

Slough Borough Council

Appendix A:

Corporate Performance Report

2021/22 – Quarter 1

(April to June 2021)

Business Insight

Strategy & Improvement

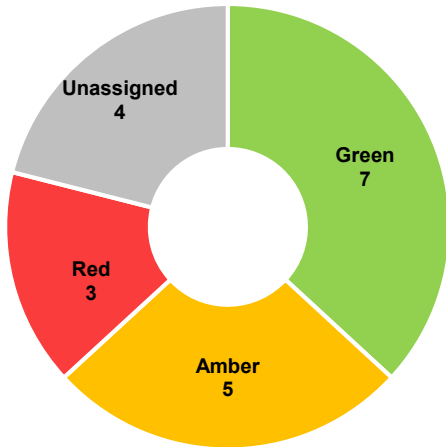
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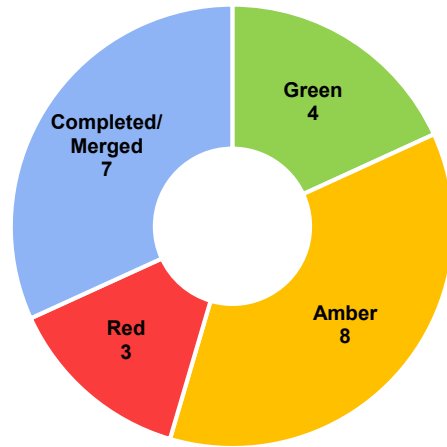
2021/22 Quarter 1: Executive Summary

Performance against target (RAG)

Key Performance Indicators

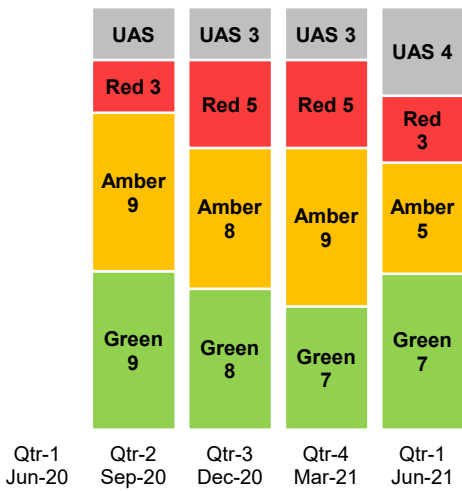


Project Portfolio: Overall Status

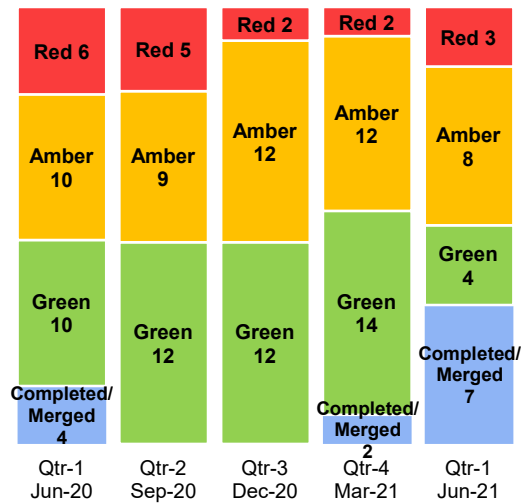


Comparison with previous quarter

Key Performance Indicators



Project Portfolio: Overall Status

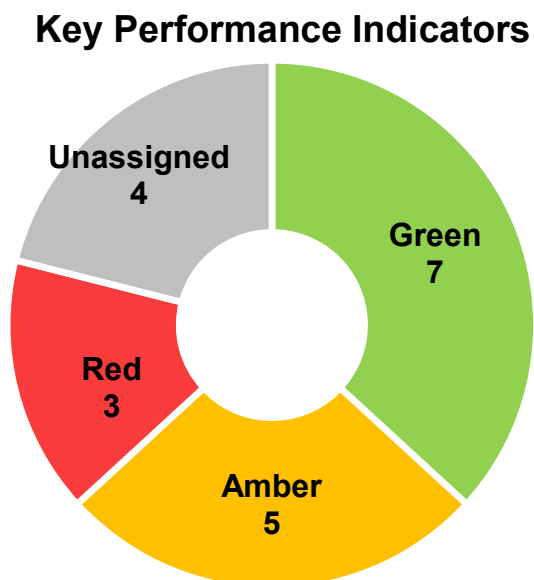


Performance Scorecard

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	A 10.7% (9)	↑	G 9.9% (7)	<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%
	Percentage of young people not in education, training or employment	G 4.2%	↓	G 4.4%	<=5%
	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 583	↑	- 588	n/a
	Uptake of targeted NHS health checks	R 1.4%	↑	A 1.6%	>1.9%
	Percentage of residents inactive	A 34.4%	↓	R 35.5%	<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 (2.91)	↑	G A (3.00)	>=B
	Percentage of household waste sent for reuse, recycling or composting	A 26.3%	↓	R 22.9%	>=30%
Outcome 4 Our residents will live in good quality homes	Number of homeless households in temporary accommodation	R 414	↑	- 410	n/a
	Number of net additional permanent dwellings completed during the year	A 503	↓	A 501	>=650
	Number of mandatory licensed HMOs	G 267	↑	G 281	275
	The number of service requests that took 90 or more days to close	R 301	↑	R 206	>100
Outcome 5 Slough will attract, retain and grow businesses and investment to provide opportunities	Business rate in year collection rate	- 26.9% (£21.2m)	↓	- 25.0% (£20.6m)	n/a
	Access to employment: unemployment rate	R 9.0%	↑	A 7.5%	<5.5
	Average journey time from Heart of Slough to M4 J6 (M-F 16:30-18:30)	G 6 mins 22s	↓	G 7mins 32s	<10mins
Corporate health	Council tax in year collection rate	- 28.4% (£20.7m)	↑	- 29.3% (£22.4m)	n/a
	SBC staff survey: percentage of staff proud to work for the council	G 72%	↓	A 67%	>=72%

Corporate Balanced Scorecard

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



This is the first reporting on the key performance indicators from the 2021/22 corporate balanced scorecard. Following an end of year review, the following five indicators have been removed from the corporate balanced scorecard:

- Attainment gap between disadvantaged children and all others at Key Stage 4
- Young people's happiness
- Percentage of reception aged children classified as overweight including obese
- Total crime rate per 1,000 population
- SBC staff survey: percentage of staff rate working for the council as either good or excellent

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

- Percentage of household waste sent for reuse, recycling or composting
- Uptake of targeted health checks
The percentage of the eligible population aged 40-74 who received a NHS Health Check

Due to the pandemic a number of underlying data sources have not been updated for a considerable time. This means that in two 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

Of the 19 indicators reported, the following 4 indicators currently have no agreed target value assigned:

- **Number of adults managing their care and support via a direct payment**
Due to Covid-19 pressures and challenges, there was a reduction in adults managing their care and support via a direct payment. Whilst we monitor trends and assess the impact of Covid-19, no targets have been assigned for 2021-22.
- **Number of homeless households accommodated by SBC in temporary accommodation**
Although there has been a freeze on evictions through the courts during the pandemic, we have seen an increase in the

number of referrals received. Now that there is a lift on evictions it is expected that there will be a rise in homeless households presenting. Due to the uncertainty no targets have been assigned for 2021/22.

- **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 15 indicators with agreed target levels, 47% (7 indicators) were rated overall as **Green**, 33% (5 indicators) were rated as **Amber** and 20% (3 indicators) were rated as **Red**.

In relation to overall trend, performance has improved since last quarter for 58% (11) of the 19 KPIs, remained the same for 5% (1) and declined for 37% (7).

Key improvements this quarter:

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

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

There were 71 children that became subject to a Child Protection Plan (CPP) in the quarter. This relates to 41 families. Seven children became subject to a CPP for the second or subsequent time within 2 years, this relates to 3 families. There were 9 children (12.7%) that became subject to a CPP for the second or subsequent time regardless of how long ago that was, this relates to 5 families.

All decisions in relation to children's protection are appropriate. During Q1, 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 28 children out of 371 (7.5%). When compared in 2020/21 Q4, with LAs within the South East (24%) Slough is not an outlier.

- **Number of adults managing their care and support via a direct payment**

Referrals for new direct payments dramatically reduced during 2020/21 due to pressures to the pandemic resource, with only 80 being received into the Purchasing Personal Budget Team (PPBT) compared to 145 the previous year. Direct Payment (DP) 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. We've started to see improvements in Q1, with 588 adults managing their care and support via a direct payment compared to 583 in Q4. This includes 52 new referrals in Q1.

- **Uptake of targeted health checks**

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

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

The NHS Health Check programme was paused nationally as per directive from the Department of Health due to the pandemic. As a result, during the first three quarters of 2020/21, rates were low both locally and nationally. However, during Q4, Slough used an innovative approach to incorporate NHS Health Checks with the vaccination programme which has worked well, hence the Slough rate for Q4 at 1.6% is well above the national rate of 0.4% and South East rate of 0.3%. We continue to work with our primary care and community provider to keep

the focus on NHS Health Checks as a priority to support COVID recovery.

- **Average level of street cleanliness**

The RAG status remains **Green**

During quarter 1 we saw an improvement in the average inspection score of 3.00 resulting in the average grade improving from a grade B to a grade A.

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.

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

We have seen an increase in the number of referrals received during the pandemic. However, we saw a small improvement this quarter with households in TA marginally reduce from 414 households at the end of Q4 to 410 households at the end of Q1. However, this is well above the 370 households from Q1 2020/21. Although there had been a freeze on evictions through the courts, there has been a significant number of referrals of single homeless households in response the governments 'everyone in' campaign during the COVID-19 pandemic, which lasted until 30th June 2021.

There is now a lift on evictions and therefore expected to be a rise in homeless households presenting due to the previous ban which lasted for 14 months. These restrictions ended on 31st May 2021.

- **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 267 to 281 properties. The enforcement of the requirement for all HMOs

to be licenced 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 licenced 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.

Key areas for review this quarter:

- **Percentage of young people not in education, training or employment**

The RAG status remains **Green**

The 2020/21 combined Not in Education, Training or Employment (NEET) & Not Known rate increased to 4.4% from 4.2% the previous year but remains below the national average of 5.5% and South East average of 6.4%. This places Slough in the 2nd quartile nationally, ranked 57th out of 152 LA's.

One of the most significant factors influencing the increase was the complexity across the NEET cohort, with young people needing longer term support to move into a positive education, employment or training destination. The pandemic has also impacted the availability of apprenticeships and jobs.

As part of the 'Our Futures' transformation programme the team supporting NEETs and those at risk of becoming NEET in

Slough moved to the Early Help hub in Apr-2021. The focus remains on supporting young people of Slough.

- **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 dropped from **Amber** to **Red**

The pandemic led to unprecedented decreases in activity levels and as a result, over one in three residents locally (35.5%) compared to one in four nationally (27.1%) were reported as not participating in at least 30 mins of sport at moderate intensity at least once a week. Compared to the previous year:

- More inactive adults (Slough 1.1% increase; National 2.5% increase)
- Fewer active adults (Slough 1.8% decrease; National 1.9% decrease)
- More fairly active adults (Slough 0.8% increase; National 0.7% decrease)

2020/21 was obviously impacted heavily by the COVID-19 pandemic. Notwithstanding this, however, we launched Chalvey Can to support and engage with families in Chalvey with high levels of physical inactivity and other health and socio-economic issues. Currently we are working with over 40 families plus a number of individual residents. We were also able to move the Active Slough programme online and featured our local instructors providing guided sessions throughout the day, reaching over 8,500 people through this programme. Unfortunately, although we tried to use virtual engagement to maintain the Breaking Boundaries project this proved very difficult therefore the project was suspended and re-opened in June 2021.

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

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

There has been a 1.7% reduction in the overall recycling rate from 24.6% in Q4 2019/2020 to 22.9% Q4 2020/21 and is well below the national average rate of 37.1%.

As expected during the winter period, there was a decrease in garden waste. In comparison to last year, we have collected around 1,000 tonnes more residual waste, with only an increase of around 200 tonnes in recycling, leading to an overall reduced rate for Q4. However, zero waste was sent to landfill as we incinerate all non-recyclable waste.

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

The RAG status remains **Red**

As part of the 'Our Futures' programme the structure of the neighbourhood enforcement changed, creating a new team with a borough wide focus on neighbourhood enforcement. The Resilience and Enforcement team (REA) work closely with our Housing team to drive 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.

REA continues to work closely with our external partners such as the Police, the Home Office, the Fire and Rescue Services, Waste and Environment, Street Cleansing, Parks and Open Spaces, Private Sector Housing, Food & Safety, Trading Standards, Licensing and Planning, along with other contractor's housing associations, private service providers in order to maintain and enhance the quality of services within the neighbourhood.

During Q1, we received over 1,100 service requests of which 206 (18.7%) took more than 90 days to close. This is an

improvement from Q4 of 301 taking more than 90 days to close. The top 3 requests received were for vehicles, noise and fly tipping. A large proportion of the cases taking longer to close transferred across through the restructure. These have either been actioned but not updated on the system or due to the level of complexity of the request, require more time to resolve. The team are working to resolve these requests and expect the numbers to level out as we move through the year.

- **Access to employment**

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

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

Despite its past strong economic performance, Slough is one of the top 10 places hardest hit economically by Covid. Although the overall rate is improving, it remains above the national and South East of England average and is the 7th highest rate for 16-64 out of the 63 largest cities and towns. Since the start of the pandemic, the borough has seen a large increase in unemployment with 4,225 more people in Slough claiming benefits due to unemployment which includes an additional 685 young people (16-24) and 1,070 older people (50+). By the end of May, 8,400 claims were made for the Coronavirus Job Retention Scheme ('furlough') and 6,900 claims totalling £17.5m were made for Self-Employment Income Support Scheme (SEISS 5).

The furlough scheme is due to close on 30-Sept-21, but there will be some changes as it winds down. From July employers will contribute to furlough pay for hours not worked, starting with a 10% contribution in July, rising to 20% in Aug and Sept, bringing the government's contribution down to 70% then 60%.

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. MHCLG has approved the Welcome Back Fund projects activity form that will see the delivery of over projects 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 including access to the Low Carbon Workspaces grant scheme.

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. The Council has submitted a bid application for the UK Community Renewal Fund.

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

Due to the uncertainty of the impact of Covid-19 on collection rates, year-end targets were not assigned for 2020/21 business rate income as the Council chose to suspend recovery action for a good part of the year in order to support our businesses. For 2021/22 no targets have yet been set as the service is not fully resourced and the courts are limiting action which is impacting on collection.

At the end of quarter 1 we achieved a business collection rate of 25.0% of the expected in-year total, collecting £20.6m. The collection rate is 1.9% below the same time last year however once the payments for SBC properties have been applied the rate would be 29.6%. The majority of the SBC accounts were paid in July which will reflect in Q2 collection rate.

Retail businesses were given 100% relief for the first three months of the financial year which will reduce to 66% from July onwards, however the payments will not start until August 2021 due to the notice period needed. In addition, other businesses have not made payments as they see this as unfair. Recovery action has also been slowed by the conditions imposed by the Courts, reducing the number of summonses that can be issued. There will be a much clearer picture of business rates collection at the end of Q2.

- **Council tax in year collection**

Due to the uncertainty of the impact of Covid-19 on collection rates, year-end targets were not assigned for 2020/21 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. For 2021/22 no targets have yet been set as the service is not fully resourced and the courts are limiting action which is impacting on collection.

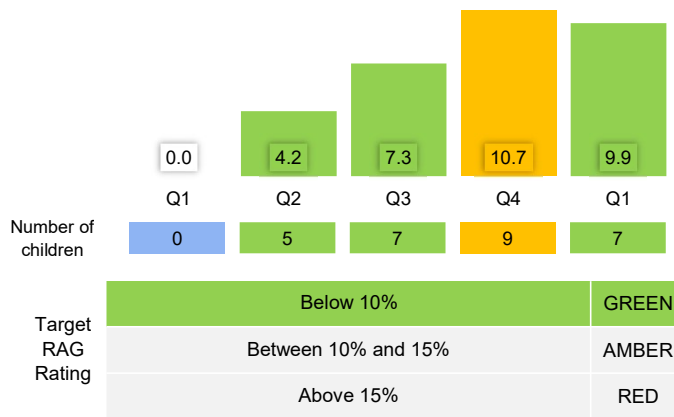
At the end of quarter 1 we achieved a council tax collection rate of 29.3% of the expected in-year total, collecting £22.4m. Although the collection rate is 0.9% (£1.7m) above the same time last year which was impacted by the pandemic as many were furloughed or lost work during this time, the rate is 1.3% below the Q1 rate for 2019/20. Many families remain impacted by loss of income, the furlough scheme drawing to a close and this will impact on current year collection along with resource issues both in SBC and the court.

Recovery activity restarted in November 2020, 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

9.9 ↑

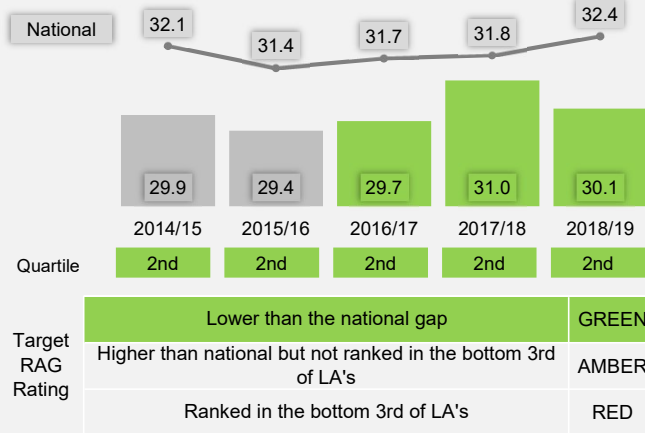


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All decisions in relation to children's protection are appropriate. During Q1, 7 children became subject to a Child Protection Plan for the second or subsequent time within two years. Looking at this over the last 12 months this involves 28 children out of 371 (7.5%). When compared in 2020/21 Q4, with LAs within the South East (24%) Slough is not an outlier.

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

30.1 ↑



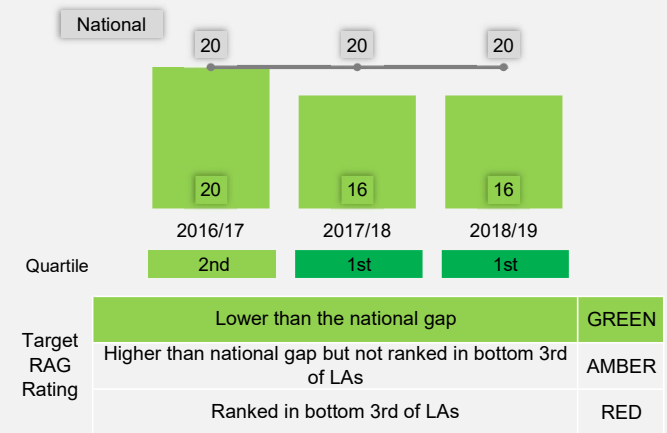
Measured once a year, derived from teacher assessments.

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 or 2020/21. The next annual update based on academic year 2021/22 is due at the end of quarter 3 in 2022/23.

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

16 ↔



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

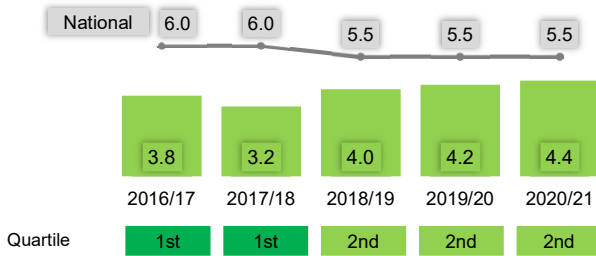
Good performance for this indicator is defined as the gap narrowing between the most and least successful pupils alongside a steady increase in the results obtained.

Due to Covid-19 there were no end of year key stage 2 exams in academic year 2019/20 or 2020/2021. The next annual update based on academic year 2021/22 is due at the end of quarter 3 in 2022/23.

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

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

4.4 ↓



Target RAG Rating	Rate	Color
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. Rate calculated based on the average for December, January and February.

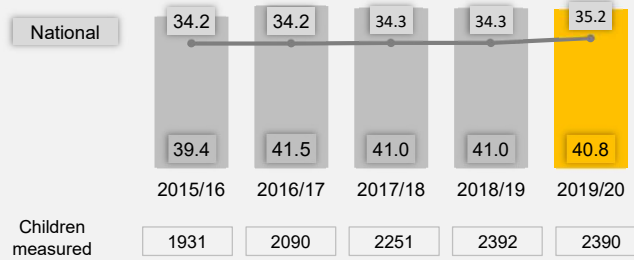
The 2020/21 combined Not in Education, Training or Employment (NEET) & Not Known rate increased to 4.4% from 4.2% the previous year but remains below the national average of 5.5% and South East average of 6.4%. This places Slough in the 2nd quartile nationally, ranked 57th out of 152 LA's.

One of the most significant factors influencing the increase was the complexity across the NEET cohort, with young people needing longer term support to move into a positive education, employment or training destination. The pandemic has also impacted the availability of apprenticeships and jobs.

As part of the 'Our Futures' transformation programme the team supporting NEETs and those at risk of becoming NEET in Slough moved to the Early Help hub in Apr-2021. The focus remains on supporting young people of Slough.

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

40.8 ↑



Target RAG Rating	Condition	Color
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

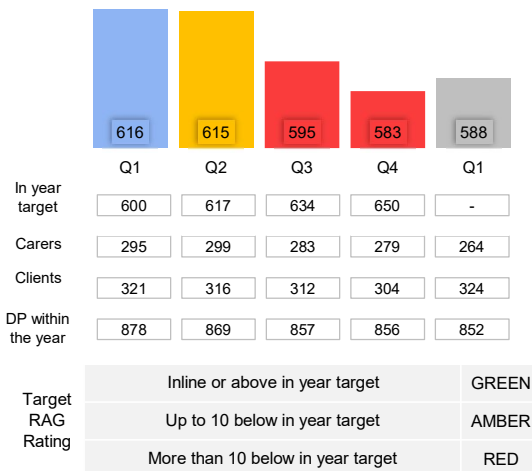
Child weight is measured annually in the Government's National Child Measurement Programme (NCMP). It covers children in Year 6 (aged 10-11 years) in mainstream state-maintained schools in England.

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

588 ↑



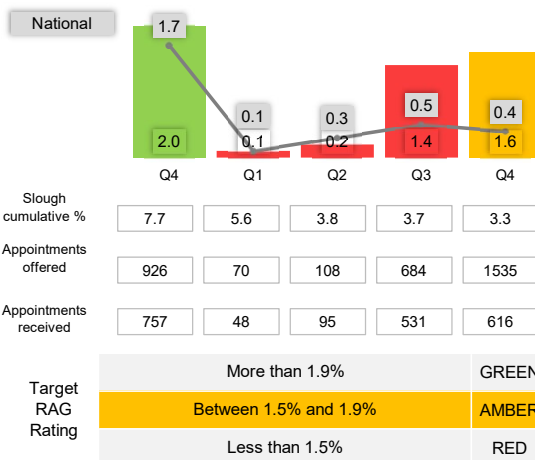
Direct Payments (DP's) are a way of enabling those eligible for social care support to control the commissioning and procurement of support themselves. This leads to more personalised and controlled support, which evidence shows will deliver better outcomes. Due to the uncertainty of the impact of Covid-19, no targets have been assigned for 2021/22.

Referrals for new direct payments dramatically reduced during 2020/21 due to pressures to the pandemic resource, with only 80 being received into the Purchasing Personal Budget Team (PPBT) compared to 145 the previous year. Direct Payment (DP) 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. We've started to see improvements in Q1, with 588 adults managing their care and support via a direct payment compared to 583 in Q4. This includes 52 new referrals in Q1.

Improvement measures are underway for 2021/22 with fortnightly DP transformation project meetings being held with actions set. Workshops have been held with ASC Ops and DP team to review existing processes and breakdown into swim lanes. Identifying where there are delays and missed opportunities for promoting take up with individuals. Working with the co-production network to review information leaflets and external DP communications and suggestions for improvements made. Reviewing & updating the direct payment information on Slough Borough Council website. Establishing a new training and induction programme to be undertaken in early September. Established links with Job Centre Plus to promote Care and PAs as a career opportunity. Establishing how staff members can return to face to face working safely in order to promote uptake of DPs.

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 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.

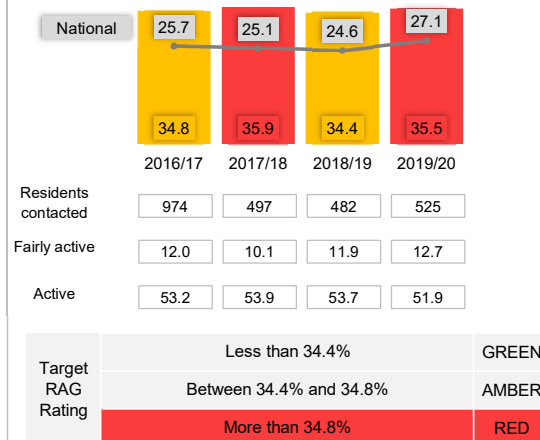
The NHS Health Check programme was paused nationally as per directive from the Department of Health due to the pandemic. As a result, during the first three quarters of 2020/21, rates were low both locally and nationally.

During Q4, Slough used an innovative approach to incorporate NHS Health Checks with the vaccination programme which has worked well, hence the Slough rate for Q4 at 1.6% is well above the national rate of 0.4%. We continue to work with our primary care and community provider to keep the focus on NHS Health Checks as a priority to support COVID recovery.

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

35.5 ↓



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 from November by Sports England.

The pandemic led to unprecedented decreases in activity levels and as a result, over one in three residents locally (35.5%) compared to one in four nationally (27.1%) were reported as not participating in at least 30 mins of sport at moderate intensity at least once a week. Compared to the previous year:

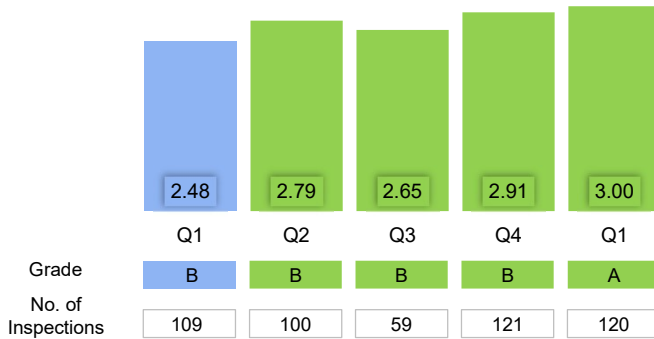
- More inactive adults (Slough 1.1% increase; National 2.5% increase)
- Fewer active adults (Slough 1.8% decrease; National 1.9% decrease)
- More fairly active adults (Slough 0.8% increase; National 0.7% decrease)

2020/21 was obviously impacted heavily by the COVID-19 pandemic. Notwithstanding this, however, we launched Chalvey Can to support and engage with families in Chalvey with high levels of physical inactivity and other health and socio-economic issues. Currently we are working with over 40 families plus a number of individual residents. We were also able to move the Active Slough programme online and featured our local instructors providing guided sessions throughout the day, reaching over 8,500 people through this programme. Unfortunately, although we tried to use virtual engagement to maintain the Breaking Boundaries project this proved very difficult therefore the project was suspended and re-opened in June 2021.

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)

A (3.00) ↑



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

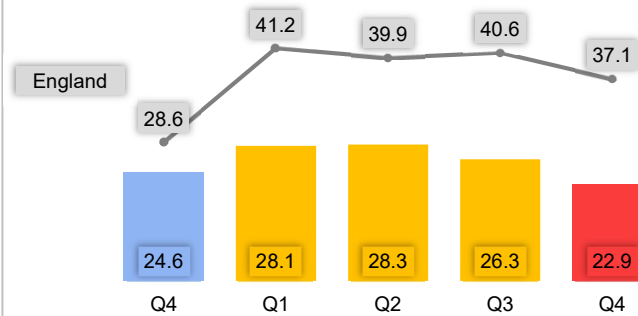
Throughout each quarter, SBC officers conduct inspections of nineteen Gateway sites, awarding a score and EPA Grade based on the level of cleanliness encountered. This measure averages the scores of all inspections and produces an Environmental Protection Agency grade for that mean average.

During quarter 1 we saw an improvement in the average inspection score of 3.00 resulting in the average grade improving from a grade B to a grade A.

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

22.9 ↓



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

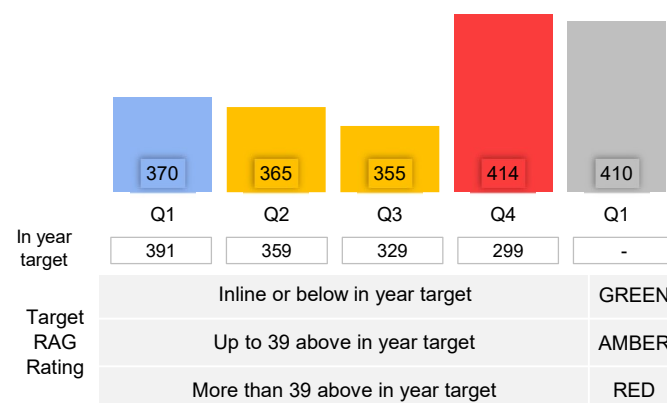
There has been a 1.7% reduction in the overall recycling rate from 24.6% in Q4 2019/2020 to 22.9% Q4 2020/21 and is well below the national average rate of 37.1%.

As expected during the winter period, there was a decrease in garden waste. In comparison to last year, we have collected around 1,000 tonnes more residual waste, with only an increase of around 200 tonnes in recycling, leading to an overall reduced rate for Q4. However, zero waste was sent to landfill as we incinerate all non-recyclable waste.

Outcome 4: Our residents will live in good quality homes

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

410 ↑



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.

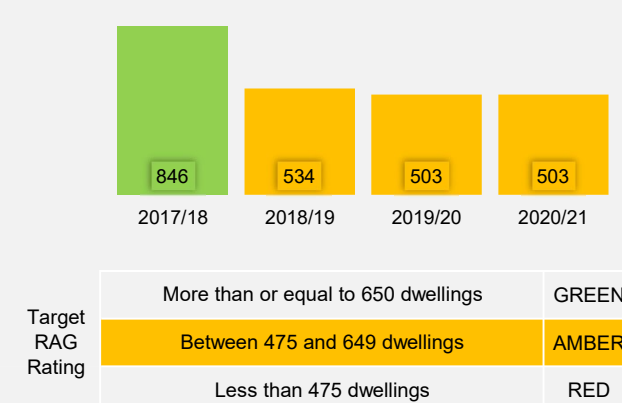
Due to the uncertainty of the impact of Covid-19, no targets have yet been assigned for 2021/22.

We have seen an increase in the number of referrals received during the pandemic. However, we saw a small improvement this quarter with households in TA marginally reduce from 414 households at the end of Q4 to 410 households at the end of Q1. However, this is well above the 370 households from Q1 2020/21. Although there had been a freeze on evictions through the courts, there has been a significant number of referrals of single homeless households in response the governments 'everyone in' campaign during the COVID-19 pandemic, which lasted until 30th June 2021.

There is now a lift on evictions and therefore expected to be a rise in homeless households presenting due to the previous ban which lasted for 14 months. These restrictions ended on 31st May 2021.

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

503 ↓

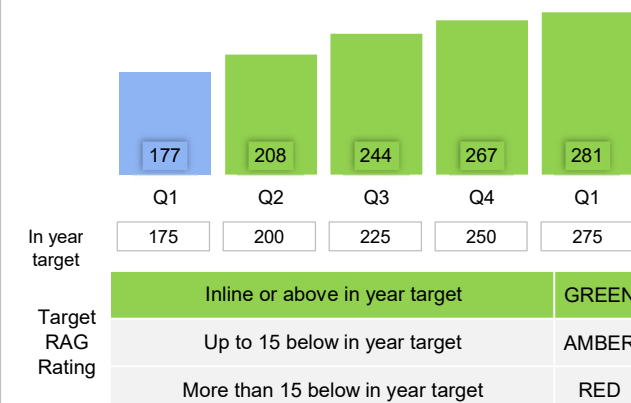


Measure is a net count of all new dwellings added to Slough's housing stock each year. Target is an annual average per year.

The next annual update is due at the end of quarter 4 in 2021/22.

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

281 ↑



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 licenced 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 licenced HMOs by writing to landlords and reminding them of the requirement to licence.

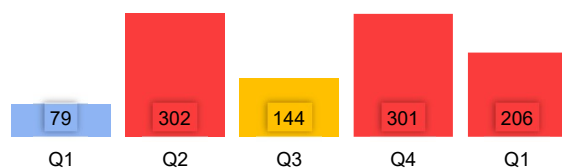
We have initiated prosecution proceedings against one landlord that failed to licence their property, though those proceedings are yet to be concluded. We have also issued financial penalties to another two landlords for failing to licence their properties.

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

206 ↑



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

As part of the 'Our Futures' programme the structure of the neighbourhood enforcement changed, creating a new team with a borough wide focus on neighbourhood enforcement. The Resilience and Enforcement team (REA) work closely with our Housing team to drive 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.

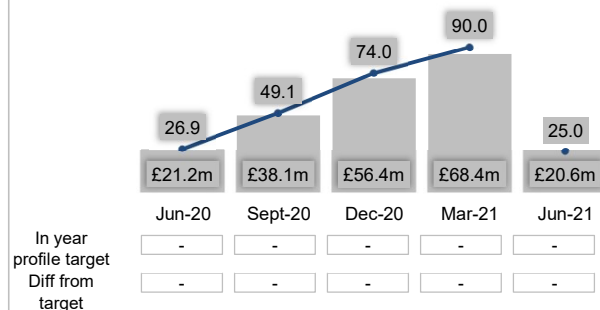
REA continues to work closely with our external partners such as the Police, the Home Office, the Fire and Rescue Services, Waste and Environment, Street Cleansing, Parks and Open Spaces, Private Sector Housing, Food & Safety, Trading Standards, Licensing and Planning, along with other contractor's housing associations, private service providers in order to maintain and enhance the quality of services within the neighbourhood.

During Q1, we received over 1,100 service requests of which 206 (18.7%) took more than 90 days to close. This is an improvement from Q4 of 301 taking more than 90 days to close. The top 3 requests received were for vehicles, noise and fly tipping. A large proportion of the cases taking longer to close transferred across through the restructure. These have either been actioned but not updated on the system or due to the level of complexity of the request, require more time to resolve. The team are working to resolve these requests and expect the numbers to level out as we move through 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)

£20.6m
25.0%



In year profile target
Diff from target

In year profile target	-	-	-	-	-
Diff from target	-	-	-	-	-

Target RAG Rating	Inline or above the profiled target	GREEN
Target RAG Rating	Up to 0.5% below the profiled target	AMBER
Target RAG Rating	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 were not assigned for 2020/21 business rate income as the Council chose to suspend recovery action for a good part of the year in order to support our businesses. For 2021/22 no targets have yet been set as the service is not fully resourced and the courts are limiting action which is impacting on collection.

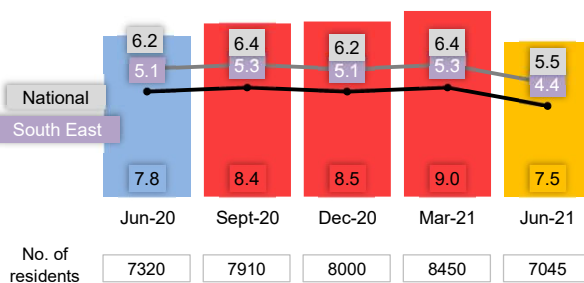
At the end of quarter 1 we achieved a business collection rate of 25.0% of the expected in-year total, collecting £20.6m. The collection rate is 1.9% below the same time last year however once the payments for SBC properties have been applied the rate would be 29.6%. The majority of the SBC accounts were paid in July which will reflect in Q2 collection rate.

Retail businesses were given 100% relief for the first three months of the financial year which will reduce to 66% from July onwards, however the payments will not start until August 2021 due to the notice period needed. In addition, other business have not made payments as they see this as unfair. Recovery action has also been slowed by the conditions imposed by the Courts, reducing the number of summonses that can be issued. There will be a much clearer picture of business rates collection at the end of Q2.

Due to ongoing Covid-19 challenges many of the businesses for whom we have agreed to defer instalments or spread the instalments struggled to make the payments before the end of the financial year 2020/21. 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.

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

7.5



No. of residents

No. of residents	7320	7910	8000	8450	7045
Target RAG Rating	Lower than national and rate decreasing	GREEN			
Target RAG Rating	Lower than national and rate increasing Higher than national and rate decreasing	AMBER			
Target RAG Rating	Higher than national and rate increasing	RED			

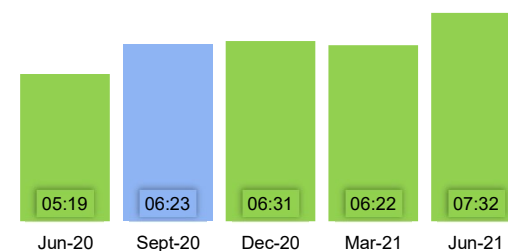
Despite its past strong economic performance, Slough is one of the top 10 places hardest hit economically by Covid. Although the overall rate is improving, it remains above the national and South East of England average and is the 7th highest rate for 16-64 out of the 63 largest cities and towns. Since the start of the pandemic, the borough has seen a large increase in unemployment with 4,225 more people in Slough claiming benefits due to unemployment which includes an additional 685 young people (16-24) and 1,070 older people (50+). By the end of May, 8,400 claims were made for the Coronavirus Job Retention Scheme ('furlough') and 6,900 claims totalling £17.5m were made for Self-Employment Income Support Scheme (SEISS 5).

The furlough scheme is due to close on 30-Sept-21, but there will be some changes as it winds down. From July employers will contribute to furlough pay for hours not worked, starting with a 10% contribution in July, rising to 20% in Aug and Sept, bringing the government's contribution down to 70% then 60%.

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. MHCLG has approved the Welcome Back Fund projects activity form that will see the delivery of over projects as part of the economic recovery for the Borough's high streets and town centre.

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

7m 32s



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

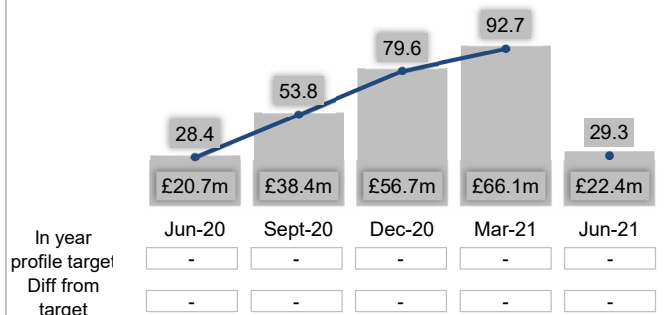
The average journey time from the Heart of Slough to M4 J6 during evening peak time (Mon-Fri 16:30-18:30) as at the end of Jun-2021 was 7 minutes 32 seconds. This is an increase from the previous quarter (at the end of Mar-2021) of 6 minutes 22 seconds.

With covid restrictions lifted, the average journey times are in-line with pre-covid journey times (7 mins 49 seconds as at Dec-2021).

Corporate Health Indicators

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

£22.4m
29.3% ↑



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

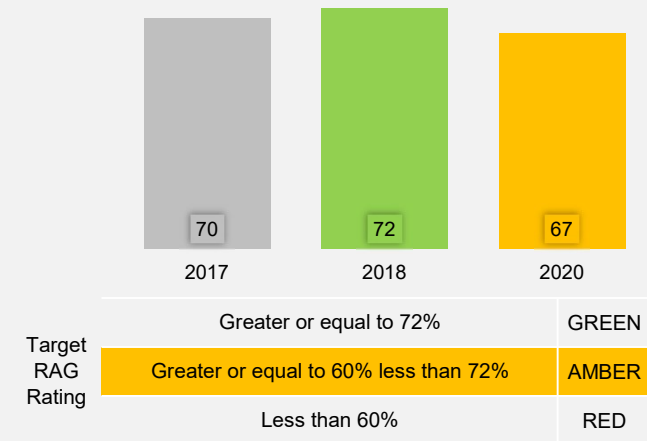
Council tax is collected throughout the year, hence this is a cumulative measure. Due to the uncertainty of the impact of Covid-19 on collection rates, year-end targets were not assigned for 2020/21 council tax in year collection rates as the Council chose to suspend recovery action for a good part of the year in order to support our residents. For 2021/22 no targets have yet been set as the service is not fully resourced and the courts are limiting action which is impacting on collection.

At the end of quarter 1 we achieved a council tax collection rate of 29.3% of the expected in-year total, collecting £22.4m. Although the collection rate is 0.9% (£1.7m) above the same time last year which was impacted by the pandemic as many were furloughed or lost work during this time, the rate is 1.3% below the Q1 rate for 2019/20. Many families remain impacted by loss of income, the furlough scheme drawing to a close and this will impact on current year collection along with resource issues both in SBC and the court.

Recovery activity restarted in November 2020, 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.

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

67% ↓



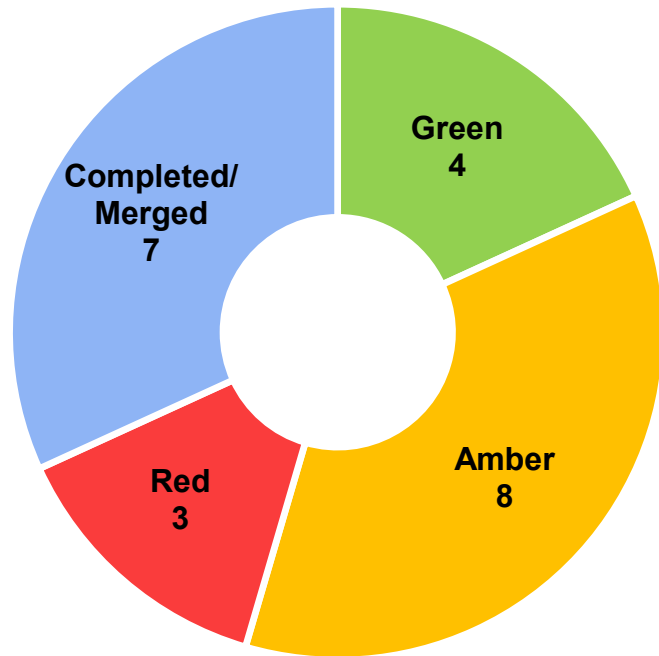
Based on the 2020 annual staff survey. The purpose of the survey is to assess the level of employee engagement across the council which is key to job satisfaction, attract and retain the best staff, greater productivity and customer satisfaction. The survey helps us measure this and make improvements.

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

Project Portfolio

This section of the report provides a summary of progress on Major Projects. The council runs 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 Major Projects Portfolio represent key activity at the Council to deliver its strategic objectives. Projects reported in this report are graded as Gold or Silver. Bronze projects, which are projects with lower value, risk or impact, are managed within services.

Project Portfolio: Overall Status



At the end of Quarter 1 2021/22 there were 15 live projects on the Portfolio, graded as follows:

	Gold	Silver	Total
Qtr-2	10	7	17
Qtr-3	11	6	17
Qtr-4	12	9	21
Qtr-1	8	7	15

Across all projects on the portfolio, 27% were rated overall as **Green** (4 projects), 53% were rated overall as **Amber** (8 projects) and 20% were rated overall as **Red** (3 projects).

Projects **completed or merged with other projects** were:

- Central Hotels Project
- Building Compliance
- Major Highways Schemes
- Akzo Nobel
- Grove Academy
- Cemetery Extension
- Census 2021

A report which details the status of each individual project, including reference to the key risks, issues and interdependencies is available on request.

Further details on the status of Gold projects at end of Quarter 1 2021/22 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	Change	Comments
Adult Social Care Transformation	Amber	Amber	Amber	Amber	↔	Workstreams are on track. Savings and outcomes plan in development
Slough Urban Renewal	Amber	Green	Amber	Amber	↔	10 projects in the portfolio
Asset Disposal	Amber	Green	Amber	Amber	↔	Project mobilised. Year-end target in place
Future Delivery of Children's Services	Amber	Amber	Amber	Amber	↓	Legal agreements signed. TUPE consultation undertaken
Home to School Transport	Red	Red	Red	Red	↔	Business case being considered by Executive Board
North West Quadrant	Red	Green	Green	Green	↔	50:50 joint venture (JV) vehicle (North West Quadrant LLP) with Morgan Sindall (managed by MUSE)
Local Plan	Amber	Amber	Amber	Amber	↓	Studies underway. New project board formed
Financial Resilience	Red	Red	Red	Red	↔	S114 preparation was the focus

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. 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.

5. 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

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. 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

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 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

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. 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.

19. 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.