continuing to use Compulsory Purchase Orders but we are also likely to be using Empty Dwelling Management Orders under the Housing act 2004.

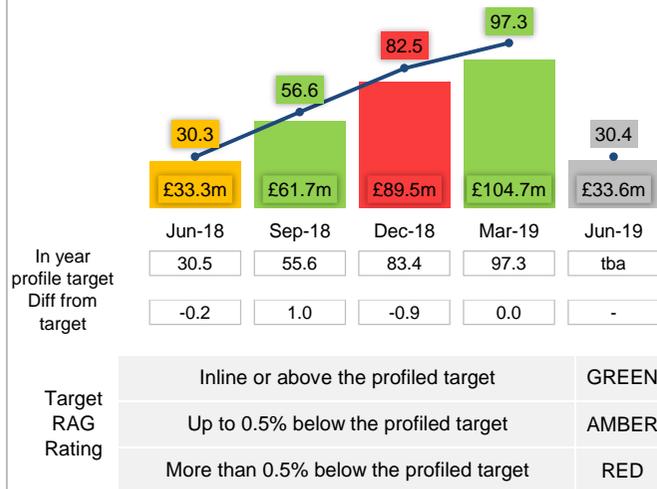
By March 2020 our aim is to have more than 29 empty properties brought back into use.

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

1. Business rate income

Business rate in year collection (amount & percentage rate accrued)

£33.6m
30.4% ↑



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

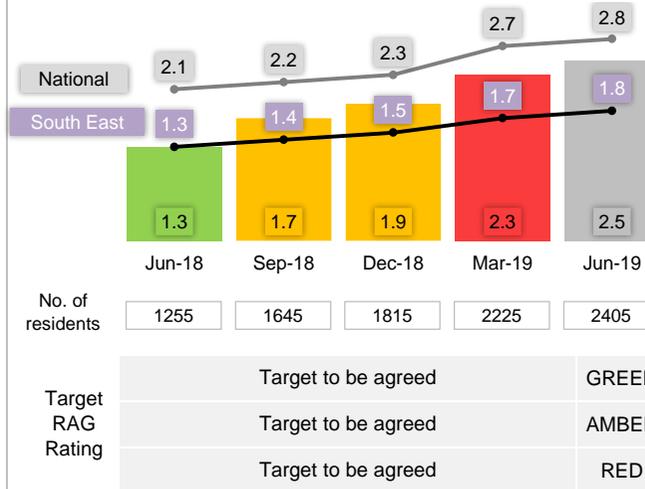
By the end of first quarter we achieved a collection rate of 30.4% of the expected in-year total, collecting £33.6m. This increased by £306,000 from the previous year.

As we are in the midst of Arvato Exit there is no agreed profiled target at this stage.

2. Access to employment

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

2.5 ↓



Slough's claimant rate for June 2019 of 2.5% comprises 2,405 people.

Local unemployment rate is historically better than nationally but lags behind the South East of England.

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

The changes mean the Claimant Count has become a less reliable indicator of changes in labour market performance at both the local and national level. The Office for National Statistics (ONS) are currently running a consultation on the design of a potential new measure.

3. Journey times

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

10m 4s ↓



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

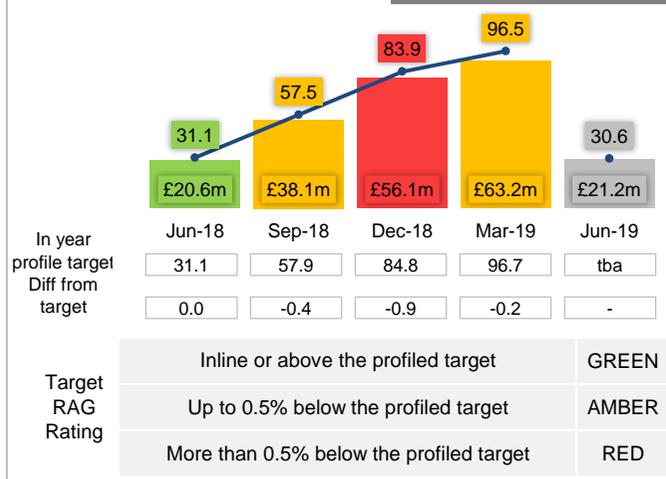
The average journey time from the Heart of Slough to M4 J6 during evening peak time (Mon-Fri 16:30-18:30) as at the end of Jun-19 was 10 min 04 seconds. This is slower than the previous quarter of 7 min 48 seconds, and also slower than this time last year of 7 mins 22 seconds.

Some of the roadworks mainly on Windsor Rd (SBC works) which reduced the number of traffic lanes together with a number of incidents on the M4 resulting in traffic not being able to quickly access the motorway. Also we are finally drawing to close on the Windsor Road following repeated delays by utility companies.

Corporate Health Indicators

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

£21.2m
30.6%



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

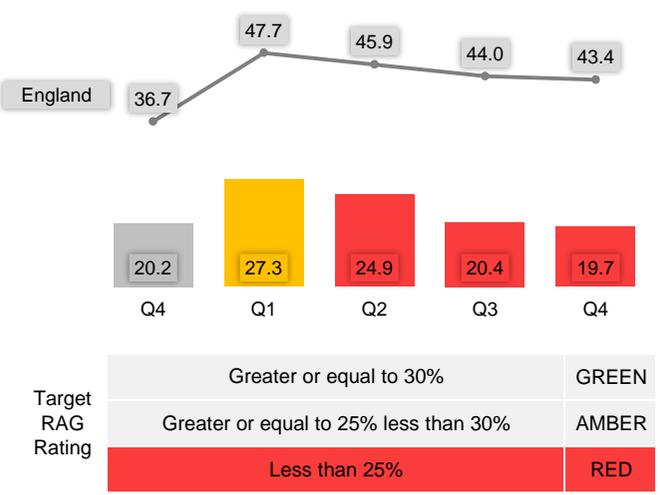
By the end of first quarter we achieved a collection rate of 30.6% of the expected in-year total, collecting £21.2m. This increased by £632,000 from the previous year.

As we are in the midst of Arvato Exit there is no agreed profiled target at this stage.

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

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

19.7 ↓



Recycling rates have fallen due to the incidence of rejected loads at the Materials Recycling Facility. Residents are including items in their red bins which we are unable to recycle.

One red bin with items not on the list can lead to an entire lorry load of recycling being thrown into the incinerator as waste instead, at an additional cost. Currently almost a quarter of the items placed in red bins are things we can not recycle which means around 380 tonnes, or 76 lorry loads, of recycling has been burned in the first three months of this year. This costs SBC, and so residents, around £200 extra per day, £1,400 per week, £72,800 per year in additional disposal costs.

This summer we have launched our 'Just 4' campaign to encourage recycling more of the right things. As part of the campaign, households and people who use the public bins are being asked to only recycle glass, cans, plastic bottles and clean cardboard, newspaper and magazines.

3. Percentage of municipal waste sent to landfill

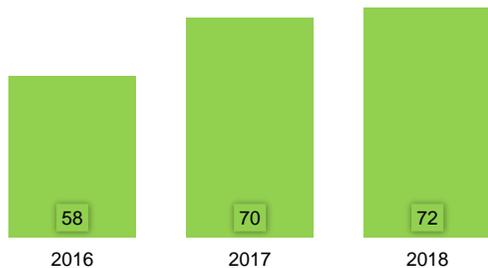
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We remain in the top 5 for local authorities with the lowest amount of waste sent to landfill per annum.

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

72% ↑



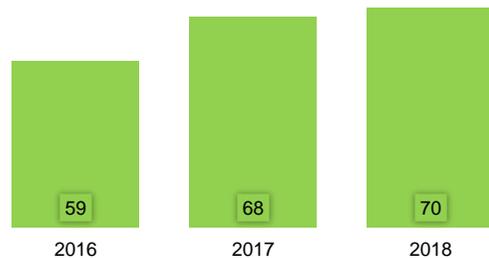
Target	Greater or equal to 72%	GREEN
RAG Rating	Greater or equal to 60% less than 72%	AMBER
	Less than 60%	RED

Based on the 2018 annual staff survey. The purpose of the survey is to assess the level of employee engagement across the council which is key to job satisfaction, attract and retain the best staff, greater productivity and customer satisfaction. The survey helps us measure this and make improvements.

- The following activities were delivered:
- Staff survey results and comments collated and published on onsite as evidence base for action.
 - Directorate results fed back to DMTs and 3 key actions identified for each DMT, plus council-wide.
 - 2 SBC Heroes ceremonies held celebrating good work across council.
 - Success stories shared in Grapevine.
 - Transformation champions helping deliver corporate messages.

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

70% ↑



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

Based on the 2018 annual staff survey. The purpose of the survey is to assess the level of employee engagement across the council, the extent to which staff feel personally involved in the success of the council and are motivated in their work. The survey results serve to highlight successes and identify areas for improvement.

- The following activities were delivered:
- Staff survey results and comments collated and published on onsite as evidence base for action.
 - Directorate results fed back to DMTs and 3 key actions identified for each DMT, plus council-wide.
 - Staff benefits leaflets given out to SBC heroes.
 - Transformation Roadshows - demonstration of CMT commitment to involve frontline staff and staff at remote sites.
 - Ongoing equalities work e.g. Stonewall Index.
 - Active Movement – investing in staff wellbeing.

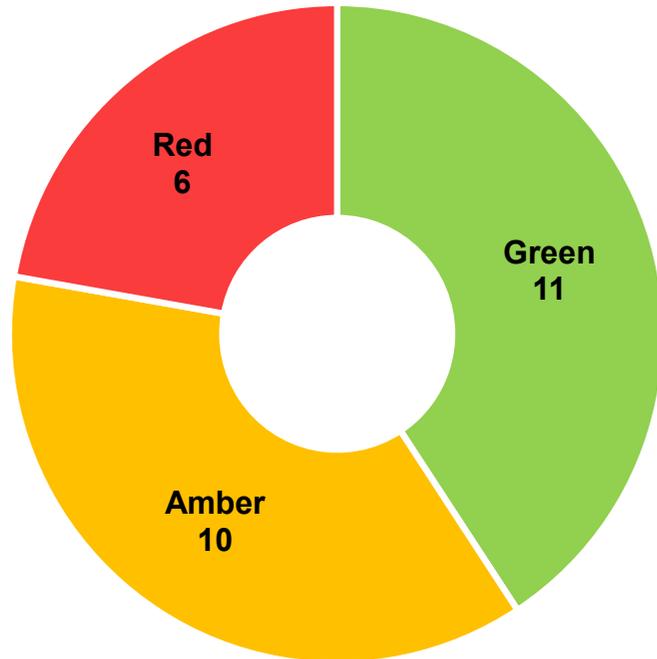
Project Portfolio

This section of the report provides a summary of progress on the range of projects currently being undertaken and monitored by the Programme Management Office.

The council runs a large number of projects throughout the year to deliver against the objectives laid out in our corporate plans. We grade these projects according to magnitude, taking into account a number of conditions including political importance, scale and cost.

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

Project Portfolio: Overall Status



At the end of Quarter 1 there were 27 live projects on the portfolio, graded as follows:

	Gold	Silver	Bronze	Total
Qtr-1	10	10	7	27

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

Across all projects on the portfolio, 41% were rated overall as **Green** (11 projects), 37% were rated overall as **Amber** (10 projects) and 22% were rated overall as **Red** (6 projects).

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

- Capita One Hosting – Education modules
- Haybrook School
- Highways & Transport Programme
- Server Migration
- Slough Academy
- Telephony

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

Further details on the status of Gold projects (the most important ones) at end of Quarter 1 are set out below.

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

Gold Project title	Timeline	Budget	Risks & Issues	Overall Status	Comments
Arvato Exit	Green ↔	Amber ↓	Amber ↔	Amber ↔	Programme has progressed to Gate (stage) two and work continues to prepare for transition of returning staff.
Building Compliance	Green ↔	Green ↔	Green ↑	Green ↔	Fire Risk Assessment - Further to the recent internal audit carried out by RSM Risk Assurance Services LLP, several actions were identified through the auditing process, all of these actions were given a medium priority and we have identified ownership responsibility with clear time deadline for completion. Building Management Compliance Resource – recruited to this role on a temporary basis.
Direct Services Organisation Commercialisation	Green ↔	Green ↔	Amber ↔	Green ↔	Restructure & Harmonisation - Job descriptions have been evaluated Highways – A high level plan has been developed however more detailed analysis of work requests needs to be concluded.
Grove Academy	Amber ↔	Amber ↑	Amber ↔	Amber ↑	Chalvey Nursery opened in temporary buildings on Chalvey Rec. Slough has acquired the 3rd party shop sites required for the land assembly for the school. The Department for Education (DfE) has acquired the former Nursery and Community Centre site from Slough and works have started on site. Details around the Special Educational Needs and Disabilities (SEND) resource unit have been finalised.
Highways and Transport Programme	Red ↔	Green ↔	Red ↔	Red ↔	On the A4 Cycle Route Junctions, works have commenced on Station Road. Utilities have been diverted on the Burnham Lane /A4 section. The West side of the junction are largely complete. Works are continuing at Langley station. Windsor Road Widening resurfacing is complete.
Hotel and Residential Development at the Old Library site	Green ↑	Green ↑	Green ↑	Green ↑	Contract close on 5th June for the mixed use development on the former Old Library Site comprising two Marriott International Hotels, 64 apartments and associated retail.

Gold Project title	Timeline	Budget	Risks & Issues	Overall Status	Comments
Housing Strategy – Homelessness Reduction	Green ↔	Green ↔	Green ↔	Green ↔	New Private Rented Sector (PRS) scheme launched helping more households into long term homes and preventing homelessness and rough sleeping in Slough with the extra funding from this grant. Rapid Rehousing Pathway funding application has been approved for full bid amount. A new landlords rent protection insurance funding has been secured a supplier is now being sourced. New ways of working have now been implemented into the policies and a central quality improvement system setup and approved.
Localities Strategy	Green ↔	Green ↔	Amber ↔	Amber ↔	New to the portfolio Ongoing discussions regarding the location of localities, including discussions with the Clinical Commissioning Group.
Slough Urban Renewal (SUR) projects	Green ↔	Green ↔	Amber ↔	Amber ↔	New to the portfolio Progress of commercial and community projects are reported on a bi-monthly basis. During this period SUR reported that at Wexham Green, Lovell have achieved practical completion and there remains 9 homes remaining to be sold (in stock).
Town Enhancement Programme - Clean, Safe, Vibrant	Green ↔	Green ↔	Amber ↔	Green ↔	Now a Gold Project on the Portfolio Businesses voted for the development of a Business Improvement District (BID) for Slough Commenced jet-wash work in the High Street. Replacement of all High Street lanterns to new LED efficient lanterns. Markets have been increased to twice a month.

Background Papers:

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

Key achievements this quarter:

Town Enhancement Programme - Clean, Safe, Vibrant

Businesses voted for the development of a Business Improvement District (BID) for Slough.

Celebrating our Town Centre Conference took place on 1st July 2019.

Hotel and residential Development at Old Library Site

Contract closed on 5th June for the mixed use development on the former Old Library Site comprising two Marriott International Hotels, 64 apartments and associated retail.

Key issues to be aware of:

Timeline

IT Programme – Server Migration and Telephony

Delay in project delivery – the objectives of the project along with ongoing risks and issues are being reviewed.

Capita Hosting Project

Project RAG moved to **Red** as project now on hold.

Slough Academy

There are delays to the implementation of the supporting technology.

Resources

DSO Project

Highways work pipeline i.e. list of highways schemes earmarked for self-delivery is outstanding. This is a dependency for the drafting of the new highways business case and could impact on the completion of that task.

Dependencies

Haybrook College

The project was delayed while market testing was being carried out for Marish School.

Key lessons from projects reviewed this quarter:

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

In the last quarter, the PMO undertook an End Project Review and recommendations included:

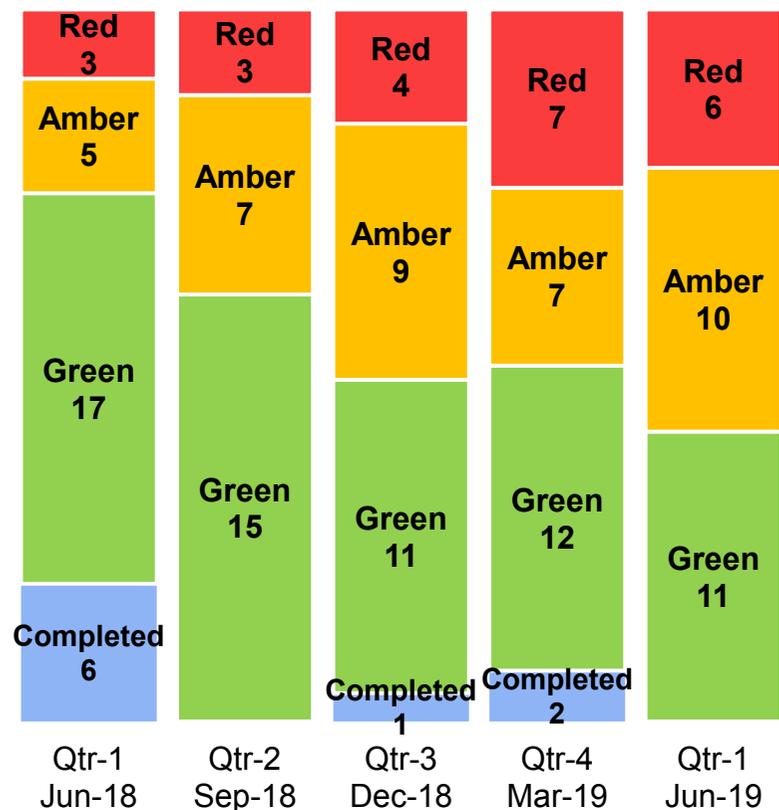
- Establish at business case stage how benefits will be measured and evidenced for both internal & external purposes.
- Schedule school building projects in one, rather than multiple phases taking a whole school approach and expand school support spaces and infrastructure to match the new capacity.
- A strong working relationship and continuity of project manager contributes to successful project delivery.

Be aware that many school projects are time limited over the summer so timelines need to be planned accordingly.

Comparison with previous quarter:

The bar chart compares the proportion of projects assigned a RAG status at quarterly intervals.

Project Portfolio: Overall Status



Key areas of improvement:

Grove Academy

The overall RAG status has improved from **Red** to **Amber**. Works have started on site.

Hotel and residential Development at Old Library Site

The overall RAG status has improved from **Amber** to **Green**. Issues have been resolved and contract close achieved.

Key areas of noteworthy concern:

DSO project

The overall RAG status has dropped from **Green** to **Amber**. Delays in completing highways work pipeline.

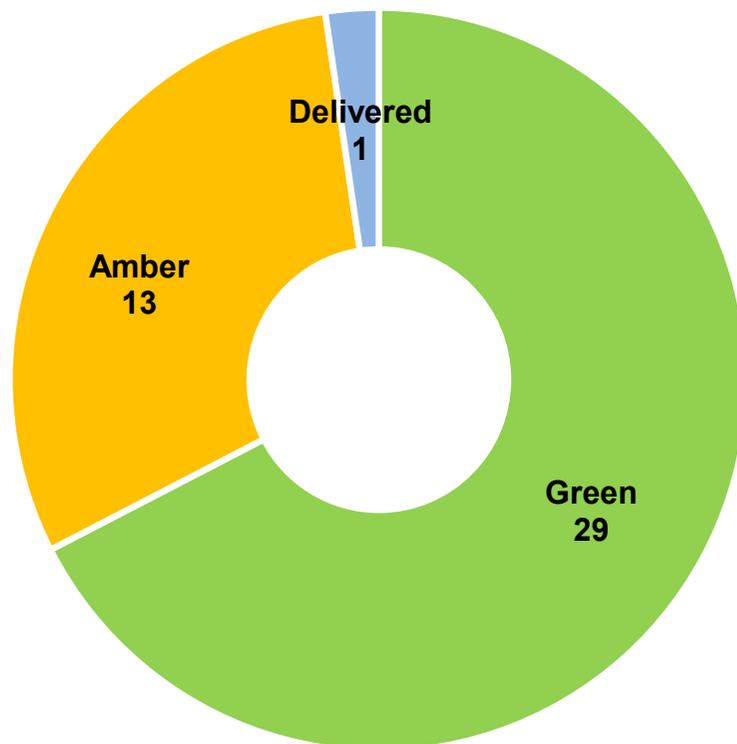
Agresso

The overall RAG status has dropped from **Green** to **Amber**. Delays due to year end financial closedown.

Manifesto Commitments

The final section of the report provides a summary of progress against the Manifesto pledges made in advance of the Slough local elections, May 2019. Position stated is as at the end of Quarter 1 i.e. 30th June 2019.

Manifesto Pledges: Overall Status



There are 43 Manifesto pledges across the key areas.

At the end of quarter 1, 67% (29 pledges) were rated overall as **Green** as achieving or on schedule and 30% (13 pledges) were rated overall as **Amber**, signifying as working towards and 2% (1 pledge) was reported as delivered. None of the pledges were rated overall as **Red**.

Key achievements this quarter:

The following Manifesto pledge was reported as delivered this quarter:

- We will invest £1.4 million in our Children's Services Trust to ensure they can continue to meet the needs of vulnerable children in Slough

Key issues to be aware of:

None of the Manifesto pledges were rated overall as **Red** this quarter.

The table beneath summarises progress against the Manifesto pledges made in advance of the Slough local elections, May 2019. Position stated is as at the end of Quarter 1 i.e. 30th June 2019.

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

PARKING AND TRANSPORT

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

ENVIRONMENT AND OPEN SPACES

	Manifesto Pledge	Date for Delivery	RAG
7	We will open new outdoor gyms in Baylis & Stoke, Colnbrook, Cippenham Green, Cippenham Meadows and Farnham wards	Sept 2019	GREEN
8	We will work with partners to expand our popular free 'community work outs' to more locations across Slough	Ongoing throughout 2019/20	GREEN
9	We will identify and replace all public trees lost as a result of last summer's drought and promote wildlife-friendly planting schemes to offer habitats for butterflies, birds and bees	Ongoing First tranche Oct-19 to Mar-20	AMBER
10	We will begin work on a major environmental urban wetland project in Salt Hill Park	March 2020	AMBER
11	We will open a new allotment at Moray Drive, continue to improve our existing allotments and support 'community growing' projects	September 2019	GREEN

12	We will Introduce more regular intensive cleaning of the town centre and hotspot areas, and develop a reporting app for residents to report fly-tipping incidents	November 2019	AMBER
13	We will do more to make our neighbourhoods strong, healthy and attractive with 3 initial projects in Foxborough, Chalvey and Langley Kedermister	Ongoing	AMBER

HOUSING AND NEIGHBOURHOODS

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

HEALTH AND LEISURE

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

CUSTOMER SERVICES & COMMUNITY HUBS

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

REGENERATION AND THE TOWN

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

CHILDREN & YOUNG PEOPLE AND SKILLS

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

Performance Indicator Key

Direction of travel

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

↑	↔	↓
Performance improved	Performance remained the same	Performance declined

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

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

Performance against target

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

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

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

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

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

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

Glossary

Outcome 1

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

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

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

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

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

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

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

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

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

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

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

Outcome 2

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

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

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

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

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

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

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

Outcome 3

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

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

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

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

It is calculated as: $((T + (Tb/2))/Ts)*100$ where:

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

Tb = number of sites graded at B- for each individual element

Ts = total number of sites surveyed for each element

Grades are:

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

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

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

Outcome 4

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

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

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

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

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

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

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

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

Outcome 5

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

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

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

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

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

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

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

Corporate Health

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

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

19. Percentage of municipal waste sent to landfill

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

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

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

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

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

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

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