

Slough Borough Council

Appendix A:

Corporate Performance Report

2020-21 – Quarter 4

(January to March 2021)

Business Insight

Strategy & Improvement

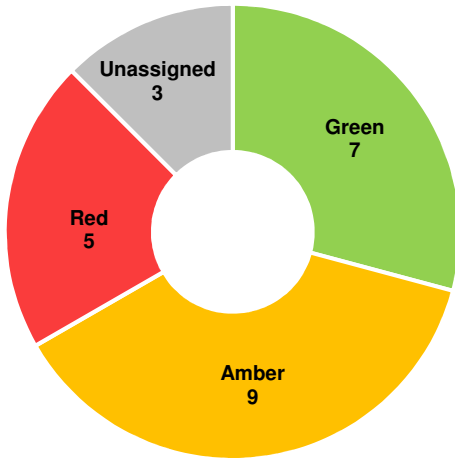
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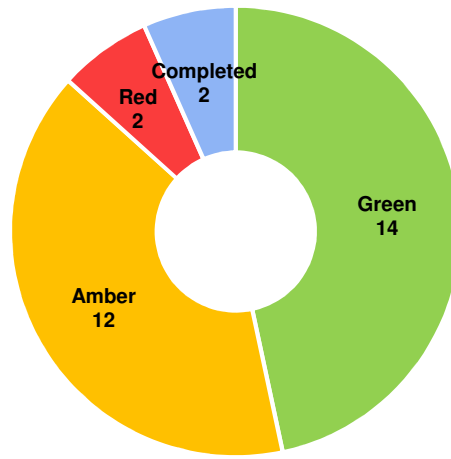
2020/21 Quarter 4: Executive Summary

Performance against target (RAG)

Key Performance Indicators

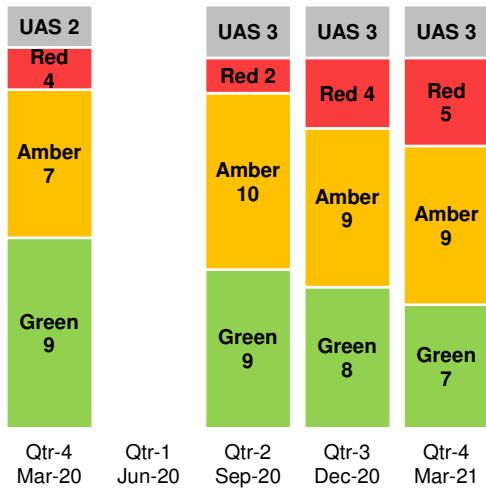


Project Portfolio: Overall Status

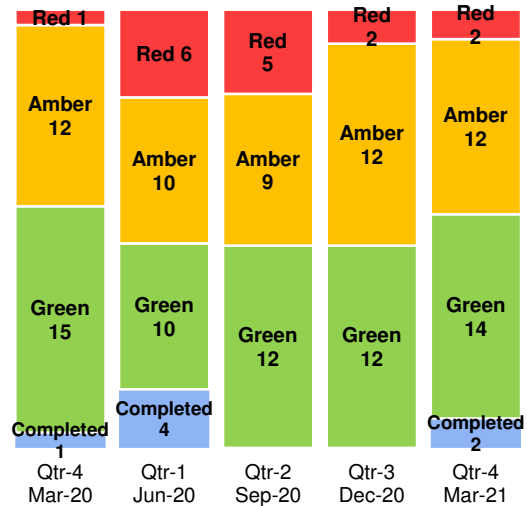


Comparison with previous quarter

Key Performance Indicators



Project Portfolio: Overall Status



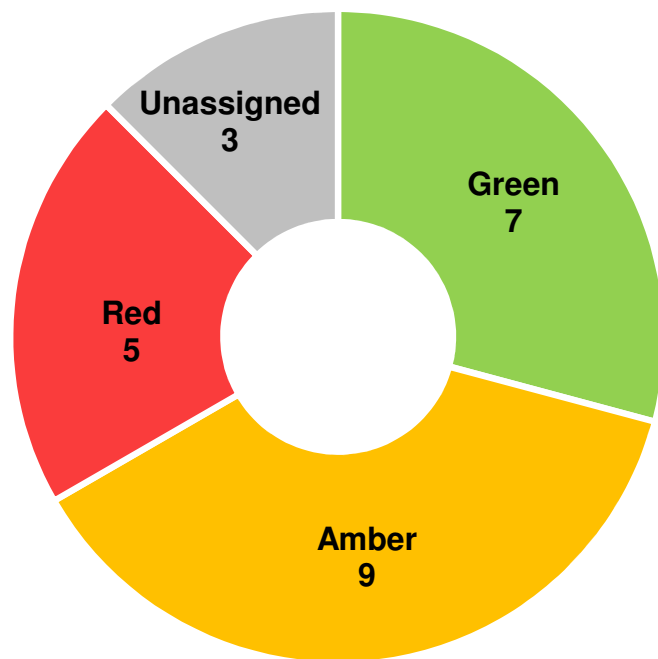
Performance Scorecard

Outcome	Performance Measure	Previous Performance	Direction	Current Performance	Target
Outcome 1 Slough children will grow up to be happy, healthy and successful	Percentage of Child Protection Plans started in year that were repeat plans within 2 years	G 7.3% (7)	↓	A 10.7% (9)	<10%
	Attainment gap between all children and bottom 20% at Early Years	G 31.0%	↑	G 30.1%	<32.4%
	Attainment gap between disadvantaged children and all others at Key Stage 2	G 16%	↔	G 16%	<20%
	Attainment gap between disadvantaged children and all others at Key Stage 4	G 23.6%	↓	R 30.2%	<26.4%
	Percentage of young people not in education, training or employment	G 4.0%	↓	G 4.2%	<=5%
	Young people's happiness (indicator to be established)	-		-	tbc
	Percentage of reception aged children classified as overweight including obese	- 21.9%	↓	A 23.0%	<23.0%
	Percentage of year 6 aged children classified as overweight including obese	- 41.0%	↑	A 40.8%	<35.2%
Outcome 2 Our people will be healthier and manage their own care needs	Number of adults receiving a Direct Payment	R 595	↓	R 583	650
	Uptake of targeted NHS health checks	G 2.0%	↓	A 1.5%	>1.9%
	Percentage of residents inactive	R 35.9%	↑	A 34.4%	<34.4%
Outcome 3 Slough will be an attractive place where people choose to live, work and stay	Average level of street cleanliness	G B (2.65)	↑	G B (2.91)	>=B
	Total crime rate per 1,000 population	R 28.5	↑	A 27.7	<24.8
	Percentage of household waste sent for reuse, recycling or composting	A 28.3%	↓	A 26.3%	>=30%
Outcome 4 Our residents will live in good quality homes	Number of homeless households in temporary accommodation	A 355	↓	R 414	<=299
	Number of net additional permanent dwellings completed during the year	A 503	↓	A 501	>=650
	Number of mandatory licensed HMOs	G 244	↑	G 267	>=250
	The number of service requests that took 90 or more days to close	A 144	↓	R 301	>100
Outcome 5 Slough will attract, retain and grow businesses and investment to provide opportunities	Business rate in year collection rate	- 95.8% (£103.8m)	↓	- 90.0% (£68.4m)	n/a
	Access to employment: unemployment rate	R 8.4%	↓	R 8.9%	<6.5
	Average journey time from Heart of Slough to M4 J6 (M-F 16:30-18:30)	G 6 mins 31s	↑	G 6 mins 22s	<10mins
Corporate health	Council tax in year collection rate	- 96.1% (£66.6m)	↓	- 92.7% (£66.1m)	n/a
	SBC staff survey: percentage of staff proud to work for the council	G 72%	↓	A 67%	>=72%
	SBC staff survey: percentage of staff rate working for the council as either good or excellent	G 70%	↑	G 74%	>=70%

Corporate Balanced Scorecard

The latest position of the Council's key performance indicators at the end of quarter 4 was as follows:

Key Performance Indicators



Quarter 4 updates are not yet available for the following measures, with the latest available figures from quarter 3:

- Total crime rates per 1,000 population
- Percentage of household waste sent for reuse, recycling or composting

Due to the pandemic a number of underlying data sources have not been updated for a considerable time. This means that in four cases the indicator on the scorecard is not accurately capturing recent

performance. The indicators impacted by a delay in external data source updates are:

- Percentage attainment gap between all children and bottom 20% at Early Years Foundation Stage
- Percentage attainment gap between all children and bottom 20% at Key Stage 2
- Uptake of targeted health checks for people aged between 40-74
- Number of people inactive

Of the 24 indicators reported, the following 3 indicators currently have no agreed target value assigned:

- **Young people's happiness**
This is a new indicator which is yet to be established. Initial discussions have commenced with the lead for Children & Families and Communities and Leisure.
- **Business rate in year collection rate**
Due to the uncertainty of the impact of Covid-19 on collection rates, year-end targets have not been assigned for business rate income.
- **Council tax in year collection rate**
Due to the uncertainty of the impact of Covid-19 on collection rates, year-end targets have not been assigned for council tax in year collection rates.

For the remaining 21 indicators with agreed target levels, 33% (7 indicators) were rated overall as **Green**, 43% (9 indicators) were rated as **Amber** and 24% (5 indicators) were rated as **Red**.

In relation to overall trend, performance has improved since last quarter for 35% (8) of the 23 KPIs, remained the same for 5% (1) and declined for 61% (14). Whilst Covid-19 is not the only factor impacting on performance, quarter 4 figures provide insight into the impact of Covid-19 in 2020/21 financial year.

Key improvements this quarter:

- **Average level of street cleanliness**
The RAG status remains **Green**.
During quarter 4 we saw an increase in the number of inspections carried out as well as an improvement in the average inspection score of 2.91 and the average grade remaining at a grade B. A reduction in staff COVID absences enabled a full service to be deployed across the board. As a result we had the manpower to keep on top of litter within the Borough.
- **Total crime rates per 1,000 population: (quarterly)**
The RAG status improved from **Red** to **Amber**
Slough's total crime rates per 1,000 population for quarter 3 improved from 28.5 in Q2 to 27.7 in Q3 however remains higher than the Most Similar Group (MSG) and national averages. A reduction in the crimes rates is likely to be a result of national lockdown restrictions in place during Q3. The most prevalent offence subgroup for Slough for Q3 of the 2020/2021 financial year was 'violence without injury'.
- **Number of licenced mandatory Houses in Multiple Occupation (HMOs)**
The RAG status remains **Green**.
The number of Houses in Multiple Occupation (HMOs) licences shows a steady increase from previous quarter from 244 to 267 properties. The enforcement of the requirement for all HMOs to be licensed requires proactive, unannounced visits to properties with unknown occupants so naturally the housing regulation team's activity in this area has been

severely restricted by the Covid lockdown which began in early January. None the less we have managed to steadily increase the number of mandatory licensed HMOs by writing to landlords and reminding them of the requirement to licence.

We have initiated prosecution proceedings against one landlord that failed to licence their property; though those proceedings are yet to be concluded. We have also issued financial penalties to another two landlords for failing to licence their properties. As restrictions are now being eased and officers that are currently shielding move closer to returning to work it is anticipated that there will be a significant increase in the number of licence applications in 2021/22 as the officers begin to accelerate their enforcement activity.

- **Average journey time from Heart of Slough to M4 J6 (M-F 16:30-18:30)**
The RAG status remains **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 Mar-21 was 6 minutes 22 seconds. This is an improvement from the previous quarter (at the end of Dec-20) of 6 minutes 31 seconds.

Key areas for review this quarter:

- **Attainment gap between disadvantaged children and all others at Key Stage 4**
The RAG status dropped from **Green** to **Red**
[This is an annual indicator derived from the end of year exams and was reported in the previous quarter]. The next annual update is due at the end of quarter 3 2021/22].
- **Number of adults managing their care and support via a direct payment**
The RAG status remains **Red**
There has been a reduction in the number of adults managing their care and support via a Direct Payment (DP) from 595 in

Q3 to 583 in Q4 and as such this remains below the in-year target of 650. This is mainly down to pressures to the pandemic response. Referrals for new DP's reduced dramatically during 2020, with only 80 being received into the Purchasing Personal Budget Team (PPBT) compared to 145 the previous year. The staff within the team often assisted their colleagues in the Purchasing function taking them away from their DP duties. DP officers were also unable to carry out face to face visits which usually give service users more confidence in asking questions, exploring DPs and taking up the DP offer when able to meet someone from the team rather than through telephone communications.

Despite the challenges in 2020-21 the overall number of people opting to take a direct payment within the year increased from 847 in Q4 2019/20 to 856 in Q4 2020/21. Improvement measures are underway to reach target for 2021-22. We continue to make direct payments easier to manage using pre-payment card, managed direct payment accounts and providing in-house support for the recruitment of Personal Assistants.

- **Number of net additional permanent dwellings completed in the borough during the year**

The RAG status remains **Amber**

There was a slight reduction in the number of net additional permanent dwellings successfully completed from 503 in 2019/20 to 501 in 2020/21. In addition, there are over 1,000 homes still under construction and over 2,500 new homes that have planning consent but construction has yet to start. Covid-19 may have slowed down progress on these which could impact completions over the next few years.

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

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

There has been an increase in the number of referrals received during the pandemic. Households in TA increased from 355 households at the end of Q3 to 414 households at the end of Q4 representing a 16.5% increase in 3 months. Although there has been a freeze on evictions through the courts, there has been a significant number of referrals of single homeless households in response the governments 'get everyone in' campaign during the COVID-19 pandemic.

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

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

There has been an increase in the number of service requests that took 90 or more days to close, from 144 in Q3 to 301 in Q4. During Covid-19 there has been a delay in investigating noise recording as the specialist IT equipment can only be used within the office. This has led to cases remaining open for longer periods whilst officers are asked to work remotely. During lockdowns home visits could not be carried out therefore many of these cases remain pending whilst we wait being able to carry out visits again. Officers were only able to progress cases where they can be dealt with remotely or where residents have provided us with useful information/evidence. Work has resumed installing noise recorders to monitor and close cases where necessary. Officers are now able to carry out visits to properly assess cases, action and close as necessary.

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

The RAG status remains **Red**

Since Covid-19 lockdown began we have seen a large increase in the unemployment rate. Slough's claimant rate for March of 8.9% comprises of 8,450 people of which 1,250 aged 16-24 (11.6%) and 2,135 aged 50+ (9.3%). The rate remains above the national and South East of England

average and is the 6th highest rate for 16-64 out of the 63 largest cities and towns.

Despite its past strong economic performance, Slough is one of the top 10 places hardest hit economically by Covid. Since end of March, 5,630 more people in Slough are claiming benefits due to unemployment which includes an additional 855 young people (16-24) and 1,425 older people (50+). At the end of Feb, 13,200 claims from the Coronavirus Job Retention Scheme ('on furlough') and 7,200 claims totalling £18.2m for Self-Employment Income Support Scheme (SEISS).

The Council has been distributing the government grants to businesses with the support of partner organisations such as Slough BID, Queensmere Observatory Shopping Centre, Thames Valley Berkshire Local Economic Partnership and Berkshire Business Growth Hub. The Council was allocated £132,636 of ERDF funding under the Reopening High Streets Safely Fund in 2020, and a further £132,636 for its successor the Welcome Back Fund. An action plan is being designed and implemented at present. This may look to spread the benefits to Langley and the Farnham Road as part of the economic recovery for the Borough's high streets and town centre. This funding aims to help councils and businesses to welcome shoppers, diners and visitors back safely.

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

Due to the uncertainty of the impact of Covid-19 on collection rates, year-end targets have not been assigned for business rate income as the Council chose to suspend recovery action for a good part of the year in order to support our businesses.

At the end of quarter 4 we achieved a business collection rate of 90.0% of the expected in-year total, collecting £68.4m. The collection rate is 5.8% below the same time last year. The net collectable debit is much lower due to the large amount of

relief's that have been applied due to Covid-19; nearly £31m in relief's given in 2020-21.

Due to ongoing Covid-19 challenges many of the businesses for whom we have agreed to defer instalments or spread the instalments have struggled to make the payments before the end of the financial year. We fully expect that there will be a similar situation in 2021-22 but will be working with the businesses to help them make the payments.

Business rate collection is a priority, but we need to be aware that many businesses are struggling and may need a great deal of time to recover to a situation where they are able to pay accumulated business rates or they may not survive.

- **Council tax in year collection**

Due to the uncertainty of the impact of Covid-19 on collection rates, year-end targets have not been assigned for council tax in year collection rates as the Council chose to suspend recovery action for a good part of the year in order to support our residents.

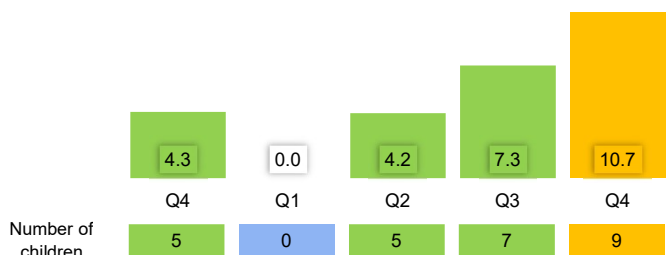
At the end of quarter 4 we achieved a council tax collection rate of 92.7% of the expected in-year total, collecting £66.1m. The collection rate is 3.4% below the same time last year mainly due to the impact of Covid on the income of our residents as many were furloughed or lost work during this time.

Recovery activity restarted in November, taking into consideration the circumstances of our residents, many of the debts have extended payment arrangements to support our residents and it may take some time for many of residents to be able to clear these arrears. We will continue to collect this debt while being firm but fair in our collection methods and identifying vulnerabilities, as necessary.

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

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

10.7 ↓



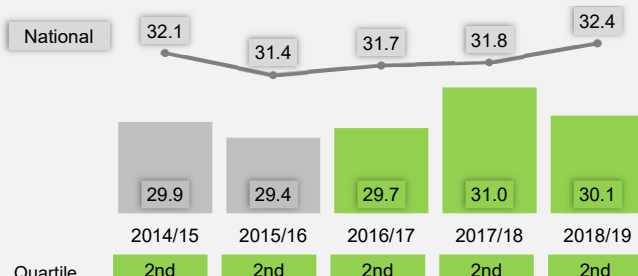
Target RAG Rating	Below 10%	GREEN
	Between 10% and 15%	AMBER
	Above 15%	RED

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

All decisions in relation to children's protection are appropriate. During Q3 7 children became subject to a Child Protection Plan for the second or subsequent time within two years. Looking at this over the last 12 months this involves 17 children out of 408 (4.2%). When compared in 2020-21 Q2, with LAs within the South East (25%) including statistical neighbours (12%) Slough is not an outlier.

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

30.1 ↑



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

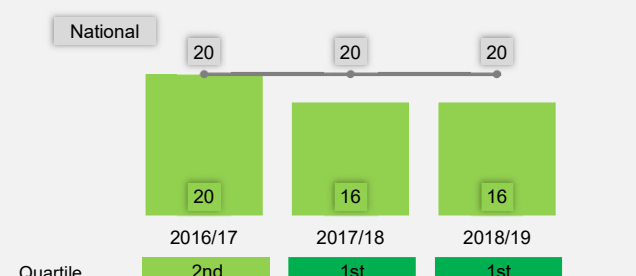
Measured once a year, derived from teacher assessments.

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.

Due to Covid-19 no teacher assessments were submitted in academic year 2019/20. The next annual update based on academic year 2020/21 is due at the end of quarter 3 in 2021/22.

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

16 ↔



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.

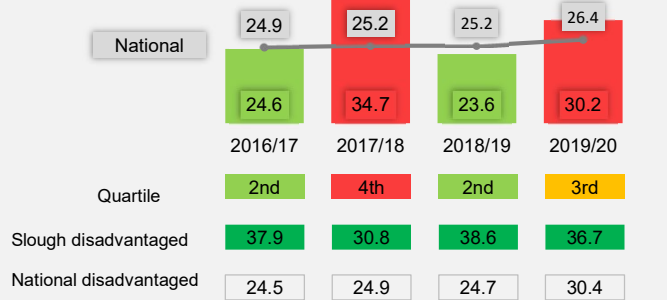
Good performance for this indicator is defined as the gap narrowing between the most and least successful pupils alongside a steady increase in the results obtained.

Due to Covid-19 there were no end of year key stage 2 exams in academic year 2019/20. The next annual update based on academic year 2020/21 is due at the end of quarter 3 in 2021/22.

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

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

30.2 ↓

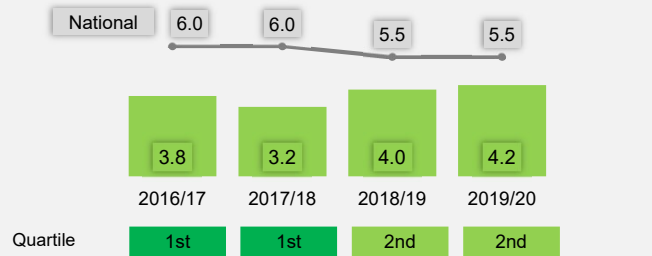


Target RAG Rating	Lower than the national gap	GREEN
	Higher than national gap but not ranked in bottom 3rd of LAs	AMBER
	Ranked in bottom 3rd of LAs	RED

Measured once a year, involving local establishment of school leaver destinations. The next annual update is due at the end of quarter 3 in 2021/22.

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

4.2 ↓



Target RAG Rating	5% or lower	GREEN
	Higher than 5% but below or equal to national	AMBER
	Above national average	RED

Measured once a year, involving local establishment of school leaver destinations. The next annual update is due at the end of quarter 3 in 2021/22.

6. Young people's happiness

TBC

Quartile

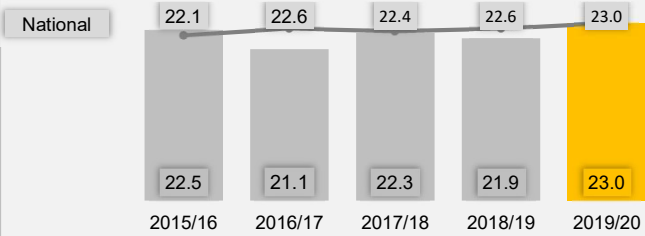
Target RAG Rating	TBC	AMBER
	TBC	AMBER
	TBC	RED

New indicator yet to be established. Initial discussions have commenced with the lead for Children & Families and Communities and Leisure.

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

7. Number of reception aged children classified as overweight including obese in the National Child Measurement Programme (NCMP) as a proportion of all children measured.

23.0 ↓



Children measured: 2546 (2015/16), 2511 (2016/17), 2334 (2017/18), 2314 (2018/19), 2235 (2019/20)

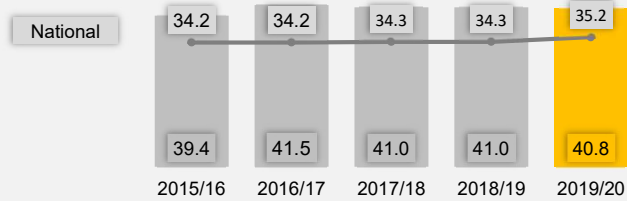
Target RAG Rating	Rating
Lower than national average and rate decreasing	GREEN
Lower than national average and rate increasing	AMBER
Higher than national average and rate decreasing	AMBER
Higher than national average and rate increasing	RED

Child weight is measured annually in the Government's National Child Measurement Programme (NCMP). It covers children in Reception (aged 4-5 years) in mainstream state-maintained schools in England.

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

8. Number of year 6 aged children classified as overweight including obese in the National Child Measurement Programme as a proportion of all

40.8 ↑



Children measured: 1931 (2015/16), 2090 (2016/17), 2251 (2017/18), 2392 (2018/19), 2390 (2019/20)

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

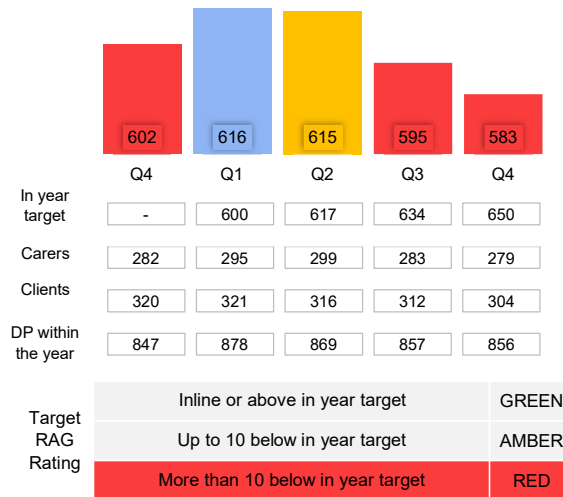
Child weight is measured annually in the Government's National Child Measurement Programme (NCMP). It covers children in Year 6 (aged 10-11 years) in mainstream state-maintained schools in England.

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

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

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

583 ↓



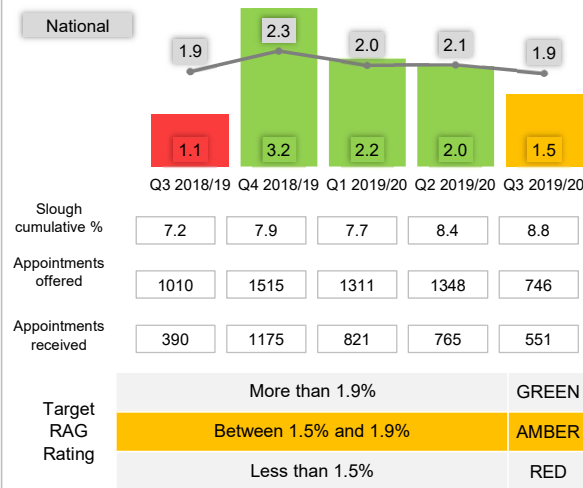
Direct Payments (DP's) are a way of enabling those eligible for social care support to control the commissioning and procurement of support themselves. This leads to more personalised and controlled support, which evidence shows will deliver better outcomes.

There has been a reduction in the number of adults managing their care and support via a direct payment from 595 in Q3 to 583 in Q4 and as such this remains below the in-year target of 650. This is mainly down to pressures to the pandemic response. Referrals for new direct payments reduced dramatically during 2020, with only 80 being received into the PPBT compared to 145 the previous year. This is mainly down to pressures to the pandemic response. Direct Payment Officers often assisted their colleagues in the Purchasing function taking them away from their direct payment duties. They were also unable to carry out face to face visits which gives service users more confidence in asking questions, exploring DPs and taking up the DP offer when able to meet someone from the team rather than through telephone communications.

Despite the challenges in 2020-21 and a reduction in the snap shot figures, the overall number of people opting to take a direct payment within the year increased from 847 in Q4 2019/20 to 856 in Q4 2020/21. Improvement measures are underway to reach target for 2021-22. We continue to make direct payments easier to manage using pre-payment card, managed direct payment accounts and providing in-house support for the recruitment of Personal Assistants.

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

1.5 ↓



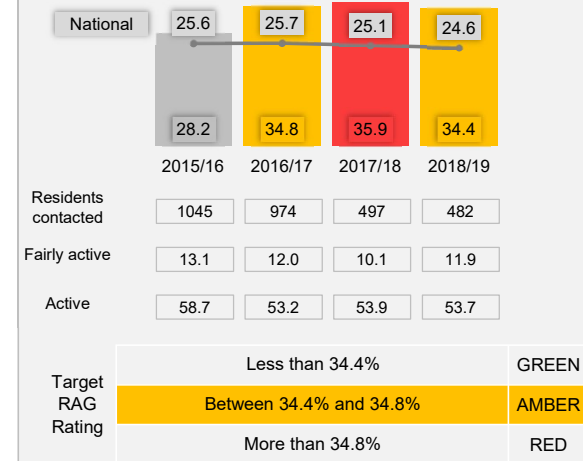
The national aspiration is to offer an NHS Health Check once every five years to all eligible people age 40-74. This aspiration is translated into targets – to offer 20% of the eligible population a health check every year, and at least 50% of those offered to actually receive a check (with an expectation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

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

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

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

34.4 ↑



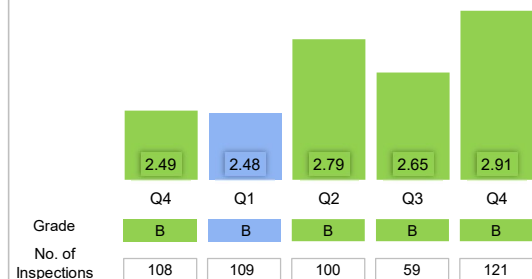
This measure is an estimate of physical inactivity amongst adults aged 16 or older, and derives from a nationwide survey (the 'Active Lives Survey') conducted and reported annually by Sports England.

The next annual update is delayed due to Covid-19.

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

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

B (2.91) ↑



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

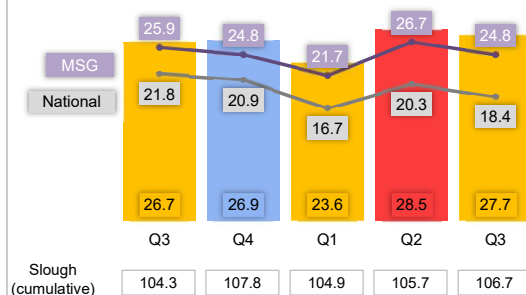
Throughout each quarter, SBC officers conduct inspections of nineteen Gateway sites, awarding a score and EPA Grade based on the level of cleanliness encountered. This measure averages the scores of all inspections and produces an Environmental Protection Agency grade for that mean average.

During quarter 4 we saw an increase in the number of inspections carried out as well as an improvement in the average inspection score of 2.91 and the average grade remaining at a grade B.

A reduction in staff COVID absences enabled a full service to be deployed across the board. As a result we had the manpower to keep on top of litter within the Borough.

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

27.7 ↑



Target RAG Rating	Lower than MSG average and rate decreasing	GREEN
Target RAG Rating	Lower than MSG average and rate increasing	AMBER
Target RAG Rating	Higher than MSG average and rate decreasing	AMBER
Target RAG Rating	Higher than MSG average and rate increasing	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.

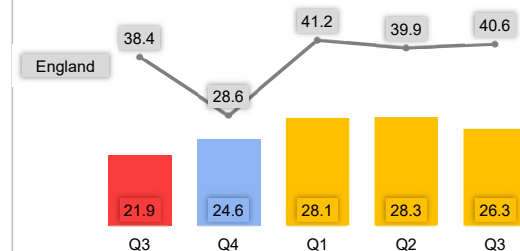
Despite school closures as a result of the pandemic, the programme has been accessed by almost 3,000 young people in years 5 and 6 during the 2020/21 financial year (18 primary schools). As a result of the programme, teachers have reported increased engagement and positive behaviour change from young people, improved communication between peers and with staff, and improved problem solving and critical thinking skills. The programme is centred on prevention, with the long term anticipated societal impact of reduced criminality, including violence and knife crime.

Domestic abuse training was delivered virtually to over 110 professionals from organisations including the Children's Trust, Thames Valley Police, GPs, Slough Borough Council staff, and child minders. Training included an overview of the different forms of domestic abuse, including coercive control and stalking, risk assessment processes, and available support. The Slough domestic abuse service has supported over 1000 victims in the 20/21 FY, through the provision of advocacy, safety planning, and outreach. The local domestic abuse service was successful in securing additional funding following the first lockdown to increase the support offer to local residents.

At the end of 2020, Slough became one of 2 local authority areas in the country to be involved in a pilot project to explore how mandatory licensing of car washes could work, in efforts to reduce the potential for worker exploitation. The project is ongoing and being delivered in partnership with the Gangmasters and Labour Abuse Authority (GLAA), and the Responsible Car Wash Scheme (RCWS). Slough Borough Council is currently in the process of developing a modern slavery / transparency in supply chain statement to reduce the risk of modern slavery and exploitation within its supply chain, including commissioned and procured services.

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

26.3 ↓



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

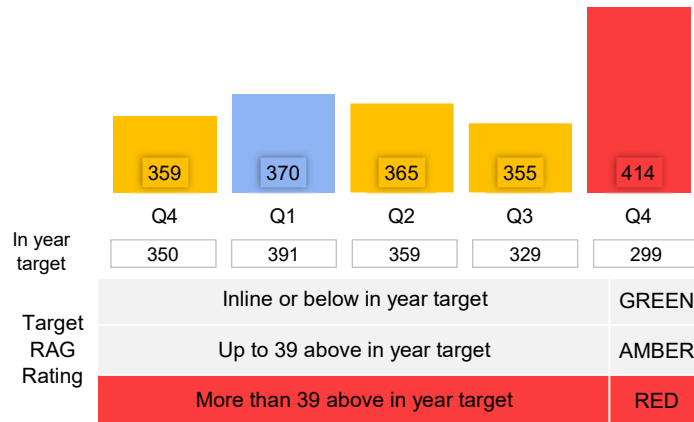
There has been a 2.0% reduction in the overall recycling rate from 28.3% in Q2 to 26.3% in Q3 however we saw a 4.4% improvement from last year of 21.9%.

As expected during the winter period, there was a decrease in garden waste from 930 tonnes in Q2 to 886 tonnes in Q3. Waste tonnage remained consistent over the periods and mixed dry recycling tonnage maintained improved levels in comparison to the previous financial year.

Outcome 4: Our residents will live in good quality homes

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

414 ↓

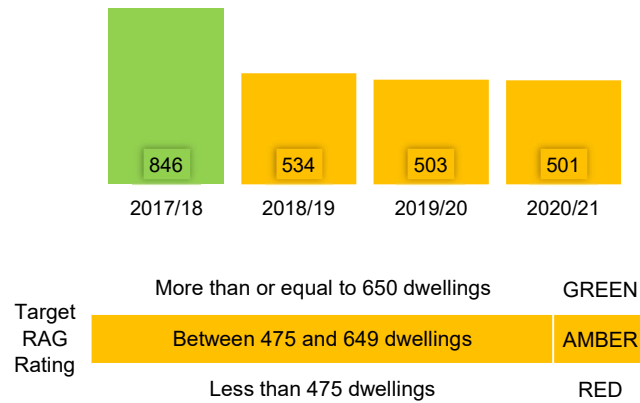


The number of households in temporary accommodation is dependent on the number of homeless approaches, number of households that are placed under the new Homelessness Reduction Act 'Relief' duty, the time it takes for a homeless decision to be made, the number of cases that are 'Agreed' the full housing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

There has been an increase in the number of referrals received during the pandemic. Households in TA increased from 355 households at the end of Q3 to 414 households at the end of Q4 representing a 16.5% increase in 3 months. Although there has been a freeze on evictions through the courts, there has been a significant number of referrals of single homeless households in response to the government's 'get everyone in' campaign during the COVID-19 pandemic.

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

501 ↓

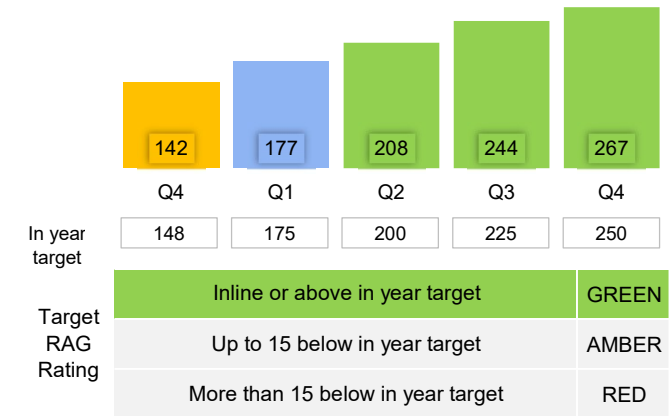


Measure is a net count of all new dwellings added to Slough's housing stock each year. Target is an annual average per year.

501 net additional permanent dwellings successfully completed during 2020/21. In addition, there are over 1,000 homes still under construction and over 2,500 new homes that have planning consent but construction has yet to start. Covid-19 may have slowed down progress on these which could impact completions over the next few years.

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

267 ↑



The figure is a snapshot of the situation at the end of the each quarter. Licences expire or are revoked so the figure is always a balance between licences being issued and those being revoked or expiring.

The enforcement of the requirement for all HMOs to be licensed requires proactive, unannounced visits to properties with unknown occupants so naturally the housing regulation team's activity in this area has been severely restricted by the Covid lockdown which began in early January. None the less we have managed to steadily increase the number of mandatory licensed HMOs by writing to landlords and reminding them of the requirement to licence.

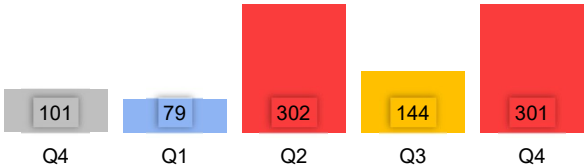
We have initiated prosecution proceedings against one landlord that failed to licence their property; though those proceedings are yet to be concluded. We have also issued financial penalties to another two landlords for failing to licence their properties.

As restrictions are now being eased and officers that are currently shielding move closer to returning to work it is anticipated that there will be a significant increase in the number of licence applications in 2021/22 as the officers begin to accelerate their enforcement activity.

Outcome 4: Our residents will live in good quality homes

4. The number of closed service requests (SRs) that took 90 or more days to close

301 ↓



Target RAG Rating	Less than 100	GREEN
	Between 100 to 150	AMBER
	More than 150	RED

The Neighbourhood Enforcement team drives forward changes that focus on tackling the most complex, difficult and long standing issues of crime, Anti-Social Behaviour (ASB) and enviro-crime across the Borough.

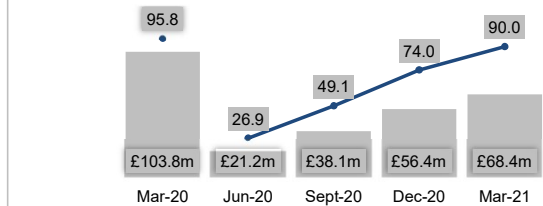
The enforcement team continues to work closely with our external partners such as the Police, the Home Office, waste & environment, street cleansing, along with other contractor's housing associations, private service providers in order to maintain efficiencies and enhance the quality of services within the neighbourhood.

During Covid-19 there has been a delay in investigating noise recording as the specialist IT equipment can only be used within the office. This has led to cases remaining open for longer periods whilst officers are asked to work remotely. During lockdowns home visits could not be carried out therefore many of these cases remain pending whilst we await being able to carry out visits again. Officers were only able to progress cases where they can be dealt with remotely or where residents have provided us with useful information/ evidence. Work has resumed installing noise recorders to monitor and close cases where necessary. Officers are now able to carry out visits to properly assess cases, action and close as necessary.

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)

£68.4m
90.0%



Month	In year profile target	Diff from target
Mar-20	-	-
Jun-20	-	-
Sept-20	-	-
Dec-20	-	-
Mar-21	-	-

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

Business rates are collected throughout the year; hence this is a cumulative measure. Due to the uncertainty of the impact of Covid-19 on collection rates, year-end targets have not been assigned for business rate income as the Council chose to suspend recovery action for a good part of the year in order to support our businesses.

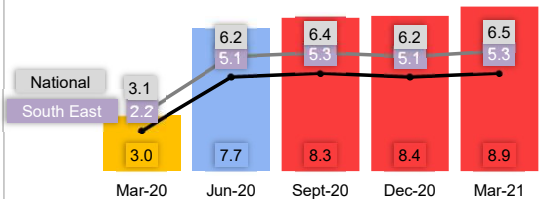
At the end of quarter 4 we achieved a business collection rate of 90.0% of the expected in-year total, collecting £68.4m. The collection rate is 5.8% below the same time last year. The net collectable debit is much lower due to the large amount of relief's that have been applied due to Covid-19; nearly £31m in relief's given in 2020-21.

Due to ongoing Covid-19 challenges many of the businesses for whom we have agreed to defer instalments or spread the instalments have struggled to make the payments before the end of the financial year. We fully expect that there will be a similar situation in 2021-22 but will be working with the businesses to help them make the payments.

Business rate collection is a priority, but we need to be aware that many businesses are struggling and may need a great deal of time to recover to a situation where they are able to pay accumulated business rates or they may not survive.

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

8.9



Month	No. of residents
Mar-20	2820
Jun-20	7320
Sept-20	7910
Dec-20	8000
Mar-21	8450

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

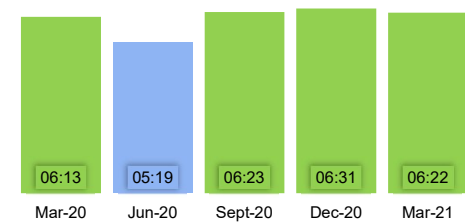
Since Covid-19 lockdown began we have seen a large increase in the unemployment rate. Slough's claimant rate for March of 8.9% comprises of 8,450 people of which 1,250 aged 16-24 (11.6%) and 2,135 aged 50+ (9.3%). The rate remains above the national and South East of England average and is the 6th highest rate for 16-64 out of the 63 largest cities and towns.

Despite its past strong economic performance, Slough is one of the top 10 places hardest hit economically by Covid. Since end of March, 5,630 more people in Slough are claiming benefits due to unemployment which includes an additional 855 young people (16-24) and 1,425 older people (50+). At the end of Feb, 13,200 claims from the Coronavirus Job Retention Scheme ('on furlough') and 7,200 claims totalling £18.2m for Self-Employment Income Support Scheme (SEISS).

The Council has been distributing the government grants to businesses with the support of partner organisations such as Slough BID, Queensmere Observatory Shopping Centre, Thames Valley Berkshire Local Economic Partnership and Berkshire Business Growth Hub. The Council was allocated £132,636 of ERDF funding under the Reopening High Streets Safely Fund in 2020, and a further £132,636 for its successor the Welcome Back Fund. An action plan is being designed and implemented at present. This may look to spread the benefits to Langley and the Farnham Road as part of the economic recovery for the Borough's high streets and town centre. This funding aims to help councils and businesses to welcome shoppers, diners and visitors back safely. A full range of business support measures have been made available to local businesses. Thames Valley Berkshire Local Economic Partnership also launched the Berkshire Opportunities portal (<https://www.berkshireopportunities.co.uk/>) advertising local job opportunities in one place including the government's Kickstart Scheme that aims to create high quality six-month job placements for 16-24 year olds who are at risk of long term unemployment.

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

6m 22s



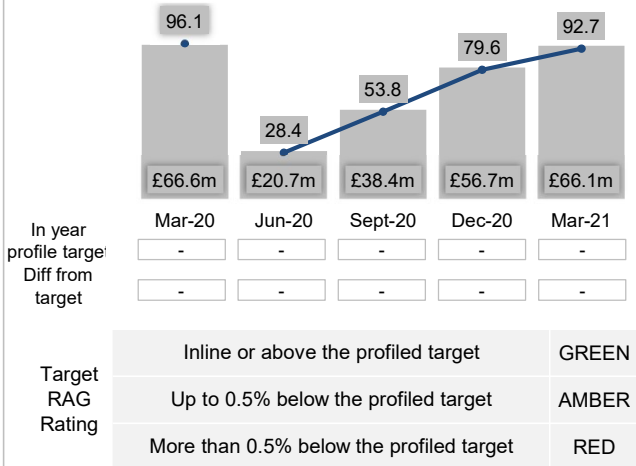
Target RAG Rating	Criteria	Rating
GREEN	Under 10 mins	GREEN
AMBER	Between 10-13 mins	AMBER
RED	Over 13 mins	RED

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 Mar-21 was 6 minutes 22 seconds. This is an improvement from the previous quarter (at the end of Dec-20) of 6 minutes 31 seconds.

Corporate Health Indicators

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

£66.1m
92.7% ↓



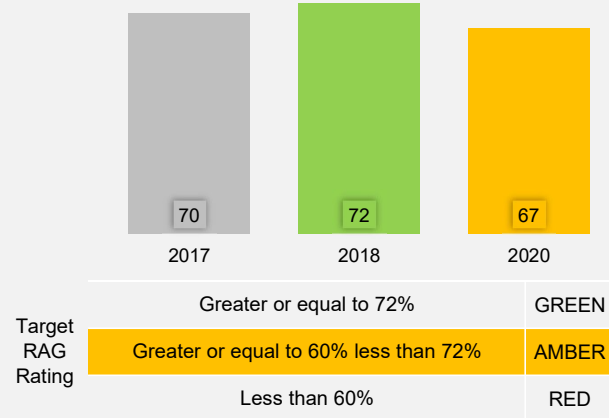
Council tax is collected throughout the year, hence this is a cumulative measure. Due to the uncertainty of the impact of Covid-19 on collection rates, year-end targets have not been assigned for council tax in year collection rates as the Council chose to suspend recovery action for a good part of the year in order to support our residents.

At the end of quarter 4 we achieved a council tax collection rate of 92.7% of the expected in-year total, collecting £66.1m. The collection rate is 3.4% below the same time last year mainly due to the impact of Covid on the income of our residents as many were furloughed or lost work during this time.

Recovery activity restarted in November, taking into consideration the circumstances of our residents, many of the debts have extended payment arrangements to support our residents and it may take sometime for many of residents to be able to clear these arrears. We will continue to collect this debt while being firm but fair in our collection methods and identifying vulnerabilities as necessary.

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

67% ↓

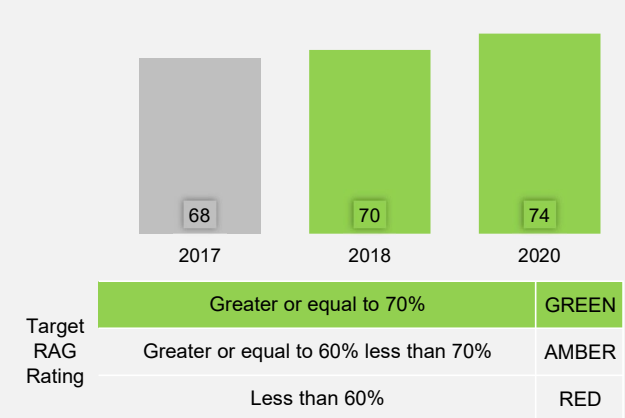


Based on the 2020 annual staff survey. The purpose of the survey is to assess the level of employee engagement across the council which is key to job satisfaction, attract and retain the best staff, greater productivity and customer satisfaction. The survey helps us measure this and make improvements.

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

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

74% ↑



Based on the 2020 annual staff survey. The purpose of the survey is to assess the level of employee engagement across the council, the extent to which staff feel personally involved in the success of the council and are motivated in their work. The survey results serve to highlight successes and identify areas for improvement.

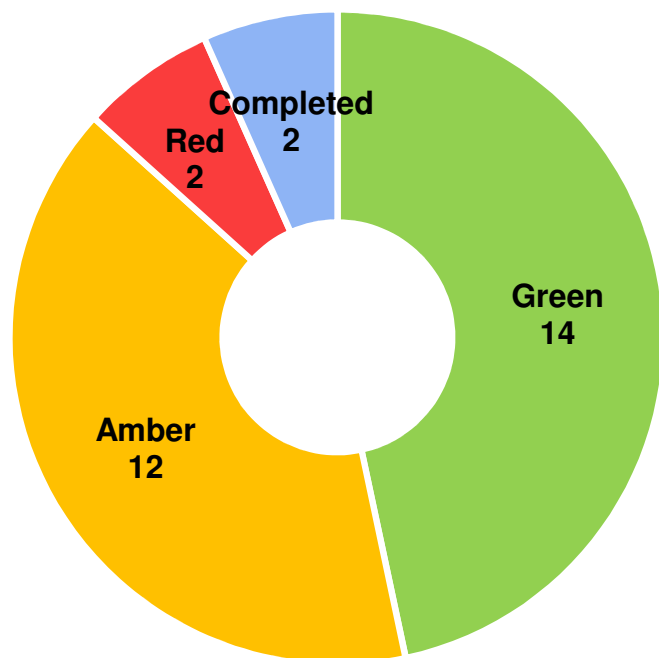
The next annual update is due at the end of quarter 3 in 2021/22.

Project Portfolio

This section of the report provides a summary of progress on the range of projects currently being undertaken and monitored by the Programme Management Office. The council runs a large number of projects throughout the year to deliver against the objectives laid out in our corporate plans. We grade these projects according to magnitude, taking into account a number of conditions including political importance, scale and cost.

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

Project Portfolio: Overall Status



At the end of Quarter 4 there were 28 live projects on the portfolio, graded as follows:

	Gold	Silver	Bronze	Total
Qtr-1	10	7	9	26
Qtr-2	10	7	9	26
Qtr-3	11	6	9	26
Qtr-3	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, 50% were rated overall as **Green** (14 projects), 43% were rated overall as **Amber** (12 projects) and 7% were rated overall as **Red** (2 projects).

Two projects completed this quarter:

- Slough Academy Phases 2 and 3
- Corporate Grip and Governance (Our Futures).

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

- Fleet Challenge
- Capita One Hosting Education Module

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

Further details on the status of Gold projects (the most important ones) at end of Quarter 4 are set out below.

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

Gold Project title	Timeline	Budget	Risks & Issues	Overall Status	Comments
Grove Academy	Green ↔	Green ↔	Green ↑	Green ↑	Furniture delivery and installation progressed. Final fit-out is ongoing for the Council Access Point (CAP). Key worker children have been using the school since the start of January, further pupils started back in March.
Slough Urban Renewal	Amber ↔	Green ↔	Amber ↔	Amber ↔	SUR projects are progressing and works continuing on site in line with social distancing criteria. Trelawney Avenue Hub - Planning approval obtained for a 3-storey Council Access Point with 4 flats, sheltered accommodation block and associated parking.
Major Highways Schemes	Amber ↔	Green ↔	Amber ↔	Amber ↔	Works progressing on major schemes including London Road, the Sutton Lane Junction and the Park & Ride scheme. High Street, Langley is a new scheme on the programme and has 3 phases.
Central Hotels Project	Green ↔	Green ↔	Green ↑	Green ↔	Practical Completion Certificate produced for Hotel & Resident Inn.
Cemetery Extension	Amber ↑	Green ↔	Amber ↑	Amber ↑	Works are being completed including to footpaths, steps and ramps. Planting of hedges has commenced.
Future Delivery of Children's Services	Amber ↔	Amber ↔	Amber ↔	Amber ↔	Project has completed necessary Legal, HR and Governance work. Report to Cabinet on 15 th March was approved
Regional adoption agency	Amber ↔	Green ↔	Amber ↔	Amber ↔	The recommendations/proposed actions from the Cabinet report have been approved.

Gold Project title	Timeline	Budget	Risks & Issues	Overall Status	Comments
North West Quadrant	Green ↔	Green ↔	Green ↔	Green ↔	Interim NWQ LLP Board Meeting held on 18 February. Draft Business Plan approved and associated investment subject to parental authority. Draft significant decision form circulated for consideration on 19 February including CMT update report.
Akzo Nobel	Green ↔	Green ↔	Green ↔	Green ↔	The Council secured authority from Cabinet on the 18 May 2020 to negotiate with the site owner, Panattoni, to secure the site. Cabinet Report for decision for purchase held on 18 January.
Building Compliance	Green ↔	Green ↔	Green ↔	Green ↔	Overall there continues to be positive improvements in most areas. CMT report now incorporates a 'percentage of compliance score with a RAG rating' based on the data provided in the monthly returns. Compliance data has been received from October 2020 onwards to allow SBC to monitor trends and analyse the level of compliance across its portfolio of assets. A review of the RSM Phase 1-4 actions is currently on hold until the new structure is in place. Statutory compliance checks are still being undertaken by contractors with priority based on the level of risk.
Local Plan	Green ↔	Green ↔	Amber ↓	Amber ↓	Summary report on consultation issued to the Planning Committee. Agreement and outline shared with the Local Plan Project Board.
Financial resilience	Amber ↔	Green ↔	Green ↔	Green ↔	MTFS, Budget, Capital Strategy and Treasury Management strategy went to Cabinet on 22 February and to full council on 8 March.

Background Papers:

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

Key achievements this quarter:

SUR (Nova House)

Revised planning amendment completed.

Key issues to be aware of:

Fleet Challenge

Works to install the new charging stations at 25 Windsor Road delayed as the installation of the power supply has not yet been completed by the District Network Operator SSE.

Capita One Hosting - Education Modules

Project is on hold due to IT infrastructure.

Performance Indicator Key

Direction of travel

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

↑	↔	↓
Performance improved	Performance remained the same	Performance declined

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

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

Performance against target

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

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

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

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

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

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

Glossary

Outcome 1

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

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

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

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

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

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

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

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

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

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

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

6. Young people's happiness

New indicator added which is to be established.

7. Number of Reception aged children classified as overweight including obese in the National Child Measurement Programme (NCMP) as a proportion of all children

The proportion of children aged 4-5 years classified as overweight or obese. Children are classified as overweight (including obese) if their BMI is on or above the 85th centile of the British 1990 growth reference (UK90) according to age and sex.

8. Number of Year 6 aged children classified as overweight including obese in the National Child Measurement Programme as a proportion of all children measured

The proportion of children aged 10-11 classified as overweight or obese. Children are classified as overweight (including obese) if their BMI is on or above the 85th centile of the British 1990 growth reference (UK90) according to age and sex.

Outcome 2

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

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

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

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

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

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

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

Outcome 3

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

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

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

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

It is calculated as: $((T + (T_b/2))/T_s)*100$ where:

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

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

T_s = total number of sites surveyed for each element

Grades are:

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

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

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

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

This metric calculates the percentage of household waste sent by the authority for reuse, recycling, composting or anaerobic digestion.

The numerator is the total tonnage of household waste collected which is sent for reuse, recycling, composting or anaerobic digestion.

The denominator is the total tonnage of household waste collected. 'Household waste' means those types of waste which are to be treated as household waste for the purposes of Part II of the Environmental Protection Act 1990 by reason of the provisions of the Controlled Waste Regulations 1992.

Outcome 4

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

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

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

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

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

Measure is a count of total licenced mandatory HMO properties at the end of the quarter. A HMO is a rented property which consists of three or more occupants, forming two or more households where there is some sharing of amenities or where the units of accommodation lack amenities, such as bathrooms, kitchens or toilets. All HMOs with five or more tenants, forming more than one household, must have a

council granted HMO licence, regardless of the height of the building (<http://www.slough.gov.uk/business/licences-and-permits/property-licensing.aspx>).

18. Number of service requests which took over 90 days to close

The number of service requests which took over 90 days to close by the Neighbourhood Resilience and Enforcement team. The team was established to tackle the most complex, difficult and long standing issues of crime, Anti Social Behaviour and enviro-crime across the Borough. To support the service model, a strong partnership approach was undertaken which include the Police, Home Office, Waste & Environment, Street Cleansing, the council's external contractors, such as the Housing Associations, Private Service Providers, etc. As such a 90-day timeframe was set in order to provide enough time to investigate and refer cases to the appropriate multi agency working group to deal with multiple issues. Both the Enforcement team and the Housing Management team work collectively on the most challenging cases that have significant negative impact on the residents of Slough.

Outcome 5

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

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

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

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

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

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

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

Corporate Health

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

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

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

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

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

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