

Slough Borough Council

Appendix A:

Corporate Performance Report

2019/20 – Quarter 2

(July to September 2019)

Strategy and Performance

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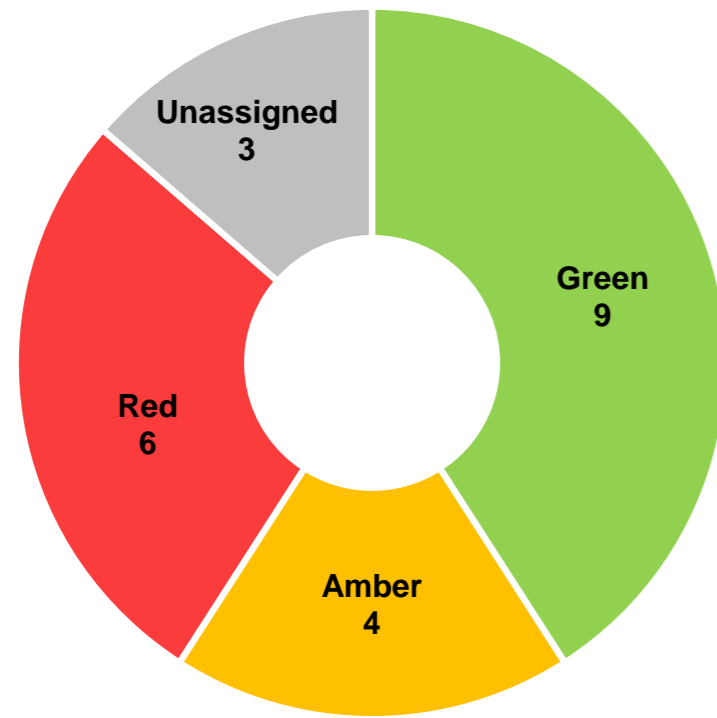
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2019/20 Quarter 2: Executive Summary

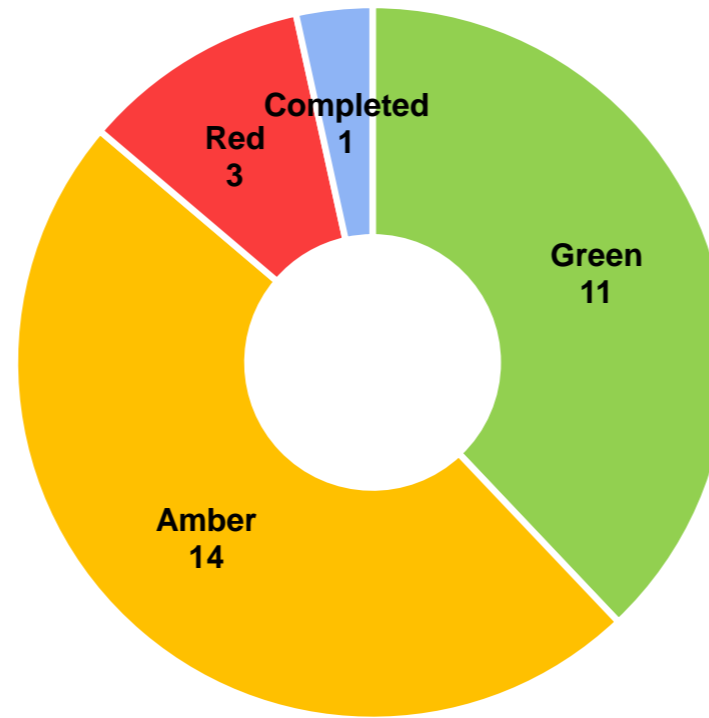
Performance against target (RAG)

The latest position at the end of quarter 2, an overview of the Council's performance was as follows:

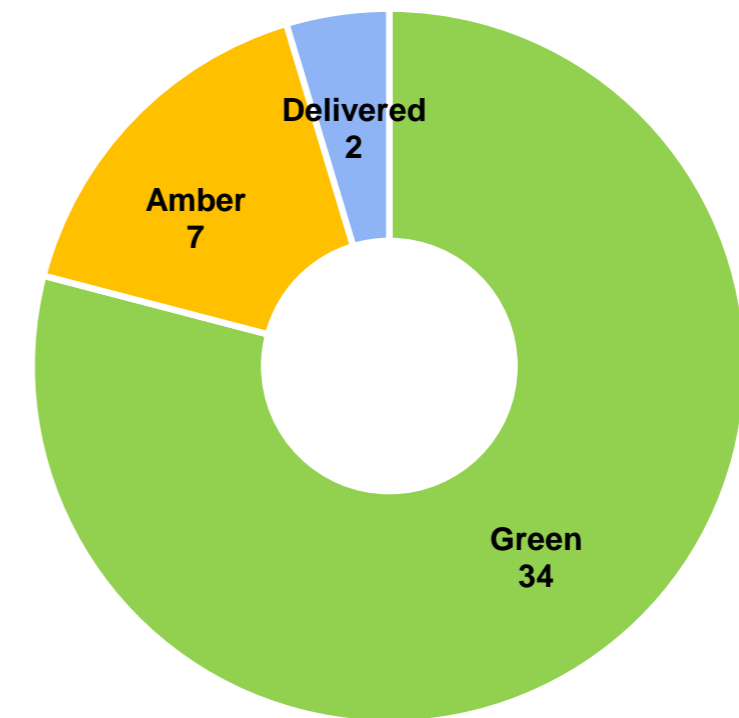
Key Performance Indicators



Project Portfolio: Overall Status

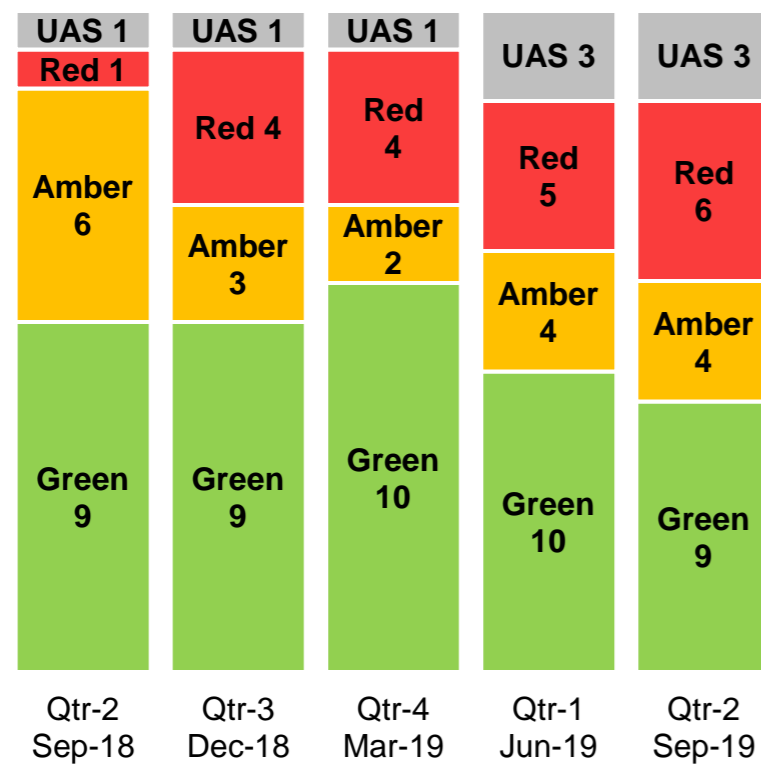


Manifesto Pledges: Overall Status

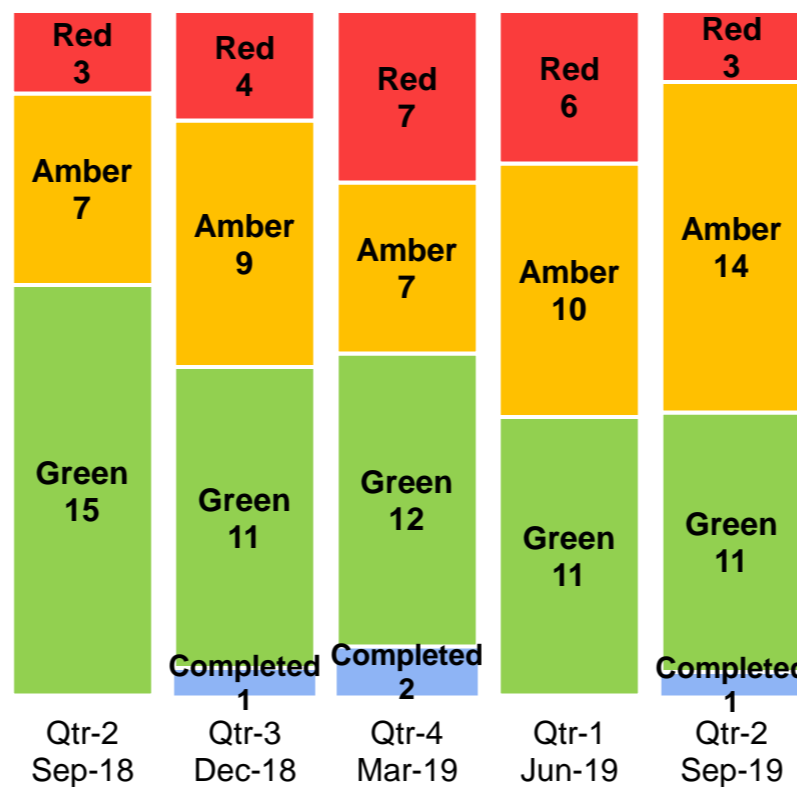


Comparison with previous quarter

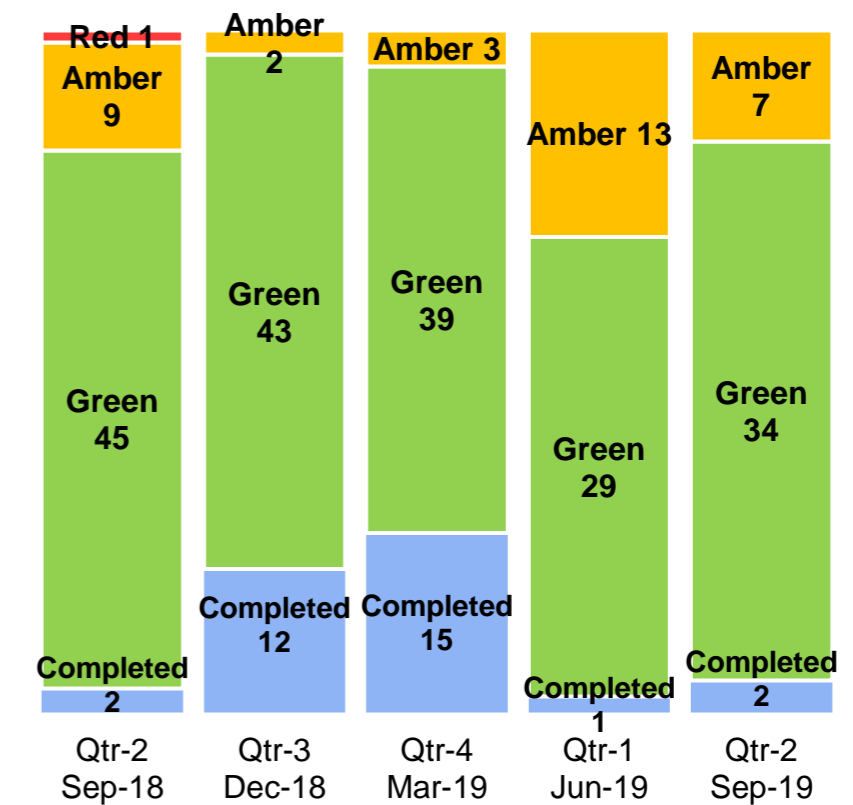
Key Performance Indicators



Project Portfolio: Overall Status



Manifesto Pledges: Overall Status



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

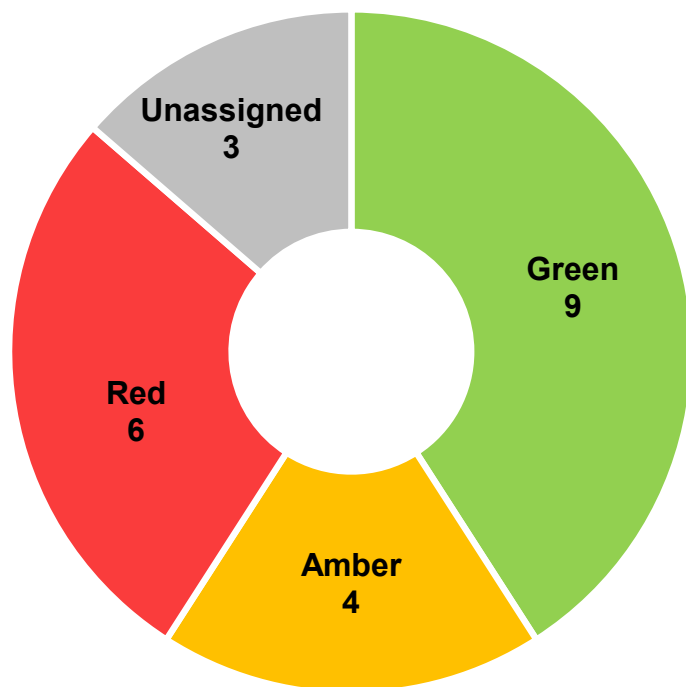
Performance Scorecard

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	G 0% (0)	↓	G 6.7% (4)	<10%
	Attainment gap between all children and bottom 20% at Early Years	G 31.0%	↑	G 30.1%	<32.4%
	Attainment gap between disadvantaged children and all others at Key Stage 2	G 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 3.2%	↓	G 4.0%	<=4%
Outcome 2 Our people will be healthier and manage their own care needs	Number of adults receiving a Direct Payment	G 607	↓	R 570	>=635
	Uptake of targeted NHS health checks	G 3.2%	↓	A 1.6%	>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	A B- (1.80)	↔	A B- (1.84)	>=B
	Total crime rate per 1,000 population	G 23.8	↓	R 26.8	<24.2
Outcome 4 Our residents will live in good quality homes	Number of homeless households in temporary accommodation	R 435	↑	R 429	<=380
	Number of permanent dwellings completed during the year	G 846	↓	A 534	>=550
	Number of mandatory licensed HMOs	G 115	↑	G 133	>=122
	Number of empty properties brought back into use	R 0	↑	R 7	>=14
Outcome 5 Slough will attract, retain and grow businesses and investment to provide opportunities	Business rate in year collection rate	G 56.6% (£61.7m)	↑	tba 58.4% (£63.6m)	tba
	Access to employment: unemployment rate	tba 2.5%	↓	tba 2.7%	tba
	Average journey time from Heart of Slough to M4 J6 (M-F 16:30-18:30)	A 10 mins 04s	↑	G 7 mins 33s	<10mins
Corporate health	Council tax in year collection rate	A 57.5% (£38.1m)	↔	tba 57.5% (£39.9m)	tba
	Percentage of household waste sent for reuse, recycling or composting	R 19.7%	↑	A 25.7%	>=30%
	Percentage of municipal waste sent to landfill	G 0.00%	↔	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 2 was as follows:

Key Performance Indicators



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

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

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 2.
- **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 Strategic Insight Team will continue to monitor the metric development in this area.

For the remaining 19 indicators with agreed target levels, 27% (6 indicators) were rated overall as **Red**, 18% (4 indicators) were rated as **Amber** and 41% (9 indicators) were rated **Green**.

Key areas of performance improvement are:

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

The RAG status remained **Green**

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

The attainment gap in Slough improved from 31.0% in 2017/18 to 30.1% in 2018/19 and is well below the national average of 32.4%. This placed Slough in the second quartile nationally, ranked 45th of 152 local authorities.

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

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

The average journey time from the Heart of Slough to M4 J6 during evening peak time (Mon-Fri 16:30-18:30) as at the end of Sept-19 was 7 min 33 seconds. This is an improvement from the previous quarter of 10 min 33 seconds, and in line with this time last year.

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

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

Recycling rates in Slough have improved from 19.7% at Q1 to 25.7% at Q2 but remain below target and national rates. Residents are including items in their red bins which we are unable to recycle, resulting in rejected loads at the Materials Recycling Facility.

Communications on targeted and rejected materials has been increased and it is planned that additional stickers will be placed onto the waste containers informing households of what items can be placed into which container. Further training will be undertaken with crews to improve the quality

checks undertaken at kerbside to ensure visibly contaminated bins are not collected and left with contamination hangers.

Due to an issue with our current supplier being unable to process wood waste, the material from the Civic Amenity site has not been recycled in the quarter which has had a detrimental effect on the overall recycling rate. A business case has been approved through procurement to source a new supplier.

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 adults managing their care and support via a direct payment**
The RAG status has dropped from **Green** to **Red**
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.

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. In Q2 we also facilitated a series of refresher training and lunch and learn sessions for operational staff, promoted the use of direct payments and Personal Assistants in an article in the Slough Citizen and refreshed our information pack for service users.

We have seen a fall in the number of people receiving a direct payment this quarter (Q1 607; Q2 570) for a number of reasons. This includes an increase in the number of people ceasing to require a direct payment, a small reduction in the number of carers accessing direct payments and the implications of implementing otherwise very successful hospital discharge pathways. We will therefore be strengthening the direct payment element of these pathways as well as further promoting direct payments to carers.

We will monitor the impact of these initiatives through monthly operational Direct Payment meetings.

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

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

The crime rate is based on reported crime to the police, and while we monitor this, we are not in control of it and can only influence partners such as the police and other enforcement agencies. This we do as a council and through the Safer Slough Partnership.

There can be large differences in crime rates when comparing different quarters. In this case, when you compare 2019 Q1, with 2018 Q1, you will see that we have a slightly lower crime rate this year (2019 26.8 compared to 27.4 in 2018). This is driven by crime types and seasonality i.e. the time of year can

influence some of the volume crimes such as acquisitive crime (theft offences) and public space disorder.

The use of crime rate as an indicator is useful however it does need to be taken in context against the time of year and any ongoing enforcement initiatives that can increase reported crime levels. In this case when comparing Q1 to Q4 we are not taking into consideration these seasonal variances.

The Safer Slough Partnership continues to monitor the crime rate in Slough and, has already put in place a number of initiatives to support police and other enforcement agencies.

Key initiatives in place include:

- Violence: The violence taskforce met on the 4th October 2019 to identify and develop critical work streams to address serious violence in Slough. Matrix groups reporting into the taskforce have been developed, and are working to better understand the drivers and causes of violence to inform evidence based interventions.
- Acquisitive Crime: The Safer Slough Partnership is working to reduce acquisitive crime. A bike marking event is being organised to support owners in protecting their bikes, whilst a communications campaign targeting offenders of bike crime is being developed. Browns and Turning point continue to work with those who may be involved in theft offences, as a result of substance misuse, in an endeavour to reduce their offending behaviour and improve life outcomes.
- Modern Slavery: To mark national anti-slavery day (18th October), the Safer Slough Partnership is launching wave 2 of its hard-hitting campaign to raise awareness of modern slavery. The campaign aims to

encourage concerns from the public and individuals, to be reported to the modern slavery helpline, to ensure victims receive immediate support and protection.

- Domestic Abuse (DA) Services: We are continuing to support victims of domestic abuse through the provision of the Hestia DA service.
- Training: Training continues to be delivered on topics which include DA, gang's awareness, and modern slavery and exploitation, to ensure practitioners can identify signs of abuse, and are aware of referral pathways and appropriate responses to enable the protection of vulnerable people.
- **Number of homeless households accommodated by SBC in temporary accommodation**

The RAG status has remained Red

This measure is a count of homeless households in temporary accommodation on the final day of each quarter. We have seen a decline in the number of homeless households this quarter from 435 at Q1 to 429 at Q2 however we are above our in-year target of 380 households.

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

Household approaches under the Homeless Reduction Act remain very high with, on average, 128 households approaching each month. The team is working to prevent more cases by providing advice to these households and agreeing steps for both SBC and the household (such as

mediation work and finding accommodation). This 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.

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

The RAG status remained **Red**

At the end of Q2, 7 long term empty properties have been brought back into use. Some of these have been empty for many years as there wasn't a sufficient focus on empty properties previously. The Council has been relying on CPO powers and now we have a much more proactive approach to resolving these issues. In addition, there are at least 14 further cases in the pipe line where renovation works have commenced and which we believe will be completed and returned to occupation by March 2020.

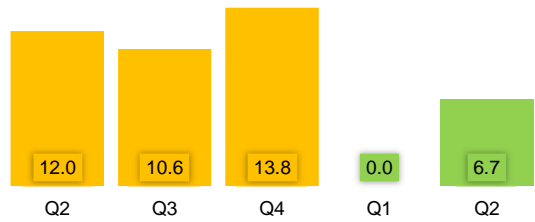
We are in process of designing an effective communication strategy with the owners of empty properties. This process is very much dependant on the cooperation of Council Tax. We have recently completed a Data Protection Impact Assessment (DPIA) in order to obtain the required information regarding owners of empty properties to write to them directly. We intend to write to all cases identified as being empty for more than 6 months and offer them the Council's assistance in bringing their properties back into residential use. This will include the offer of an empty Property Grant and Management of their properties.

The process of obtaining this data has taken longer than expected which may impact the performance of the team in relation to the target set at the beginning of the year.

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

6.7 ↓



Number of children	Q2	Q3	Q4	Q1	Q2
	6	9	11	0	4

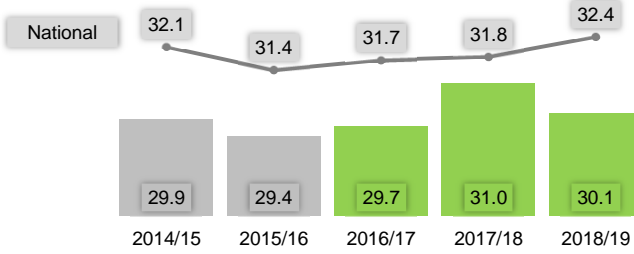
Target RAG Rating	Percentage Range	Rating
GREEN	Below 10%	GREEN
AMBER	Between 10% and 15%	AMBER
RED	Above 15%	RED

There were 60 children that became subject to a Child Protection Plan (CPP) in the quarter. This relates to 32 families. There were 4 (6.7%) children that became subject to a CPP for the second or subsequent time within 2 years. This relates to 3 families. There were 21 (35%) children that became subject to a CPP for the second or subsequent time regardless of how long ago that was. This relates to 12 families.

All decisions in relation to children's protection are appropriate. During Q2 a low number of children have become subject to a Child Protection Plan for the second or subsequent time within two years. Looking at this over the year to date (last 6 months) this involves 4 children out of 100 (4%), compared with 9% for Local Authorities (LAs) within the South East and 12% for statistical neighbours.

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

30.1 ↑



Quartile	Year	Rating
2nd	2014/15	GREEN
2nd	2015/16	GREEN
2nd	2016/17	GREEN
2nd	2017/18	GREEN
2nd	2018/19	GREEN

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

Measured once a year, derived from teacher assessments. Good performance for this indicator is defined as the gap narrowing between the most and least successful pupils alongside a steady increase in the results obtained.

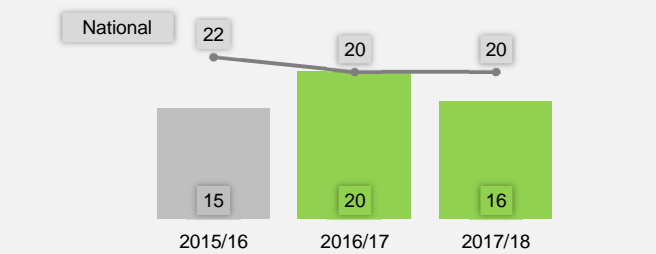
The attainment gap in Slough improved in 2018/19 and is well below the national average. This placed Slough in the second quartile nationally, ranked 45th out of 152 local authorities.

External moderation and quality assurance of Early Years Foundation Stage Profile (EYFSP) data before submission enabled any issues around children with 'emerging' attainment to be addressed directly with schools. Raised focus around boys attainment, particularly in Personal Social and Emotional Development (PSED), was included in all 2018/19 Early Years (EY) training and network meetings. This has resulted in an increase in Good Level of Development (GLD) for boys as well as narrowing the gender gap and attainment gap.

2019/20 EYFSP focus areas already extensively shared in autumn EY meetings; early identification of children in lowest 20% and boys attainment, and the targeted provision and teaching needs required to support improved outcomes.

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

16 ↑



Quartile	Year	Rating
1st	2015/16	GREEN
2nd	2016/17	GREEN
1st	2017/18	GREEN

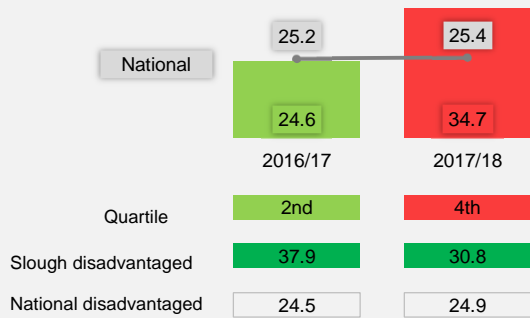
Target RAG Rating	Performance	Rating
GREEN	Lower than the national gap	GREEN
AMBER	Higher than national gap but not ranked in bottom 3rd of LAs	AMBER
RED	Ranked in bottom 3rd of LAs	RED

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.

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 ↓



Quartile 2nd 4th

Slough disadvantaged 37.9 30.8

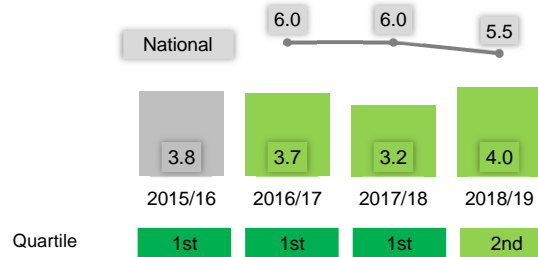
National disadvantaged 24.5 24.9

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)

4.0 ↓



Quartile 1st 1st 1st 2nd

Target RAG Rating	4% or lower	GREEN
	Higher than 4% but below or equal to national	AMBER
	Above national average	RED

Measured once a year, involving local establishment of school leaver destinations.

The 2018/19 NEET rate increased to 4% from 3.2% in the previous year. One of the most significant factors influencing the increase was the complexity across the NEET cohort which meant that young people needed longer term support to be able to move into a positive Education Employment or Training Destination.

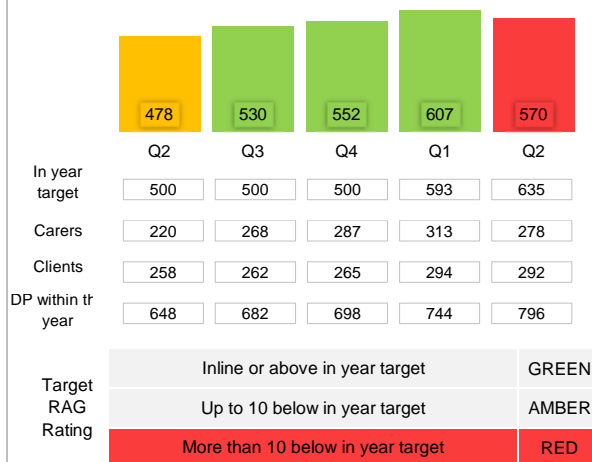
The 2018 cohort increased by 186 young people which provided additional pressure within the same resource envelope. The service is currently forecasting the next three years increased cohorts sizes to help predict where there may be additional pressures and identify ways that can help reduce the NEET numbers and utilise resources across Slough Borough Council and providers within the voluntary sector.

Young Peoples Service's are completing a review of the at Risk of NEET Programme delivered in Slough Schools at Year 11 and how the programme can best support the cohort to ensure successful transitions to Education, Employment or Training post year 11.

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

570 ↓



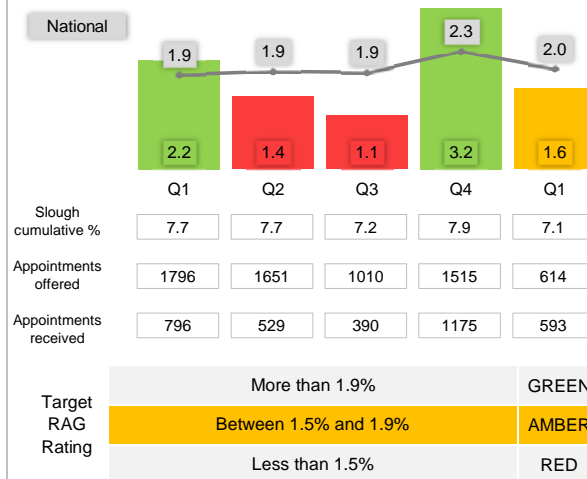
Direct Payments are a way of enabling those eligible for social care support to control the commissioning and procurement of support themselves. This leads to more personalised and controlled support, which evidence shows will deliver better outcomes. By March 2020 our aim is to have more than 718 adults 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. In Q2 we also facilitated a series of refresher training and lunch and learn sessions for operational staff, promoted the use of direct payments and Personal Assistants in an article in the Slough Citizen and refreshed our information pack for service users.

We have seen a fall in the number of people receiving a direct payment this quarter. This has been for a number of reasons. This includes an increase in the number of people ceasing to require a direct payment, a small reduction in the number of carers accessing direct payments and the implications of implementing otherwise very successful hospital discharge pathways. We will therefore be strengthening the direct payment element of these pathways as well as further promoting direct payments to carers. We will monitor the impact of these initiatives through monthly operational Direct Payment meetings.

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

1.6 ↓



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). In Slough NHS Health Checks are being offered through the GP practices and also opportunistically in the community.

Intense work around the NHS Health Check programme last quarter highlighted some issue around data capturing, for which we have already started adopting mitigating actions. These include:

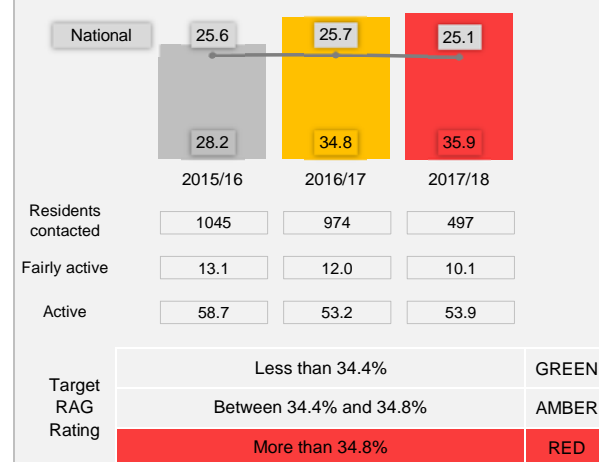
- The data from the GPs do not necessarily get reported in the same quarter which means the data gets missed for that quarter reporting.
- The corrected data sent to the national team is added to the following quarter which results in over/under-reported quarterly data.
- The community figures from our community provider were not reported in Q1 due to the gap in their staffing.

Taking the above into account, the revised figure for Q1 would be 2.06%.

We continue to work with our providers to maintain the target number of NHS Health Checks but also to reach out to higher risk residents which will be informed by the findings from the Health Belief research.

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 ↓



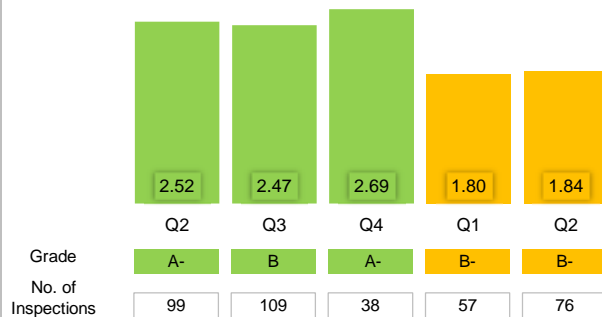
This measure is an estimate of physical inactivity amongst adults aged 16 or older, and derives from a nationwide survey (the 'Active Lives Survey') conducted and reported annually by Sports England.

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)

1.84 (B-) ↔



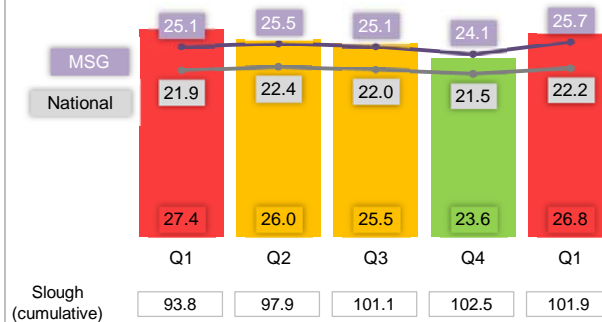
Target RAG Rating	Criteria	Color
Average EPA grade B or above	GREEN	GREEN
Average EPA grade B- to C-	AMBER	AMBER
Average EPA grade D	RED	RED

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.

Whilst implementing different cleaning regimes these were not applied until late into the quarter. We are monitoring the restoration of standards into the next quarter and deploying a crash cushion onto the Colnbrook bypass to increase the standard of cleansing and allocating more resource to the gateway sites.

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

26.8 ↑



Target RAG Rating	Criteria	Color
Lower than MSG average and rate decreasing	GREEN	GREEN
Lower than MSG average and rate increasing	AMBER	AMBER
Higher than MSG average and rate decreasing	AMBER	AMBER
Higher than MSG average and rate increasing	RED	RED

The crime rate is based on reported crime to the police, and while we monitor this, we are not in control of it and can only influence partners such as the police and other enforcement agencies. This we do as a council and through the Safer Slough Partnership.

There can be large differences in crime rates when comparing different quarters. In this case, when you compare 2019 Q1, with 2018 Q1, you will see that we have a slightly lower crime rate this year (2019 26.8 compared to 27.4 in 2018). This is driven by crime types and seasonality i.e. the time of year can influence some of the volume crimes such as acquisitive crime (theft offences) and public space disorder.

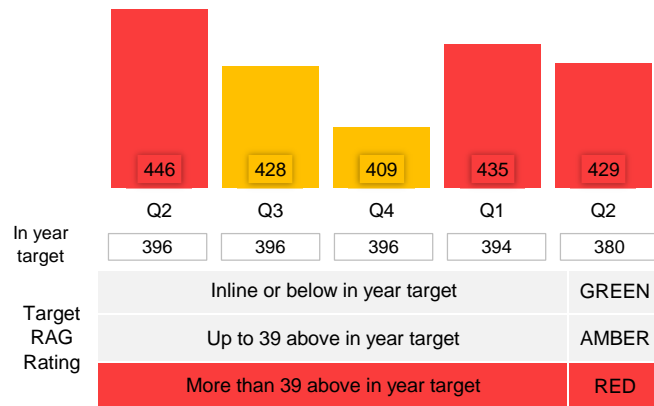
The use of crime rate as an indicator is useful however it does need to be taken in context against the time of year and any ongoing enforcement initiatives that can increase reported crime levels. In this case when comparing Q1 to Q4 we are not taking into consideration these sessional variances.

The Safer Slough Partnership continues to monitor the crime rate in Slough and, has already put in place a number of initiatives to support police and other enforcement agencies.

Outcome 4: Our residents will live in good quality homes

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

429 ↑



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.

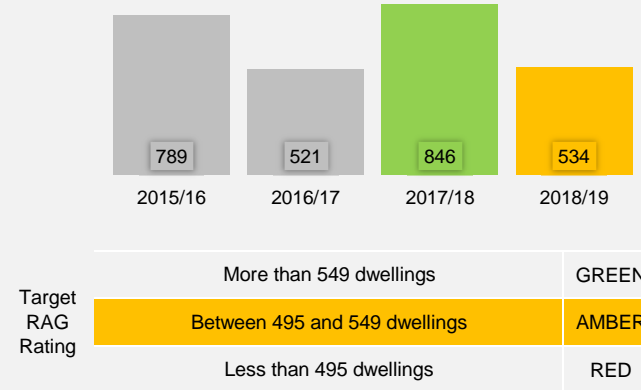
There has been a decline of 6 less households from the previous quarter, however the figure is above our in-year target of 380 households.

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

Household approaches under the Homeless Reduction Act remain very high with, on average, 128 households approaching each month. The team is working to prevent more cases by providing advice to these households and agreeing steps for both SBC and the household (such as mediation work and finding accommodation). This 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 ↓

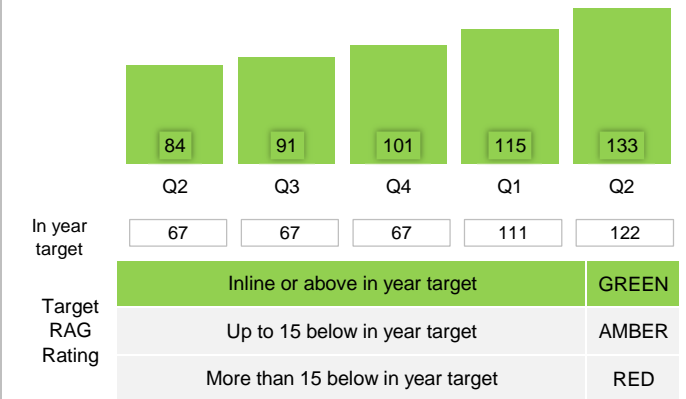


Measure is a net count of all new dwellings added to Slough's housing stock each year. Target is an annual average per year.

The next annual update is due at the end of quarter 1 2020/21.

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

133 ↑



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.

The increase in the number of mandatory licenced HMOs in the borough is likely a result of the increased profile of the property licensing requirements since the launch of the selective and additional licensing schemes in spring 2019. Furthermore, the simplified online application system makes it far easier for landlords to make an application and pay the Licensing fees.

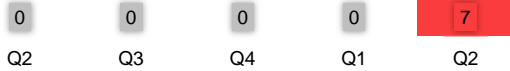
However, it is estimated that the total number of Licenced HMOs is still far below the estimated number that should be licenced and the Housing Regulation Team have commenced a programme to locate all unlicensed licensable properties in the borough. This substantial task will likely require additional resource to be effective. Approval is being sought to recruit additional officers using the proceeds from the licensing fees. Further success will be dependent on the provision of Council Tax data which has taken longer than expected to obtain.

Despite this we anticipate that the number of mandatory licenced HMOs and other properties will continue to increase over the next quarter.

Outcome 4: Our residents will live in good quality homes

4. Number of empty properties brought back into use

7 ↑



In year target

-	-	-	7	14
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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

Year to date; 7 long term empty properties have been brought back into use. Some of these have been empty for many years as there wasn't a sufficient focus on empty properties previously. The Council has been relying on CPO powers and now we have a much more proactive approach to resolving these issues.

In addition, there are at least 14 further cases in the pipe line where renovation works have commenced and which we believe will be completed and returned to occupation by March 2020.

We are in process of designing an effective communication strategy with the owners of empty properties. This process is very much dependant on the cooperation of Council Tax. We have recently completed a Data Protection Impact Assessment (DPIA) in order to obtain the required information regarding owners of empty properties to write to them directly. We intend to write to all cases identified as being empty for more than 6 months and offer them the Council's assistance in bringing their properties back into residential use. This will include the offer of an empty Property Grant and Management of their properties.

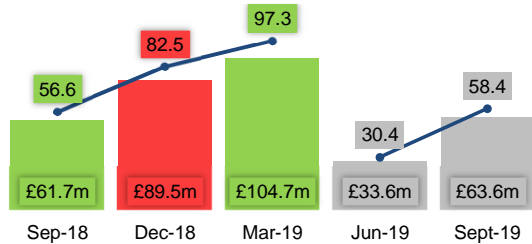
The process of obtaining this data has taken longer than expected which may impact the performance of the team in relation to the target set at the beginning of the year.

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)

£63.6m
58.4% ↑



In year profile target	Sep-18	Dec-18	Mar-19	Jun-19	Sept-19
	55.6	83.4	97.3	tba	tba
Diff from target	1.0	-0.9	0.0	-	-

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

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

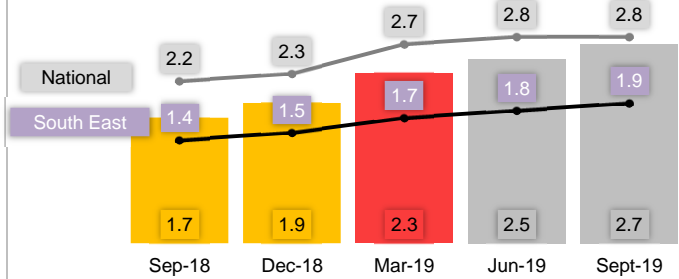
By the end of second quarter we achieved a collection rate of 58.4% of the expected in-year total, collecting £63.6m. This is an increase of £1.9m from the previous year.

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

2.7 ↓



No. of residents	Sep-18	Dec-18	Mar-19	Jun-19	Sept-19
	1645	1815	2225	2405	2555

Target RAG Rating	Rating
Target to be agreed	GREEN
Target to be agreed	AMBER
Target to be agreed	RED

Slough's claimant rate for Sept 2019 of 2.7% comprises 2,555 people.

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

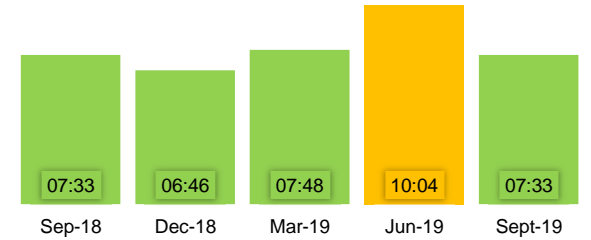
Since May 2018, all Berkshire Job Centres have been providing Universal Credit Full Service. The design of Universal Credit means that additional people will be counted in Claimant Count data and therefore these figures are likely to rise (irrespective of the performance of the local economy).

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 Strategic Insight Team will continue to monitor the metric development in this area.

3. Journey times

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

7m 33s ↑



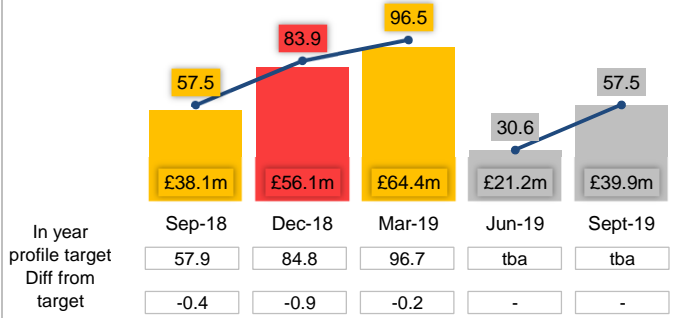
Target RAG Rating	Rating
Under 10 mins	GREEN
Between 10-13 mins	AMBER
Over 13 mins	RED

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 Sept-19 was 7 min 33 seconds. This is an improvement from the previous quarter of 10 min 33 seconds, and in line with this time last year.

Corporate Health Indicators

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

£39.9m
57.5%



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

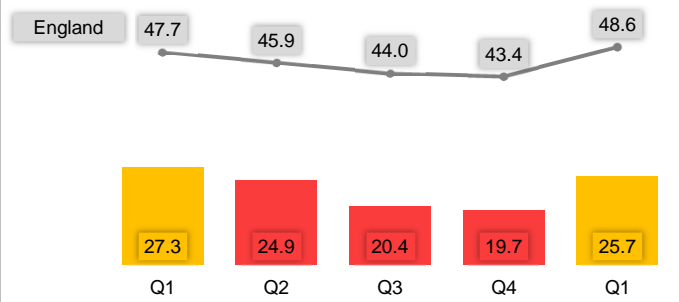
Council tax is collected throughout the year, hence this is a cumulative measure.

By the end of second quarter we achieved a collection rate of 57.5% of the expected in-year total, collecting £39.9m. This is an increase of £1.8m from the previous year.

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

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

25.7 ↑



Target RAG Rating	Greater or equal to 30%	GREEN
	Greater or equal to 25% less than 30%	AMBER
	Less than 25%	RED

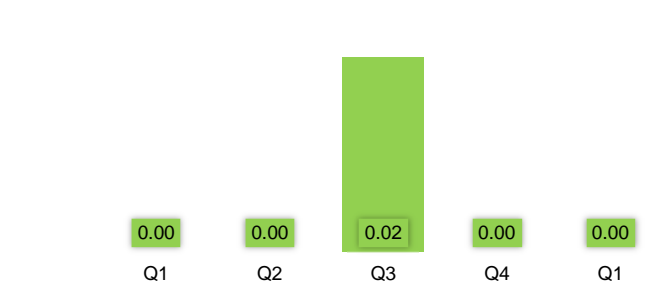
Recycling rates in Slough although improving remain below target and national rates. Residents are including items in their red bins which we are unable to recycle, resulting in rejected loads at the Materials Recycling Facility.

Communications on targeted and rejected materials has been increased and it is planned that additional stickers will be placed onto the waste containers informing households of what items can be placed into which container. Further training will be undertaken with crews to improve the quality checks undertaken at kerbside to ensure visibly contaminated bins are not collected and left with contamination hangers.

Due to an issue with our current supplier being unable to process wood waste, the material from the Civic Amenity site has not been recycled in the quarter which has had a detrimental effect on the overall recycling rate. A business case has been approved through procurement to source a new supplier.

3. Percentage of municipal waste sent to landfill

0.00 ↔

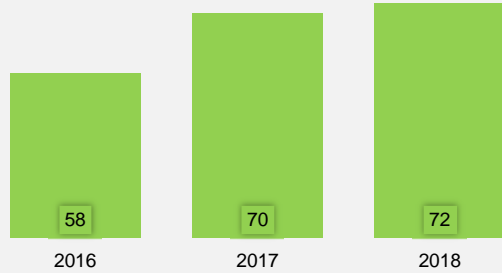


Target RAG Rating	Less than or equal to 2%	GREEN
	Greater than 2% less than 5%	AMBER
	Greater or equal to 5%	RED

Slough remains in the top quartile for local authorities with the lowest amount of waste sent to landfill per annum with good local incineration provision.

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

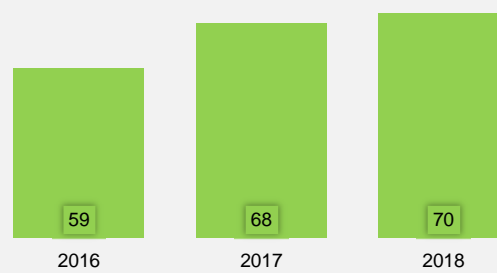
Based on the 2018 annual staff survey.

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

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

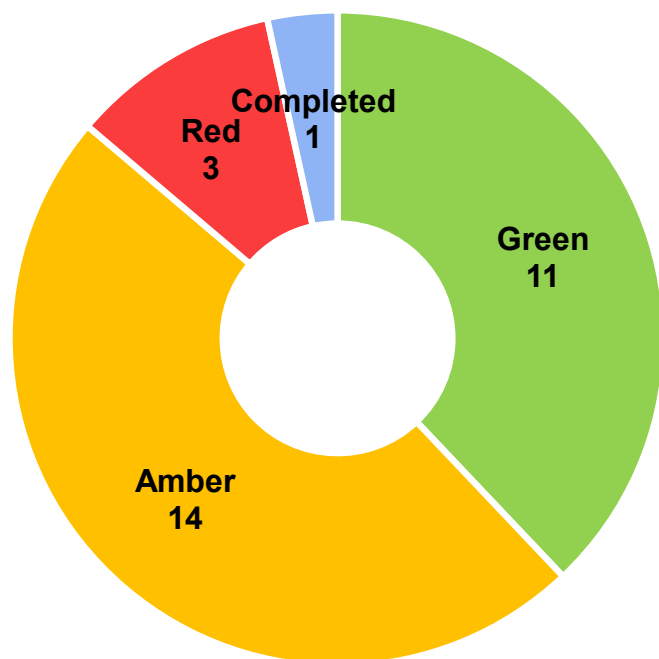
Project Portfolio

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

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

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

Project Portfolio: Overall Status



At the end of Quarter 2 there were 28 live projects on the portfolio, graded as follows:

	Gold	Silver	Bronze	Total
Qtr-1	10	10	7	27
Qtr-2	12	9	7	28

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, 39% were rated overall as **Green** (11 projects), 50% were rated overall as **Amber** (14 projects) and 11% were rated overall as **Red** (3 projects).

One project completed this quarter - Speech and Language Therapy (SALT) commission.

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

- Capita One Hosting - Education Modules
- Cemetery Extension
- Highways & Transport Programme

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 2 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 ↔	Green ↑	Green ↑	Green ↑	Deployment planning and activities continue, confirming TUPE staff moves, SBC engagement/communications planning, and activities for day one/week one/month one.
Building Compliance	Green ↔	Green ↔	Green ↔	Green ↔	Boiler replacement programme has successfully completed 210 replacement boiler installations. 3751 Fire Risk Assessment fire stopping tasks have been completed across the de-designated schemes.
Cemetery Extension	Red ↓	Amber ↔	Red ↓	Red ↓	The Health & Safety Construction Design and Management (CDM) regulations documents received and work on the Lismore Gate extension commenced in accordance with the planned work schedule. Additional funding for the main cemetery extension to be agreed at Capital Monitoring Board in November.
Direct Services Organisation	Amber ↓	Green ↔	Amber ↔	Amber ↓	Recruitment of vacant posts commenced in September. Resources are being planned for the Highways operational phase of works. A scoping report is being written with respect to writing the Slough Direct Services 5 Year Business plan.
Future Delivery of Children's Services in Slough	Green ↔	Green ↑	Amber ↔	Amber ↑	Discussions continue regarding the future arrangements for Children's services in Slough and a proposal is with the Secretary of State.
Grove Academy	Amber ↔	Amber ↔	Amber ↔	Amber ↔	Sale of school site to Department for Education (DfE) was completed on 4 July 2019.
Highways and Transport Programme	Red ↔	Green ↔	Red ↔	Red ↔	Works completed on the A4 cycle route. Works are continuing at Langley Station including traffic signal design. Windsor road widening works are currently underway.
Hotel and Residential Development at the Old Library site	Green ↔	Green ↔	Green ↔	Green ↔	Works on site are underway and on schedule.

Gold Project title	Timeline	Budget	Risks & Issues	Overall Status	Comments
Housing Strategy – Homelessness Reduction Act	Green ↔	Green ↔	Green ↑	Green ↔	Project is in the process of being closed and an End project Report is being drafted.
Localities Strategy	Green ↔	Green ↔	Amber ↔	Amber ↔	Sites and services to be included in six proposed hubs currently being scoped.
Slough Urban Renewal	Green ↔	Green ↔	Amber ↔	Amber ↔	Slough Urban Renewal projects are progressing. Three homes remain to be sold at Wexham Green and stakeholder meetings are taking place for the Stoke Wharf development.
Town Enhancement Programme - Clean, Safe, Vibrant	Green ↔	Amber ↓	Amber ↑	Amber ↑	The Events Co-ordination team has re-established the publication of the Town Centre Events programme, beginning with September to December. A vibrancy officer has been appointed to focus on market stalls and the Social Enterprise Quarter.

Background Papers:

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

Key achievements this quarter:

Arvato Exit

Project is progressing and on track.

Homelessness Reduction Act

Project has successfully completed. An end project report is being written.

Slough Academy

Cornerstone implementation of core Learning Management System successfully completed.

Slough Urban Renewal

The Stoke Wharf scheme has been successfully shortlisted at the TVPropFest awards in September.

Various work experience placements/visits have been taking place during the school summer holidays.

Key issues to be aware of:

Timeline

Capita One Hosting - Education Modules

Project is currently on hold - specifically with the element of the project focussing on moving to a supplier hosted platform.

Cemetery Extension

Main works are currently subject to a second tender process which is nearing completion.

Town Enhancement Programme - Clean, Safe and Vibrant

Communications strategy is in place for the project, however more work to be done on the co-ordination of activities and the link between the now and the future. There are delays in looking at options for a Digital Screen and Bandstand in the Town Centre.

Resources

Highways & Transport Programme

Looking at resourcing of work through Direct Services Organisation (DSO).

Reporting

Slough Academy

Agresso data integrity and completeness – if this data is not correct and/or not complete Cornerstone reporting will not be accurate.

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:

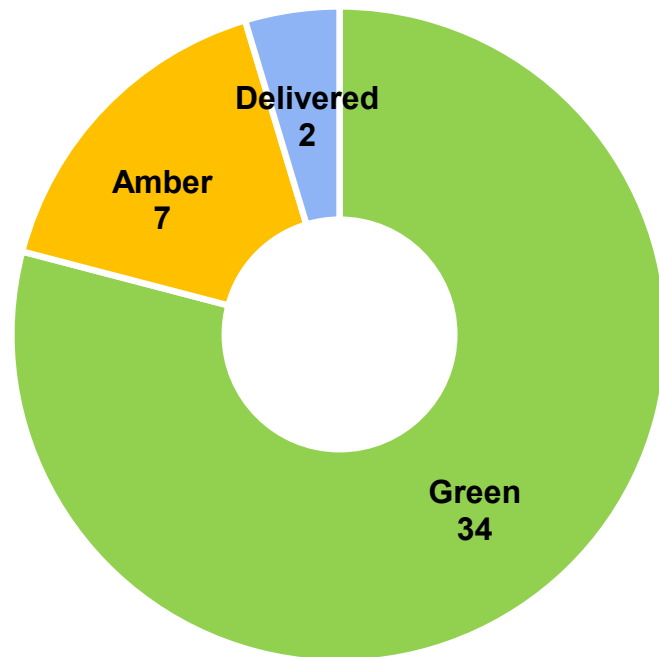
- Establish at business case stage how benefits will be measured and evidenced for both internal & external purposes.
- Schedule school building projects in one, rather than multiple phases taking a whole school approach and expand school support spaces and infrastructure to match the new capacity.
-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

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 2 i.e. 30th September 2019.

Manifesto Pledges: Overall Status



There are 43 Manifesto pledges across the key areas.

At the end of quarter 2, 79% (34 pledges) were rated overall as **Green** as achieving or on schedule and 16% (7 pledges) were rated overall as **Amber**, signifying as working towards and 5% (2 pledges) 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 open new outdoor gyms in Baylis & Stoke, Colnbrook, Cippenham Green, Cippenham Meadows and Farnham wards**
Tender awarded to the Great Outdoor Gym Company. All gyms are now installed and open/in use.

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 2 i.e. 30th September 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	AMBER ↓
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	COMPLETED	✓
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	GREEN ↑

10	We will begin work on a major environmental urban wetland project in Salt Hill Park	March 2020	GREEN ↑
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	GREEN ↑

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	GREEN ↑
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	GREEN ↑
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	GREEN ↑

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 Langleigh 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	GREEN ↑
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.