

Slough Borough Council

Corporate Performance Report

2018/19 – Quarter 1
(April to June 2018)

Strategy and Performance Service

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Introduction

Slough Borough Council uses a variety of performance indicators and evidence bases to monitor how well our services are performing in meeting the needs of our residents and businesses, and to monitor their efficiency and value for money. This report describes performance during the first quarter of the current year (April to June 2018) against the ambitions set out in Slough's Five Year Plan, and the pledges made in the Labour Party Manifesto.

The report looks first at the 'top line' set of our key performance indicators, which measure performance across a wide range of council activities including: school support, child safeguarding, youth services, adult social care services, public health, leisure services, street cleaning and waste management, crime reduction, communications, housing services, planning department, employment support, and traffic management. Many of these outcomes involve active joint working by the council with its partners, particularly schools, the health service, and the police.

Further information is provided to evidence how well we are progressing against the range of projects currently undertaken and monitored by the Council and the number of pledges we made to deliver within the current performance year. The individual pledges made in the ruling Labour administration's 2018 Manifesto are also explicitly addressed.

This report is intended to provide a rounded and easily digested view of the councils overall performance across the totality of our services and across our corporate priority outcomes which are:

1. **Slough children will grow up to be happy, healthy and successful**
2. **Our people will be healthier and manage their own care needs**
3. **Slough will be an attractive place where people choose to live, work and stay**
4. **Our residents will live in good quality homes**
5. **Slough will attract, retain and grow businesses and investment to provide opportunities for our residents**

These 5 priority areas are described in the Slough 5 Year Plan:

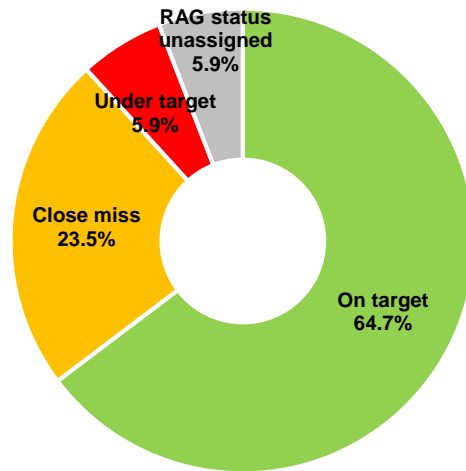
(<http://www.slough.gov.uk/council/strategies-plans-and-policies/five-year-plan.aspx>)

2018/19 Quarter 1: Executive Summary

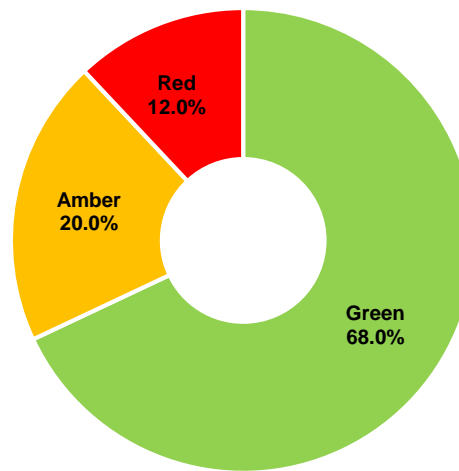
Performance against target (RAG)

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

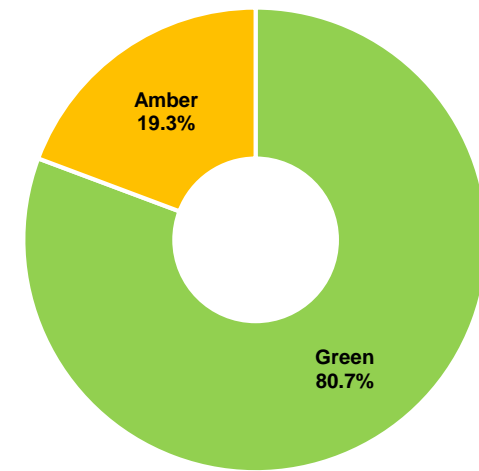
Key Performance Indicators



All Projects: Overall Status

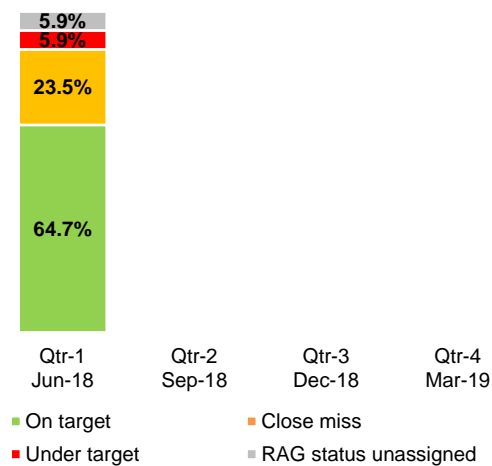


Manifesto Pledges: Overall Status

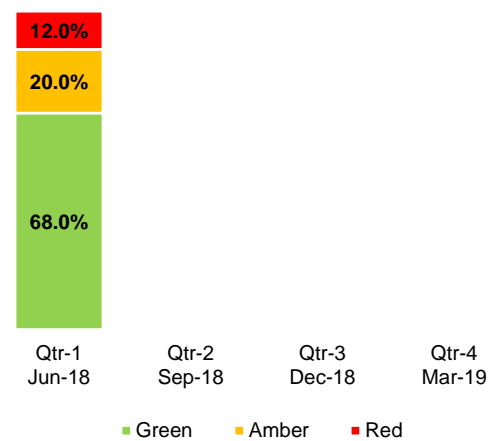


Comparison with previous quarter

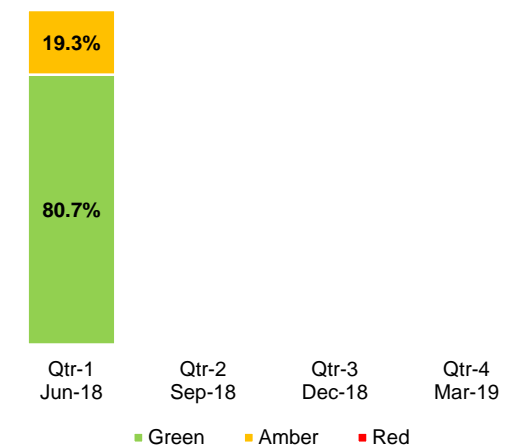
Key Performance Indicators



All Projects: Overall Status



Manifesto Pledges: Overall Status



Please refer to the relevant sections for detailed information on performance indicators (pages 3-11), projects (pages 12-14) and manifesto pledges (pages 15-19)

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 rates where good performance is low:

- A decline in crime rates would have an upwards arrow ↑ as performance has improved in the right direction.
- An increase in crime rates 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

Quarter 1: Performance Indicator Scorecard

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

Attainment gap
between all children
and bottom 20% at
Early Years (annual)

↓ **29.7 %**

Attainment gap
between disadvantaged
children and all others
at Key Stage 2 (annual)

↓ **20.0 %**

Attainment gap
between disadvantaged
children and all others
at Key Stage 4 (annual)

.. **24.6 %**

Percentage of Child
Protection Plans started in
year that were repeat plans
within 2 years (quarterly)

↓ **6.1 %**

Proportion of young
people not in
education, training or
employment (annual)

↑ **3.7 %**

Our people will be healthier and manage their own care needs

Number of adults receiving a
Direct Payment (quarterly)

↑ **416**

Uptake of targeted NHS
health checks (quarterly)

↑ **2.6 %**

Number of people
inactive (annual)

↓ **34.8 %**

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

Average level of street
cleanliness (quarterly)

↓ **B (2.41)**

Total crime rate per 1,000
population (quarterly)

↓ **89.90**

Residents' perception
survey (annual)

.. **tbc**

Slough will attract, retain and grow businesses and investment to provide opportunities

Business rate in year
collection rate
(quarterly)

↓ **30.31 %**

Access to employment:
unemployment rate
(quarterly)

↑ **1.3 %**

Average journey time
from Heart of Slough to
M4 Junction 6, morning
rush hour (quarterly)

↓ **7 min 22s**

Our residents will live in good quality homes

Number of homeless
households in temporary
accommodation
(quarterly)

↓ **464**

Number of permanent
dwellings completed
during the year (annual)

↑ **846**

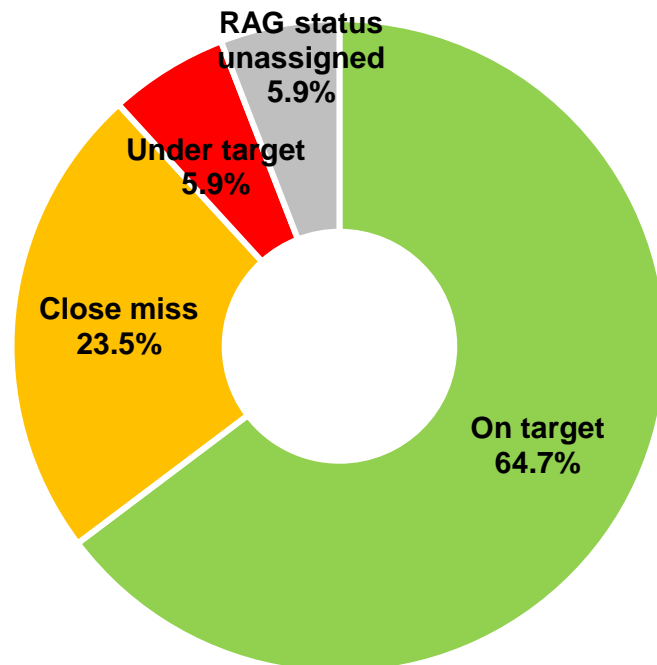
Number of mandatory
licensed HMOs
(quarterly)

↑ **81**

2018/19 Quarter 1: Corporate Balanced Scorecard

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

Key Performance Indicators



Quarter 1 updates are not yet available for the following measures:

- Targeted health checks
- Crime rates

Of the 17 indicators reported, one indicator (residents' perception survey) has no agreed target value. This is a new indicator under outcome 3 which will be conducted in autumn 2018.

For the remaining 16 indicators with agreed target levels, one was rated as significantly under the desired performance level ('Red'), four were rated as 'Amber', signifying a near miss to desired performance level, and eleven were rated 'Green' as achieving or exceeding target performance.

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

Number of homeless households accommodated by SBC in temporary accommodation

The number of households accommodated in temporary accommodation continues to rise. There are an additional 158 households since June 2017. The average monthly increase is 2.95%. If this continues there will be 603 households accommodated at the end of this financial year.

Please refer to the Corporate Balanced Scorecard for further details of the initiatives in place to tackle the homeless households accommodated in temporary accommodation by SBC.

Key areas of performance deterioration are:

Business rate in year collection rate (%)

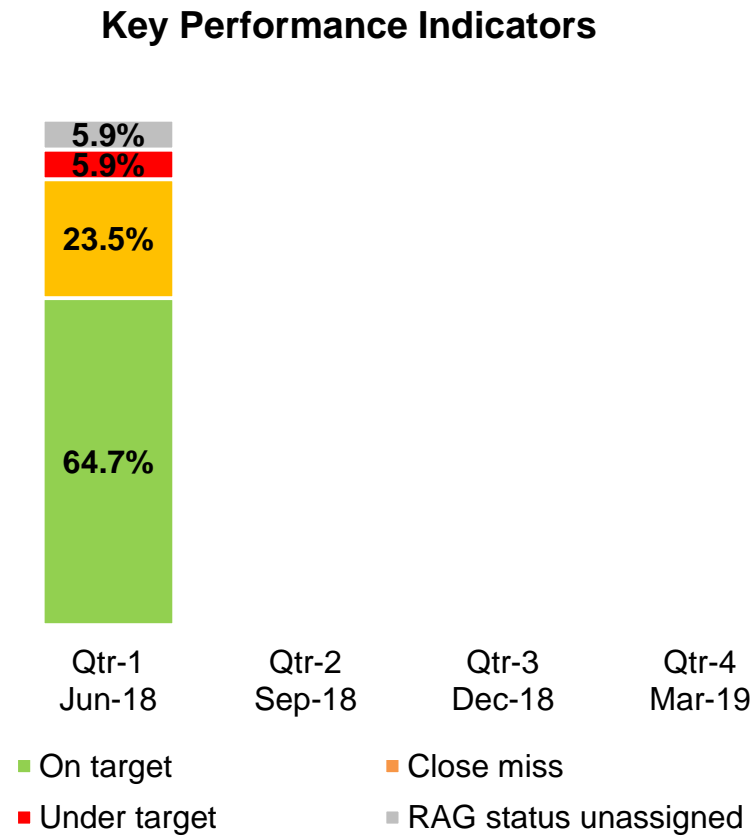
The RAG status has dropped from 'Green' to 'Amber'. The business collection rate at the end of June 2018 equates to 30.31% which is 0.19% below the profile target of 30.50%. The amount collected of £33.3m is below the amount collected this period last year of £33.7m.

Key areas of performance improvement are:

There were no indicators this period where the RAG status improved in comparison to the previous quarter.

Comparison with previous quarter:

This is the first quarter report to Cabinet reporting on the 2018-19 financial year in respect of the performance position of the Council. Therefore this section will build over time detailing comparison with the previous quarter.

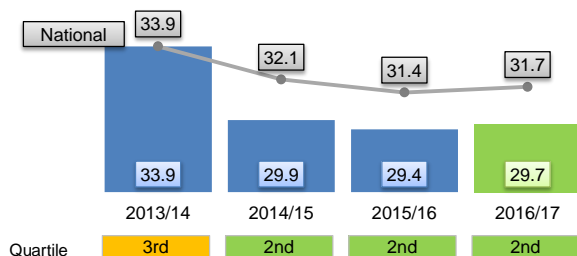


Outcome 1: Slough children will grow up to be happy, healthy and successful



The percentage attainment gap between all children and bottom 20% at Early Years Foundation Stage

29.7 ↓

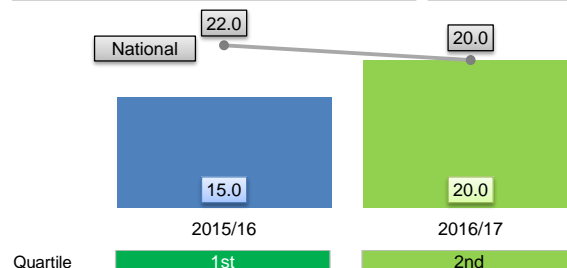


Target RAG Rating	Lower than the national gap	GREEN
	Higher than national gap but not ranked in the bottom 3rd of LA's	AMBER
	Ranked in the bottom 3rd of LA's	RED

Measured once a year, deriving from teacher assessments. Good performance is a narrowing gap between the most and least successful, but alongside a steady increase in the results obtained by all.

The percentage gap between disadvantaged pupils and all others at Key Stage 2 in Reading, Writing and Maths

20.0 ↓

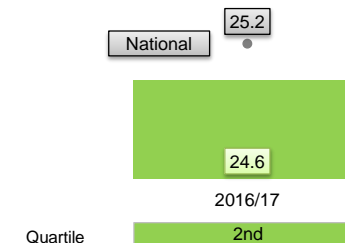


Target RAG Rating	Lower than the national gap	GREEN
	Higher than national gap but not ranked in bottom 3rd of LAs	AMBER
	Ranked in bottom 3rd of LAs	RED

Measured once a year, deriving from end of year exams. Good performance is a narrowing gap between the most and least successful, but alongside a steady increase in the results obtained by all. The gap widened in latest year. Ranked 47th nationally out of 152 LA's.

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

24.6

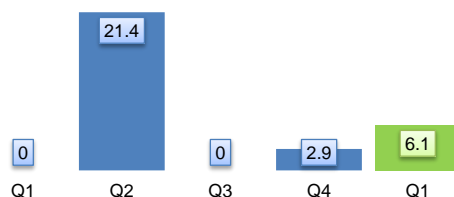


Target RAG Rating	Lower than the national gap	GREEN
	Higher than national gap but not ranked in bottom 3rd of LAs	AMBER
	Ranked in bottom 3rd of LAs	RED

Measured once a year, deriving from end of year exams. Good performance is a narrowing gap between the most and least successful, but alongside a steady increase in the results obtained by all. This measure is new for 2016/17, due to a change in national marking criteria. Slough is ranked 62nd nationally out of 152 LA's.

Percentage of Child Protection Plans started in the past year that were repeat plans within 2 years

6.1 ↓

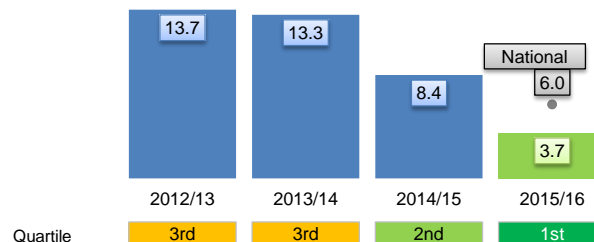


Target RAG Rating	Below 10%	GREEN
	Between 10% and 15%	AMBER
	Above 15%	RED

Child Protection Plans are created for children who have actually experienced, or are at serious risk of, abuse or neglect. Plans are used to reduce and remove the sources of risk, and will end once it is safe to do so. It is unusual, but not always inappropriate, for a child to subsequently require a second intervention of this type.

Young people not in education, employment or training (NEETs)

3.7 ↑



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

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

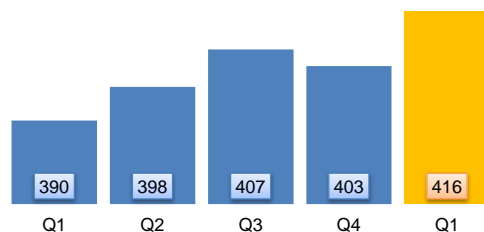
Slough has improved markedly.

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



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

416 ↑



Carers	146	150	160	159	166
Clients	244	248	247	244	250

Target RAG Rating	More than 500 recipients	GREEN
	Between 410 and 500 recipients	AMBER
	Less than 410 recipients	RED

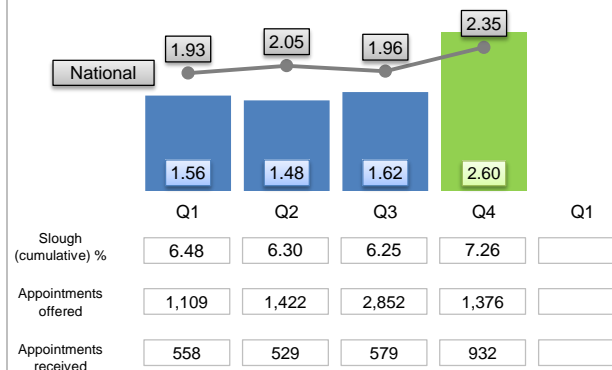
Direct Payments are a way of enabling those eligible for social care support to control the commissioning and procurement of support themselves. This leads to more personalised and controlled support, which evidence shows will deliver better outcomes.

Our primary strategy is to increase the use of Direct Payments by service users and carers, and to use this as the default position when providing services.

We have taken several steps to make DPs easier to manage and use including pre-payment cards, contracting a Personal Assistant Matching and Employment Support service, and reissuing staff guidance. We are specifically targeting Carers who we feel would benefit from a Direct Payment to support them in their caring role.

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

2.60 ↑



Target RAG Rating	More than 1.90%	GREEN
	Between 1.50% and 1.90%	AMBER
	Less than 1.50%	RED

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.

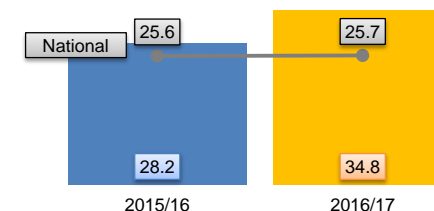
Health Checks are offered by GPs and the local authority, and Slough is seeking to promote a greater engagement amongst residents in taking up this offer.

Health Check rates in Slough have increased due to an additional 1400 appointments offered in Q3, and for the first time exceeds the national rate.

<https://www.nhs.uk/conditions/nhs-health-check/>

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

34.8 ↓



Number of residents contacted	1,045	974
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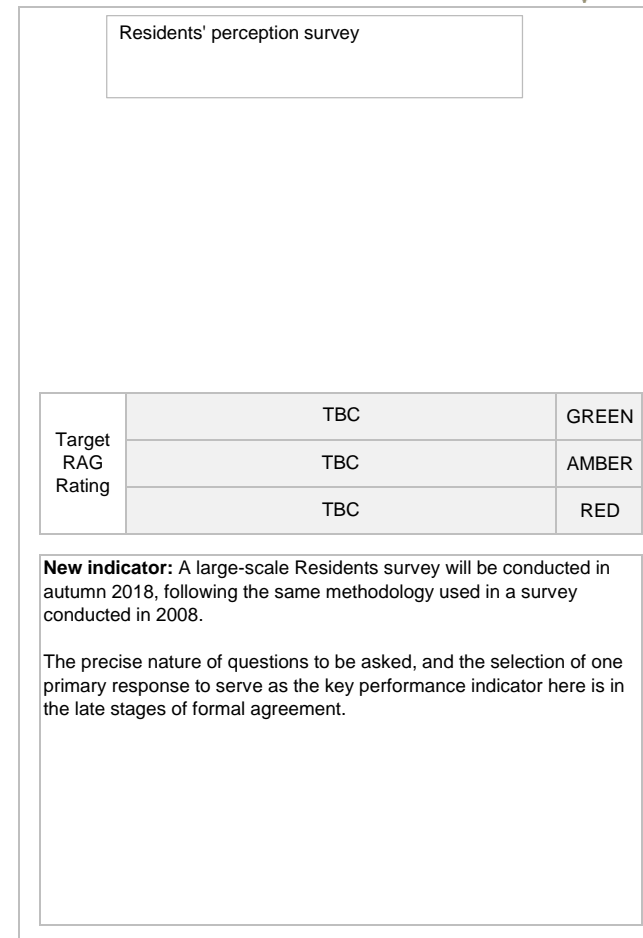
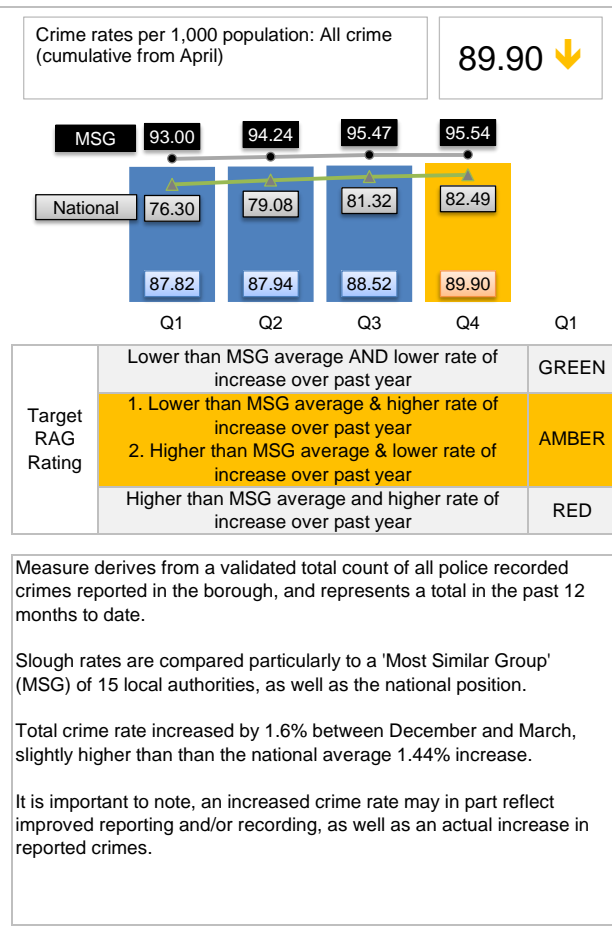
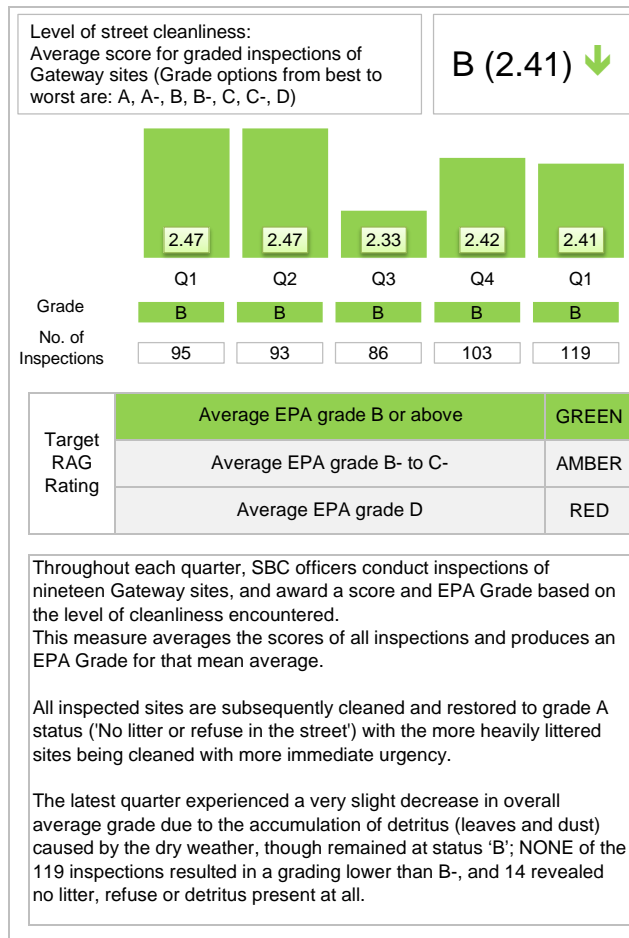
Target RAG Rating	Less than 34.4%	GREEN
	Between 34.4% and 34.8%	AMBER
	More than 34.8%	RED

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.

In the latest results, one in three residents locally (34.8%) compared to one in four nationally (25.7%) were reported as not participating in at least 30 mins of sport at moderate intensity at least once a week. With only two full years of data it is too early to meaningfully review trends over time.

Physical inactivity is associated with poor physical and mental health, and the council is working actively to make it easier for residents to benefit from increased participation in sport and exercise, including the provision of significant investment in leisure facilities and open air green gyms, trim trails and multi use games areas ('MUGAs') in our parks.

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



Supporting commentary for crime rates per 1,000 population (all crime):

Through partnership actions, we continue to focus on projects to target crimes against the person, which includes 'violence without injury'. In an endeavour to prevent the youth violence witnessed in the summer of 2017, the performance management group, under the direction of the Safer Slough Partnership, have pulled together a summer programme of activities provided by multi-agency partners. September 2018 will see a phased roll out of the Choices Programme across Slough primary schools, aimed at increasing the resilience of primary and secondary age children to risks including CSE and youth violence. In response to the Thames Valley Chief Constable's request for a partnership approach to serious youth violence, the Safer Slough Partnership is developing a strategy built upon recommendations from both the national serious violence strategy, as well as local contextual findings, highlighted in the research carried out by Reach Every Generation, and the Home Office Thames Valley wide, county lines review.

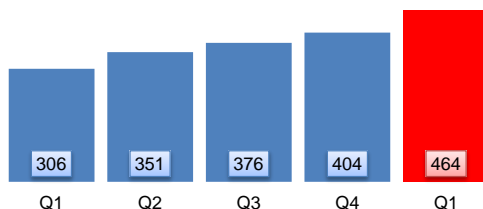
As the town centre grows and develops, the Safer Slough Partnership will continue to monitor data relating to criminal activity, to inform a partnership response to new and ongoing challenges.

Outcome 4: Our residents will live in good quality homes



Number of homeless households accommodated by SBC in temporary accommodation

464 ↓



Target RAG Rating	Less than or equal to 396	GREEN
	Between 397 and 436 households	AMBER
	More than 437 households	RED

Measure is a count of homeless households in temporary accommodation on final day of each quarter.

The number of households accommodated in temporary accommodation continues to rise, with an additional 158 households since June 2017. The average monthly increase is 2.95%. If this continues there will be 603 households accommodated at the end of this financial year.

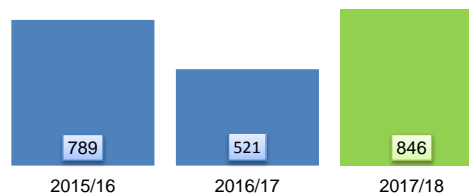
The housing allocations policy was amended in May 2018 to enable more homeless households to be offered a settled home in social housing.

Households that do not qualify for the housing register are offered suitable accommodation in the private rented sector. There is a severe shortage of affordable accommodation and sourcing this can be expensive in terms of paying landlords and agents incentives.

Our subsidiary housing company James Elliman Homes has started offering affordable private rented accommodation to this group and there are several additional homes in the pipeline.

Number of permanent dwellings completed in the borough during the year

846 ↑



Target RAG Rating	550 dwellings or more	GREEN
	Between 495 and 549 dwellings	AMBER
	Under 494 dwellings	RED

Measure is a net count of all new dwellings added to Slough's housing stock each year.

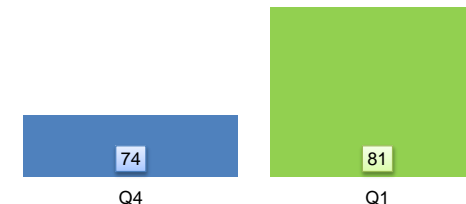
861 new dwellings were built in 2017/18 but 15 were lost through demolitions and changes of use; net completions were therefore 846.

At 31st March 2018, there were 865 new dwellings already under construction. Planning permission was in place for a further 1,140 homes although construction of these had not commenced.

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

Number of licenced mandatory Houses in Multiple Occupation (HMOs)

81 ↑



Target RAG Rating	Within 10% of target: 67 or above	GREEN
	11-15% of target: 64-66	AMBER
	Under 15% of target: Less than or equal to 63	RED

Measure is a count of total licenced HMO properties at end of quarter.

During Quarter 1 the council issued 11 mandatory licences.

We are anticipating a national change in legislation in the autumn that will widen the scope of HMO licencing.

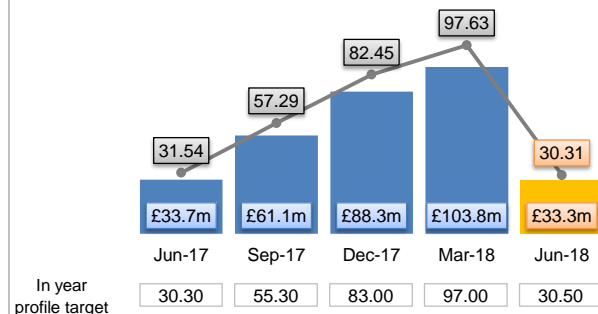
Outcome 5: Slough will attract, retain and grow businesses and investment to provide opportunities for our residents



Business rate income

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

£33.3M
30.31% ↓



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

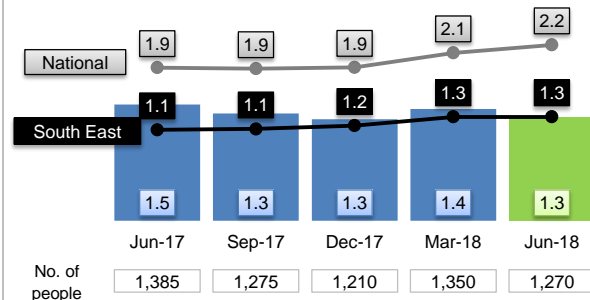
Business rates are collected throughout the year, hence this is a cumulative measure.

By end of first quarter we had collected 30.31% of the expected in-year total, which is 0.19% below the profile target of 30.50% expected at this point. The amount collected of £33.3m is slightly below the amount collected this period last year of £33.7m.

Access to employment

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

1.3 ↑



Target
RAG
Rating

Below the national value and no more than 0.2%
above South East value

GREEN

Below the national value and between 0.3% -
0.5% above South East value

AMBER

Below the national value and more than 0.5%
above South East value

RED

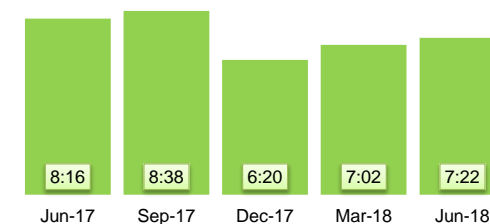
Data is released by Department for Work and Pensions each month. Slough's claimant rate for June 2018 of 1.3% comprises 1,270 people. Local unemployment rate is historically better than nationally but usually lags behind the South East of England.

The Council is carrying out a number of activities to support and provide employment opportunities. These include mapping all current providers of employment services and the creation of a portal based website to ensure easier access to support.

Journey times

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

7m 22s ↓



Target
RAG
Rating

Under 10 mins

GREEN

Between 10-13 mins

AMBER

Over 13 mins

RED

The average journey time from the Heart of Slough to M4 J6 during evening peak time (Mon-Fri 16:30-18:30) as at the end of Jun-18 was 7 min 22 seconds. This is marginally slower than the previous quarter of 7 min 2 seconds, however is quicker than this time last year of 8:16 mins.

The following initiatives are in place to improve the flow of traffic:

- Upgrade of Ledgers Road/A4
- Review and consolidation of signals between Tuns Junction and Ledgers Road.
- Further adjustments to the Copthorne Roundabout to manage congestion in Chalvey.

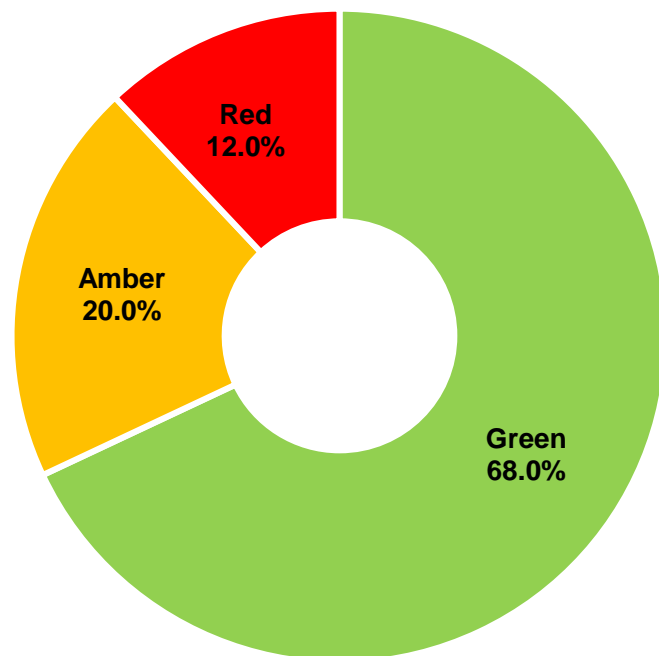
2018/19 Quarter 1: Project Portfolio

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

The project portfolio has been reviewed and projects have been graded as Gold, Silver and Bronze (instead of Gold, High, Medium and Low). All Directors and Service Leads have been consulted to ensure that the projects on the Portfolio represent key activity at the Council to deliver its strategic objectives including delivery of the Five Year plan.

All Projects: Overall Status



At the end of Quarter 1 there were 25 live projects on the portfolio, graded as follows:

	Gold	Silver	Bronze	Total
Qtr-1	6	12	7	25

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, 68% were rated overall as **Green** (17 projects), 20% were rated overall as **Amber** (5 projects) and 12% were rated overall as **Red** (3 projects).

The 3 projects rated overall as **Red** were:

- Grove Academy
- Haybrook College
- Slough Half Marathon

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

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

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

Gold Project title	Timeline	Budget	Risks & Issues	Overall Status	Comments
Grove Academy	Amber ⇔	Green ⇔	Red ⇔	Red ⇔	Delay due to Education Skills Funding (ESFA) Agency preferred contractor withdrawing from the project and a new contractor to be procured. ESFA's retendering process for the building contractor started with the Bidder's Day in June
Haybrook College	Amber ↓	Red ⇔	Amber ↓	Red ⇔	The Haybrook College Project continues to report budgets are considerably higher than original feasibility study cost proposals. An independent Quantity Surveyor has been appointed to check the project's cost plan.
Leisure Capital Programme	Green ⇔	Green ⇔	Green ⇔	Green ⇔	Practical completion on the Salt Hill Activity Centre and handover was completed 29th May 2018. The centre opened to the public on Monday 11 th June 2018.
Housing Strategy – Homelessness Reduction	Green ⇔	Green ⇔	Amber ⇔	Green ↑	Homelessness Prevention Strategy drafted
Highways and Transport Programme	Green ⇔	Green ↑	Green ↑	Green ↑	Works are continuing on major schemes, Burnham station, A4 Cycle Route junctions, Langley Station and Windsor road widening. LED lighting programme is continuing without delay in parks and Housing land.
Building Compliance	Green ⇔	Green ↑	Green ↑	Green ↑	An increase in project funding has been approved to address the gaps in the original scope of the compliance review.

Background Papers:

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

Key achievements this quarter:

Project closure

General Data Protection Regulation

The project has successfully gone live; all staff have undertaken mandatory e-learning training. The project continues to ensure the council meets legislative requirements.

Project achievements

Salt Hill Activity Centre

Practical completion on the Salt Hill Activity Centre and handover was completed 29th May 2018. The centre opened to the public on Monday 11th June 2018.

Key issues to be aware of:

Timescale

Grove Academy

Due to Education Skills Funding Agency (ESFA) preferred contractor withdrawing from the project and a new contractor to be procured. ESFA's retendering process for the building contractor started with the Bidders' Day in June.

Costs

Haybrook College Expansion

The Haybrook College Project continues to report budgets are considerably higher than original feasibility study cost proposals. An independent Quality Surveyor has been appointed to check the project's cost plan.

Timeline and budget

Slough Half Marathon

The route was not finalised so this impacted on the completion of the event management plan. Also there was an increase in traffic management costs.

Key lessons from projects reviewed this quarter:

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

In the last quarter, the PMO undertook reviews for three projects and the 'Lessons Learned' includes:

IT Programme

- IT implementations of new infrastructure are lengthy and complex, and this needs to be factored into planning.

Penn Wood (Phases 2 and 3)

- Delegating school expansion projects to the school can be very successful and should be considered as a solution.

Arbour Park

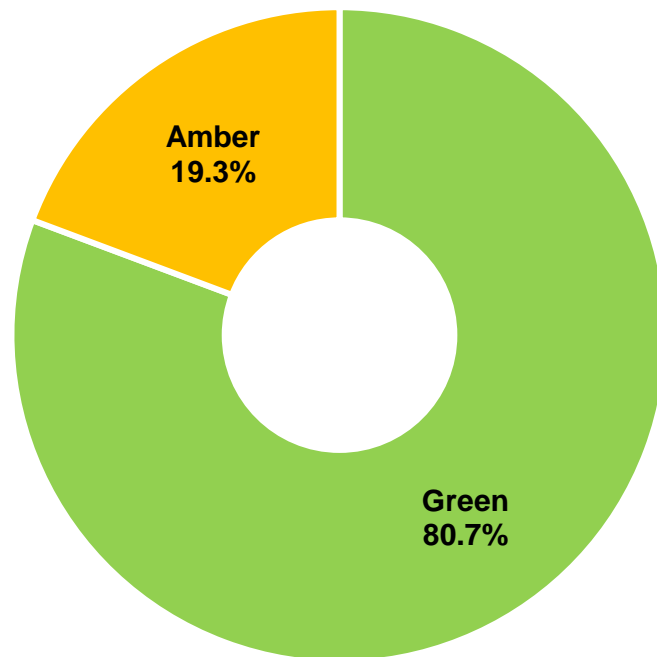
- Income generation and building management actions should be identified at project planning stage
- Strong partnership working with SUR was evidenced by a good site manager and the project being delivered within tight timescales,
- Use of Project Management best practice with clear goals leads to the achievement of positive outcomes.
- Engagement with key stakeholders with communication tailored to the audience is recommended.
- Project interdependencies need to be fully understood. Risks that may affect timescales and scope need to be managed.

This learning has been helpful to project managers implementing projects of a similar nature.

2018/19 Quarter 1: Manifesto Commitments

The final section of the report provides a summary of progress against the Manifesto pledges made in advance of the Slough local elections, May 2018. Position stated is as at the end of Quarter 1 i.e. 30th June 2018.

Manifesto Pledges: Overall Status



There are 57 Manifesto pledges across the key areas.

At the end of quarter 1, 80.7% (46 pledges) were rated overall as **Green** as achieving or on schedule and 19.3% (11 pledges) were rated overall as **Amber**, signifying as working towards. None of the pledges were rated overall as **Red**.

Key achievements this quarter:

The following Manifesto pledges were reported as delivered this quarter:

- Open the refurbished and extended Langley Leisure Centre and open a brand new Family Activity Centre in Salt Hill Park.
- Work to introduce more licenced wedding venues across Slough by seeking licences for Arbour Park and the Baylis House Hotel.

Key issues to be aware of:

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

The table beneath summarises progress against the Manifesto pledges made in advance of the Slough local elections, May 2018. Position stated is as at the end of Quarter 1 i.e. 30th June 2018.

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

HOUSING AND REGENERATION

Manifesto Pledge	Date for Delivery	RAG
Working with partners, start construction of 150 new social and affordable homes this year.	March 2022	GREEN
Replace every property lost in the past 12 months through Right-to-Buy with a new social home	March 2019	AMBER
Invest £18 million in buying homes to increase the supply of genuinely affordable housing for Slough families	March 2019	GREEN
Make £17 million in improvements to our existing council stock - fitting homes with new kitchens, bathrooms and more energy-efficient boilers	March 2020	AMBER
Bring forward plans to regenerate the Canal Basin and TVU site with enhanced open space, and new homes, retail and community facilities		AMBER
Deliver the next steps of the Chalvey regeneration by transforming the site currently occupied by Tower and Ashbourne Houses; providing new high-quality social homes	March 2021	GREEN

THE ENVIRONMENT AND NEIGHBOURHOODS

Manifesto Pledge	Date for Delivery	RAG
Ensure all Slough's neighbourhoods reach the standard of the best	Ongoing	GREEN
Install measures to protect green verges from over-parking	Winter 2018/19	GREEN
Step up parking regulation; introducing the next stages of our pavement-parking scheme	Winter 2018/19	GREEN
Protect our residents from poor air quality by planning and preparing the launch of a Clean Air Zone across our worst-polluted areas	Winter 2019 (feasibility) Summer 2021 (implementation)	GREEN
Continue our alley-gating programme to help tackle anti-social behaviour	Ongoing	GREEN
Take action against fly-tipping by seeking prosecutions against serious and prolific offenders	Ongoing	GREEN
Use our new in-house waste service to keep our streets cleaner; roll out more bins across Slough; and reduce charges for bulky waste collection	Ongoing	GREEN
Spread the benefit of regeneration from central Slough to local neighbourhoods	December 2019	AMBER

PARKING AND TRANSPORT

Manifesto Pledge	Date for Delivery	RAG
Deliver a new frequent, rapid "SMaRT" bus service along the A4	Autumn 2018	GREEN
Increase the number of cycle hire points, putting them where people want them; plus improve and expand walking routes across Slough	Summer 2018	GREEN

Improve our bus network by working with new partners to deliver better buses, reduced fares and a more accessible bus network	Winter 2018	AMBER
Increase the number of electric and hybrid vehicles in Slough by offering benefits to residents who switch from diesel and petrol	Summer 2019 (1st phase)	GREEN
Keep our highways and pavements to a good standard, and continue taking action to fill potholes more quickly than surrounding boroughs	Winter 2018/19	GREEN
Invest over £2 million in our highway network; resurfacing roads and footpaths, improving pavements and landscaping the environment	Autumn 2018	GREEN
Run a competition with industry and local business to find innovative ways to help people move around the Borough quicker and more cheaply		GREEN

COMMUNITY FACILITIES AND CUSTOMER CARE

Manifesto Pledge	Date for Delivery	RAG
Plan and prepare designs to transform Cippenham Community Centre into a multi-use hub; with a new extension plus more services and facilities		AMBER
Re-provide a new and improved Community Hub in Chalvey, as part of the enabling works for a brand new school in Chalvey		GREEN
Relocate Slough Council's Headquarters to a site within the town centre, to support the regeneration of Slough High Street		GREEN
Continue the improvement of Slough Cemetery and Crematorium, with a £300,000 investment in on-site facilities	End of 2021	GREEN
Make significant improvement to digital services, and make it easier for the Borough's residents to access Council services online		GREEN
Improve and expand online payments, making it easier for residents to transact with the Council, and working to 'get the right solution first time		GREEN

LEISURE AND OPEN SPACES

Manifesto Pledge	Date for Delivery	RAG
Open the refurbished and extended Langley Leisure Centre and open a brand new Family Activity Centre in Salt Hill Park	COMPLETED	GREEN
Increase free sports facilities in our parks and install more green gyms	Ongoing	GREEN
Bring back the Slough Half Marathon and 5k Family Fun Run	October 2018	GREEN
Work to introduce more licenced wedding venues across Slough by seeking licences for Arbour Park and the Baylis House Hotel	COMPLETED	GREEN
Continue to provide flagship parks, allotments and public spaces; to help people manage their own health and wellbeing	Ongoing	GREEN
Plant 1 million bulbs and 200 trees across Slough, with the support of community groups	Ongoing, spring 2019	GREEN
Complete the construction of Slough's new main Leisure Centre building on Farnham Road, ready for opening in Spring 2019	Spring 2019	GREEN

OPPORTUNITY AND THE LOCAL ECONOMY

Manifesto Pledge	Date for Delivery	RAG
Introduce a 'Slough Card' to give Slough residents priority and cheaper access to our services and facilities	Spring 2019	AMBER

Work with employers to expand apprenticeships for local young people	September 2018 and ongoing	GREEN
Support businesses to start, grow and locate in Slough	September 2018 and ongoing	GREEN
Continue to support the expansion of Heathrow; working with Heathrow Airport and local business to maximise the training, employment and travel opportunities available to local people	Ongoing: Colnbrook and Poyle Masterplan 'Dec 18	GREEN
Ensure that Slough benefits from Crossrail and Heathrow's expansion; with new hotel and event facilities, and investment in our transport infrastructure	Summer 2018 onwards	GREEN

HEALTH AND SOCIAL CARE

Manifesto Pledge	Date for Delivery	RAG
Work with partners to increase the availability of health checks	March 2019	GREEN
Construct new specialist housing for residents with learning disabilities on the former Rochfords Hostel site		GREEN
Work with schools to ensure all children can access mental health services	September 2019	GREEN
Make the Council an exemplar for Slough, by working to become a disability friendly and Stonewall-accredited organisation	March 2020	GREEN
Increase the number of people managing their own care and support via direct payment	Ongoing	AMBER
Increase the number of local people supported by the community and voluntary sector	Ongoing	GREEN
Work with the NHS to try and co-locate more local health services within our neighbourhood-based hubs and other multi-use public buildings		GREEN

SLOUGH HIGH STREET AND THE TOWN CENTRE

Manifesto Pledge	Date for Delivery	RAG
Carry out a town survey to gather residents' views on how best to improve the High Street	Autumn 2018	GREEN
Improve the immediate offer in the High Street, with street markets and community events - while longer-term major regeneration is prepared	September 2018 and ongoing	GREEN
Create a fit for purpose town centre; delivering the homes our residents need, and the quality jobs to match the ambitions of our young people	Phased stages, July 2018 onwards	GREEN
Seek 'Purple Flag' accreditation for the town centre - having worked to ensure that it is able to 'provide an entertaining, diverse, safe and enjoyable night out'	Phased stages, July 2018 October 2018 October 2019	GREEN

CHILDREN AND YOUNG PEOPLE

Manifesto Pledge	Date for Delivery	RAG
Invest over £40 million to expand and improve local schools; delivering adequate places, better sports provision and facilities	By March 2021	GREEN

for Slough children		
Give all school-starters a free book and library card, to help improve literacy		AMBER
Work to bring a higher education facility back to Slough	Ongoing	GREEN
Increase post-16 skills and job training for young people with disabilities and special educational needs		AMBER
Support the great work of Slough's Youth Parliament and champion the needs of Slough's Young People	Ongoing	GREEN
Create at least 400 new early years places across the Borough	By March 2023	AMBER
Keep open all our Borough's Children Centres	Ongoing	GREEN