

Corporate Performance Scorecard 2025/26

Outcome	Key Performance Indicator	Good to be	Frequency	Previous update	Previous Performance	Performance direction of travel	Latest update	Latest Performance	Target	Mitigating actions	CLT Lead	Comparison
	Percentage of new EHC plans issued within 20 weeks including exceptions	High	Monthly	Sep-25	R 25.0% (7)	↑	Dec-25	G 47.6% (20)	>=national average	Plans are in place subject to staffing to: Strengthen performance management through root-cause analysis and proactive monitoring of caseloads and statutory deadlines. Address service bottlenecks and operational barriers supported by a cross-functional working group driving improvements. Implement a demand-management action plan to respond to rising caseloads and service pressures. Improve data quality and case tracking through continued Capita One cleansing and system enhancements. Enhance customer experience by realigning complaints handling and embedding parent/young-person feedback. Increase service capacity and stability through ongoing recruitment and workforce development.	ED for Children's Services	2024 Slough 7.4% (23) National 45.9% South East 37.9% CIPFA NN 55.7%
	Percentage of eligible 2 year old children benefitting from funded early education	High	Termly	2024/25 autumn term	G 64.2% (333)	↑	2025/26 autumn term	G 70.5% (320)	>=60%	Early years providers check both Working Families and Bright Future entitlements to ensure all eligible children are accurately identified and recorded. The entitlements team contacts all Department of Work and Pensions (DWP) identified families not yet in a setting to explain the offer and encourage take up. Families who need help completing applications receive direct support via phone or at Family Hubs reducing barriers to accessing the funding. Learning packs, learn & play sessions, and face to face conversations at hubs help families understand the benefits and complete applications on-site if they wish. The team helps families find appropriate early years places and supports transitions including tailored support for SEND where needed. Health visitors, JCP, Early Help and Social Care continue to promote the entitlement to ensure consistent referrals. Children identified during health visitor reviews are encouraged to access terrific twos groups as a pathway into taking up the funded entitlement.	ED for Children's Services	2024/25 Ranked 149/153 Slough 47.2% (246) National 65.2% South East 62.8% SN average 58.8%
	Child development: percentage of children achieving a good level of development in all five domains at 2 to 2.5 years old	High	Quarterly	Q2 2025-26	G 88.6% (304)	↑	Q3 2025-26	G 90.4% (376)	>= national average	To help mitigate barriers to attendance and improve uptake of the 2–2.5 year developmental reviews, Slough Child and Family Wellbeing Service initiated targeted improvement work in October 2025. This included increasing the number of available sessions, offering appointments outside of standard working hours, and using accessible, family-friendly venues. These changes aim to reduce practical obstacles for parents and ensure more children receive timely developmental checks. In parallel, national efforts are underway to improve early childhood outcomes. The Department for Education has set an ambition for 75% of five-year-olds in England to achieve a good level of development by 2028. In response, Public Health is working closely with Early Years and the Children's Centre in Slough to develop a local strategy. This includes a focus on parenting programmes and supporting families to provide nurturing care, key factors in helping children thrive across all five developmental domains by the age of 2–2.5 years.	Director of Public Health and Public Protection	2024/25 Slough 80.3% (1,497) National 81.4% South East 81.3%

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Priority 1 A borough for children and young people to thrive	Proportion of children obese including severely obese at Year 6	Low	Annual	2023/24	R	25.7% (605)	↔	2024/25	R	25.4% (585)	<= national average	Slough Public Health and HCRG (0–19 service provider) continue to collaborate to improve the quality of NCMP data collection, ensuring robust analysis and interpretation. As part of Slough's Whole System Approach to Healthy Weight, the CYP System Action Group has progressed several initiatives including co-producing culturally appropriate healthy and nutritious meal guidance for Holiday, Activity and Food (HAF), scoping joint work with Raising Nutrition, forming a Baby Friendly Initiative working group and developing School Health Profiles to support Healthy School Awards. Medium-term plans include capturing best practices across stakeholders and mapping existing health and nutrition resources for residents. Additionally, the HENRY programme, an evidence-based initiative supporting healthy family lifestyles, is being embedded borough-wide with Early Years and HCRG aligning efforts to ensure it complements the Best Start for Life strategy.	Director of Public Health and Public Protection	2024/25 Slough 25.4% National 22.2% South East 19.2%
	Percentage of 16-17 year olds not in education, employment and training (NEET) or whose activity is not known	Low	Monthly	Nov-24	R	13.2% (661)	↑	Nov-25	R	12.0% (614)	<=national average	Targeted face-to-face Information, Advice and Guidance (IAG) sessions continue to be delivered across community venues prioritising in-person engagement to support young people in progressing into education, employment or training. Delivery locations are reviewed on an ongoing basis to ensure support is directed to areas with the highest levels of need. Proactive contact is maintained with all 16–17-year-olds to confirm their activity status with tailored interventions provided where plans for education, employment or training are not yet in place. Capacity within the NEET service remains limited and although a business case for additional resource has been submitted several times it has not been approved. A Scrutiny Committee review has been completed and presented to Cabinet with outcomes currently awaited.	ED for Children's Services	2024/25 (482) Slough 9.5% National 5.6% South East 7.0%
	Percentage of care leavers in education, employment or training	High	Monthly	Sep-25	G	56.3% (67)	↓	Dec-25	A	49.6% (61)	>=52%	Although the number of care leavers has increased, targeted support continues to be strengthened through close operational input from the 18+ service. The Virtual School is working collaboratively with the Thrive Teams to provide tailored information, advice and guidance, helping young adults develop career aspirations, build confidence and prepare effectively for education, employment or training opportunities. This joint approach has contributed to a significant improvement in EET outcomes over the past year, and while performance dipped in December 2025, the number of care leavers in EET (61) remains higher than during the same period last year (55).	ED for Children's Services	2024/25 Slough 54.0% National 54.0% South East 52.0% SN average 58.0%
	Rate per 10,000 of Children Looked After (CLA)	Low	Monthly	Sep-25	Mon	40.1 (187)	↓	Dec-25	Mon	42.8 (200)	Metric monitored for trends	Work continues to closely monitor the increase in Children Looked After (CLA), with regular oversight through CLT particularly where rises are linked to the National Transfer Scheme or an increase in Unaccompanied Asylum Seeking Children (UASC). All children who have been subject to Child Protection plans for over nine months are reviewed to ensure decisions are timely and do not drift into unnecessary care entry. The service is strengthening its edge-of-care approach especially for young people aged 13–17 who represent a significant proportion of new care entrants. Activity continues to ensure children can safely remain with their families wherever possible supported by targeted intervention and earlier help. Work also continues to manage anticipated increases in UASC numbers as Slough remains below its National Transfer Scheme quota. Despite recent rises the CLA rate remains below statistical neighbour averages and ongoing monitoring will ensure trends are identified early and responded to promptly.	ED for Children's Services	2024/25 Slough 37.0 National 67.0 South East 55.0 SN average 46.2

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Priority 2 A town where residents can live healthier, safer and more independent lives	The percentage of carers who receive self-directed support [ASCOF 3D1b]	High	Annual	2023	G	100.0%	↓	2024	G	97.8%	>=national average	The Council consistently delivers high numbers of direct payments to carers, reflecting a firm commitment to personalisation and empowerment. This approach enables carers to take control of their support arrangements, increasing both uptake and satisfaction. Slough's performance remains above the national average, demonstrating effective delivery of personalised care and strong support for carers.	ED for Adults Services	2024 ASCOF Ranked 114/153 SN Group 14/16 Slough 97.8% National 89.7% South East 99.8%
	Percentage of clients accessing long term support in the community at the end of the year [LTS001B]	High	Annual	2024	G	54.7%	↔	2025	G	54.5%	>=national average	Performance remains strong and above national and regional averages. Teams continue to apply the 'Home First' approach, with a focus on strengths-based practice, early intervention and maximising reablement. Audit work is ensuring consistency across teams, and commissioning activity is reviewing community capacity to support sustained independence at home.	ED for Adults Services	2025 Ranked 62/153 Slough 54.5% National 48.7% South East 43.5%
	Percentage of eligible adults managing their care via a direct payment [ASCOF 3D2a]	High	Quarterly	Q2 2025-26	G	32.0% (443)	↓	Q3 2025-26	G	30.8% (427)	2025/26 >=national average	Performance remains strong and above national and regional averages. Monthly DLT monitoring and quarterly SE ADASS benchmarking provide oversight of trends. Work is underway to review and improve the Personal Assistant (PA) hourly rate to support recruitment and encourage further direct payment uptake.	ED for Adults Services	2025/26 Q3 SE ADASS group Ranked 2/19 30.8% 2025 ASCOF Ranked 18/153 SN Group 2/19 Slough 33.8% National 24.5% South East 23.7%
	Percentage of safeguarding referrals that meet section 42	High	Quarterly	Q2 2025-26	G	31.4% (44)	↓	Q3 2025-26	R	14.6% (23)	2025/26 >=national average	Safeguarding referrals continue to be reviewed weekly by the Interim Head of Adult Safeguarding and the analyst to identify trends and ensure thresholds are applied consistently. Data quality work is underway and performance is monitored monthly at Adults Leadership Team and through the Slough Safeguarding Partnership. Awareness-raising events with partners are planned to improve understanding of Section 42 criteria and reduce lower-level concerns entering the pathway.	ED for Adults Services	2024/25 Slough 31.3% (155) National 28.9% South East 32.3%
	Percentage of total eligible population aged 40-74 received an NHS Health Check in the quarter	High	Quarterly	Q1 2025/26	G	3.6% (1.6k)	↓	Q2 2025/26	G	2.8% (1.3k)	>=national average	To improve NHS Health Check (NHS HC) uptake in Slough targeted engagement with GP practices is ongoing particularly focusing on those with lower participation rates. Tailored data and performance packs have been developed to help identify areas for improvement and provide actionable recommendations. Additionally, a Community of Practice Forum is being established to bring together GP representatives to share best practices, address challenges and support continuous improvement in service delivery. To address health inequalities, data insights are being used to guide the Integrated Health & Wellbeing Service in delivering community-based NHS Health Checks in underserved areas. This ensures better access for populations less likely to engage with primary care. Regionally, Slough continues to participate in the Southeast NHS Health Check Network, collaborating with partners to share learning and improve service quality and uptake.	Director of Public Health and Public Protection	2025/26 Q2 Slough 2.8% (1,258) National 2.0% South East 1.9%

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	Smoking prevalence in adults (18+) - self reported smokers in the Annual Population Survey (APS)	Low	Annual	2023	A	7.8%	↑	2024	G	6.8%	<=national average	The recent Stoptober campaign has included various activities ranging from out-of-home advertising (bus stops and bus-side adverts), multilingual radio stop smoking adverts (English, Punjabi, and Hindi) and community outreach delivered by the local stop smoking service. Coinciding with Stoptober, the Breathe Easy Workshop, a collaborative event aimed at tackling smoking across the Borough was convened in October. The initiative brought together public health professionals, community leaders, stakeholders and residents to explore innovative community-led approaches to tobacco control. The insights gathered from this workshop will further the action plan for the Slough Tobacco Control Network, which brings together partners across health, community and voluntary sectors to coordinate efforts in reducing tobacco harm and to aid in the development of Slough's Smokefree 2030 vision. Slough is now a fully committed and active member of the newly formed Southeast Smokefree Alliance and is working collaboratively to reduce smoking and share best practices across the region	Director of Public Health and Public Protection	2024 Slough 6.8% National 10.4% South East 9.4%

	Average re-let time in days for HRA standard voids [BVPI 212]	Low	Monthly	Sep-25	R	48 days (10)	↑	Dec-25	R	42 days (13)	<=35 days	The weekly voids taskforce chaired by the Head of Housing continues to review and unblock delays at each stage of the process with coordinated attendance from Neighbourhoods, Allocations, Repairs and Cardo to ensure timely nominations and workflow progression. Additional contractor oversight has been implemented increasing the volume of properties reaching "ready to let" status while issues relating to the three-step nomination verification process continue to be escalated. Pre-void notifications have improved giving repairs team earlier visibility of upcoming voids and reducing periods of avoidable downtime. Properties continue being offered to prospective tenants prior to achieving "ready to let" status where safe and appropriate, to reduce overall turnaround time though the number of suitable cases has recently declined. A focused review of V2/V3 voids in Q3 has identified units suitable for capital works batching to streamline contractor scheduling and support improved throughput.	ED for Regeneration, Housing and Environment	Slough 2021/22 89 days 2022/23 80 days 2023/24 252 days 2024/25 194 days
	Number of homeless cases prevented	High	Monthly	Sep-25	R	9	↑	Dec-25	G	37	>=12	There are ongoing risks linked to seasonal demand, pressures in the private rented sector and staffing capacity. Mitigation focuses on keeping a strong forward prevention pipeline with clear oversight of households most at risk. Teams are carrying out timely follow up and escalation, alongside continued landlord engagement and incentive work to protect and grow private rented sector supply. The backlog team will keep progressing older cases to reduce delays, supported by weekly performance reviews and proportionate quality checks to ensure prevention decisions are made on time.	ED for Regeneration, Housing and Environment	Slough 2021/22 212 avg 17.7 2022/23 122 avg 10.2 2023/24 119 avg 9.9 2024/25 171 avg 14.3
	Tenant satisfaction survey: Percentage of tenants who responded satisfied with the overall service provided by Slough Borough Council Housing [TPO1]	High	Annual	2023/24	R	45.9%	↔	2024/25	R	45.1%	>= national average	Following a recent inspection by the Regulator of Social Housing resulting in a C3 judgement, a comprehensive service improvement plan has been implemented. Heads of Service meet regularly with the regulator to monitor progress. New staff have been recruited into the resident involvement team to support delivery of the resident involvement strategy and strengthen tenant engagement. A complaints task force has been established. Housing leads meet regularly to review cases, improve response times and embed learning across services. The rollout of the Slough NEC housing system is enabling more efficient handling of tenant and leaseholder queries. Transition from Osborne to Cardo Group has contributed to improved satisfaction in repairs and maintenance services.	ED for Regeneration, Housing and Environment	2024/25 Slough 45.1% National 72.3% Southern LA ALMO <15k 70.4%

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A cleaner, healthier and more prosperous Slough	Percentage of SBC emergency housing repairs completed within agreed timescale	High	Monthly	Sep-25	G	100% (472)	↔	Dec-25	G	100% (708)	>=99%	Senior management continues to monitor service pressures closely with Cardo increasing resources and improving repair planning to maintain strong emergency repair performance and stabilise responsive repair timeliness during periods of higher seasonal demand. Monthly performance reviews remain in place to track delivery and ensure continued progress. Improvements in complaint handling are being strengthened through updated processes, clearer resident communications and revised templates, while ongoing training and weekly case reminders support more timely responses and reduce escalation. The Housing Complaints Task Force continues to oversee learning from upheld cases to address issues around communication and quality of work. Cardo is continuing to refine processes and stabilise systems to improve voids turnaround times with performance monitored weekly to ensure sustained progress. The Decent Homes Programme remains on track, with regular programme meetings in place to ensure delivery against milestones and smooth transition into next year's planned programme.	ED for Regeneration, Housing and Environment	Slough 2024/25 99.7% (5.2k)
	Percentage of decisions made on major planning applications within 13 weeks or timescale agreed with applicant	High	Quarterly	Q1 2025/26	G	100% (3)	↔	Q2 2025/26	G	100% (3)	>=65%	Service performance remains strong for major applications consistently exceeding national and regional averages. Non-major application performance below national and relational averages due to staffing pressures from a recruitment freeze and maternity leave, though it remains above target. Key mitigations include early case reviews, timely site visits, reduced reliance on time extensions and weekly performance monitoring. Officers receive support through regular panel and major case meetings. Interim staffing support is in place and recruitment planning is underway.	ED for Regeneration, Housing and Environment	2025/26 Q2 Major Slough 100% (3) National 90.4% South East 89.8% Non-major Slough 80.6% (129) National 90.9% South East 91.1%
	Percentage of household waste sent for reuse, recycling, or composting	High	Monthly	Dec-24	R	18.6%	↑	Dec-25	R	19.4%	>=40%	Continue targeted engagement led by Sustainability Officers focusing on supporting the food waste rollout and increasing resident participation across newly introduced areas. Deliver education and behaviour change activity through direct engagement with residents to encourage correct food waste use. Support the phased expansion of the food waste service to increase capture rates and help reduce residual waste tonnages across the borough. Continue monitoring recycling performance trends and adapt engagement activity to areas where participation remains lower. Progress waste minimisation and reuse-focused engagement activity where appropriate to support longer-term behaviour change.	ED for Regeneration, Housing and Environment	2023/24 Slough 24.9% National: 42.3% South East: 46.2% CIPFA NN: 36.7%
	Business rates arrears reduction (%) <small>(adjusted to exclude changes in rateable value)</small>	Low	Monthly	Year to date Sept-25	G	Adjusted 12.62% reduction (£1.384m) No adjustment 61.77% increase (£6.770m)	↑	Year to date Dec-25	G	Adjusted 26.42% reduction (£2.896m) No adjustment 39.73% increase (£4.354m)	End of year 12% (£1.315m) reduction to £9.645m	We are continuing to take firm action to recover outstanding Business Rates. Where a Liability Order has been secured through the Magistrates' Court debts are being passed to Enforcement Agents for collection. This remains a key part of our recovery strategy to ensure businesses meet their financial obligations. To strengthen our approach in February 2026 we will begin initiating bankruptcy and liquidation proceedings against businesses that persistently fail to pay in addition to the recovery methods already in place. These escalated actions are aimed at addressing long-term non-payment and reinforcing the importance of compliance.	ED for Corporate Resources	

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	Council tax arrears reduction (%)	Low	Monthly	Year to date Sept-25	G	7.13% reduction (£1.790m)	↑	Year to date Dec-25	G	9.77% reduction (£2.452m)	End of year 12% (£3.011m) reduction to £22.080m	We are actively pursuing the recovery of unpaid Council Tax arrears. To strengthen our recovery efforts, in February 2026 we are implementing three new enforcement measures. These include placing Charging Orders on properties with persistent arrears where the resident is the legal owner, initiating bankruptcy proceedings in cases of significant and continued non-payment and applying to the Magistrates' Court for committal to prison in instances of wilful refusal or culpable neglect. We will then undertake an exercise to assess the propensity to pay across all outstanding accounts. This analysis will help us identify which cases are most likely to result in successful recovery, allowing us to prioritise resources and maximise collection outcomes. It is likely that we will procure the services of an external provider to try and collect those lower opportunity of collection cases. These actions aim to ensure fairness and accountability in the collection process.	ED for Corporate Resources	
	Percentage of supplier invoices paid within 30 days	High	Monthly	Sep-25	G	83.1% (4.7k)	↓	Dec-25	A	79.8% (3.5k)	>=80%	We are working closely with services to ensure that purchase orders are raised before services are delivered. Suppliers have been informed that any invoice without a quoted purchase order will be returned. Additionally, we have instructed suppliers to send all invoices directly to the Accounts Payable team to help minimise payment delays.	ED for Corporate Resources	
	Measurement of financial resilience		Monthly					New metric	Dev			This metric is currently under development	ED for Corporate Resources	
	Interim staffing costs (£)	Low	Quarterly	Q2 2025-26	Mon	£6.772m	↑	Q3 2025-26	Mon	£6.443m	Metric monitored for trends	Efforts to reduce reliance on interim staff are ongoing supported by a range of measures designed to strengthen workforce planning and improve cost control. Interim recruitment continues to be tightly managed through HR expenditure control panels with all interim appointments required to be clearly justified as both necessary and business-critical. These requests are now reviewed by the Corporate Leadership Team (CLT) where Executive Directors are required to present a formal business case for approval. A new HR establishment and salary forecasting report has been introduced to support budget holders in gaining a clearer understanding of their workforce profile and the financial implications of staffing decisions, particularly where interim arrangements are used to cover permanent roles. In addition, HR is working with services to develop comprehensive organigrams, providing Directors and Heads of Service with greater clarity on organisational structures. Collectively, these tools support more informed workforce planning and are expected to reduce reliance on interim staff over time. Several service restructures are scheduled for 2025/26 supported by HR. These will provide opportunities to reassess staffing requirements and reduce dependency on interim roles by more closely aligning resources with service delivery needs.	ED for Corporate Resources	
	Percentage of staff equalities data recorded on Agresso	High	Quarterly	Sep-25	Mon	58.1%	↑	Dec-25	Mon	58.7%	Metric monitored for trends	Efforts to improve the completeness of staff equalities data recorded on Agresso are ongoing. Both new joiners and existing staff are strongly encouraged to complete all relevant fields when submitting their declarations to ensure data accuracy and compliance. To reinforce this HR Learning & Development has embedded the importance of equalities data declaration into both the corporate induction programme and the LEAD Programme. To further strengthen this work the newly appointed Employee Experience & Wellbeing Lead who joined SBC in Sept-25 will take the lead on improving declaration rates going forward. Their role will focus on identifying barriers to data completion, promoting awareness and working with services to embed inclusive practices that support better data quality and transparency.	ED for Corporate Resources	Slough Mar-24 68.6% Mar-25 58.4%

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Corporate Health	Staff turnover rate	Low	Quarterly	Rolling year to Sept-25	Mon	Staff turnover rate 9.9% Staff resignation rate 8.2%	↔	Rolling year to Dec-25	Mon	Staff turnover rate 9.8% Staff resignation rate 8.0%	Metric monitored for trends	To support a better understanding of staff turnover and inform improvement efforts, HR continues to encourage all departing staff to complete an exit interview. Insights gathered through this process have highlighted organisational culture as a contributing factor in some resignations. This feedback is actively informing ongoing work to strengthen workplace culture and inclusivity across the organisation. These efforts aim to improve employee experience, retention and overall engagement, helping to reduce turnover over time.	ED for Corporate Resources	Civil Service Staff turnover rate Staff resignation rate ( ) 2022 8.9% (4.8%) 2023 8.9% (5.1%) 2024 7.5% (4.2%) 2025 7.1% (3.6%)	
	Number of working days lost due to sickness absence per FTE employee	Low	Quarterly	Rolling year to Sept-25	Mon	9.5	↔	Rolling year to Dec-25	Mon	9.4	Metric monitored for trends	HR Business Partners and the HR Case Officer are working proactively with services to ensure that sickness absence is managed consistently and effectively across the organisation. This includes providing targeted support to managers and helping services apply absence policies appropriately. To further strengthen this approach, the Sickness Absence Policy is currently being rewritten. The revised policy aims to reduce unnecessary bureaucracy and improve clarity making it more user-friendly for both managers and staff. These changes are intended to support earlier interventions, improve case management and ultimately help reduce the number of working days lost due to sickness.	ED for Corporate Resources	Civil Service 2022 7.9 2023 8.3 2024 7.8 2025 8.2	
	Staff survey: I would recommend Slough Borough Council as a great place to work	High	Annual						2024	R	59.6%	2025 >=65%	The Our People Poll 2024 ran during Oct–Nov 2024 to gather staff feedback in shaping the future of the Council and Slough Children First (SCF). The poll achieved a 53% overall response rate (57% Council staff, 39% SCF staff), with broader staff participation than in previous years. Initial findings were shared with Corporate Leadership and the Our People Forum in November followed by a Senior Leadership session and a Talkabout event in December to explore results and engage staff.	ED for Corporate Resources	2024 Combined 59.6% SBC 58.1% SCF 67.9%
	Staff survey: I am proud to work for Slough Borough Council	High	Annual						2024	A	69.6%	2025 >=75%	Survey results were also triangulated with the insights gathered from the LGA peer review on EDI to inform directorate specific action plans and a commitment from CLT to drive positive change. Progress is monitored through the Culture & Workforce programme with regular updates shared via the Our People Forum, SBC comms, Talkabout sessions and directorate meetings. The next survey is planned for April 2026.	ED for Corporate Resources	2024 Combined 69.6% SBC 68.6% SCF 75.4%
	Percentage of customer service calls answered	High	Monthly	Dec-24	G	87.3% (3.6k)	↓	Dec-25	R	69.5% (3.2k)	>=80%	Targeted training delivered across adult social care, council tax, housing and school admissions to improve first-contact resolution and reduce delays. Ongoing support provided for Civica 360 user acceptance testing and the transition to the cloud platform to enhance efficiency and minimise technical disruption.	Director of Strategy, Change and Resident Engagement	Slough 2021/22 49.9% 2022/23 69.9% 2023/24 67.9% 2024/25 83.2%	
	Percentage of customer facing enquiry box emails responded to within 5 working days	High	Monthly	Dec-24	G	100% (751)	↔	Dec-25	G	100% (784)	100%	Staff cross-skilled and upskilled to optimise resources and better manage peak demand and complex enquiries. Continued support for council tax recovery activity to reduce backlog and improve response times. Supported school admissions by opening additional phone lines to help manage increased demand.	Director of Strategy, Change and Resident Engagement	Slough Mar-25 100% (880)	

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	Percentage of complaints escalated from stage 1 to stage 2	Low	Monthly	Sep-25	Mon	25.7% (28)	↑	Dec-25	Mon	22.7% (20)	Metric monitored for trends	The Council is strengthening its complaint handling by aligning with the Joint Complaint Handling Code from both the Housing Ombudsman and the Local Government and Social Care Ombudsman. Housing staff have received specialist training to ensure responses are fair, consistent and meet regulatory expectations. Self-assessments have been published on the Council's website and the 2024/25 annual complaints report has been presented to the Audit & Corporate Governance Committee. Operational improvements are helping reduce overdue complaints including weekly case reminders to managers and continued Housing Complaints Task Force meetings. A greater emphasis must be placed on ensuring cases are actioned in a timely manner with associated improvements to reduce repeat complaints and escalations relating to the same issue. Staff now follow updated complaint handling guidance, use revised templates and complete Ombudsman training. An ECP business case is with Learning and Development to seek approval for funding to roll out training around the Ombudsman Code of practise to embed a more positive complaint handling culture within the organisation. A 'How to Complain' video has been published on the website to ensure residents understand that the Council welcomes feedback and complaints. Further improvements are being delivered through the Council's wider Improvement and Recovery Programme.	Director of Strategy, Change and Resident Engagement	Slough 2022/23 9% (78) 2023/24 10% (74) 2024/25 17% (140)
	Resident survey: Percentage of Slough respondents said they were very or fairly satisfied with 'the way Slough Borough Council runs things'	High	Annual	2023	R	30%	↑	2025	A	48%	>= national average	To support resident survey metrics and build on recent improvements the council will implement several key mitigations. These include clearly communicating the change in survey methodology to ensure accurate interpretation of results and developing targeted action plans for areas still performing below national averages. The increase in trust in SBC despite a national decline will be leveraged to reinforce the effectiveness of recent engagement efforts. Central to future progress will be the rollout of the newly agreed Resident Engagement Framework which aims to bring greater coherence and clarity to how the council interacts with residents.	Director of Strategy, Change and Resident Engagement	2025 Slough 48% National 56%
	Resident survey: Percentage of Slough respondents said that they trust Slough Council a great deal or a fair amount.	High	Annual	2023	R	25%	↑	2025	A	49%	>= national average		Director of Strategy, Change and Resident Engagement	2025 Slough 49% National 50%
	Members survey: I have confidence in Slough Borough Council senior officers	High	Annual	2024	Mon	65.5%	↓	2025	Mon	42.8%	2026 >=50%	A key element of phase 4 project under the Political Leadership and Governance workstream is to strengthen relationships between officers and elected members. This is highlighted by the support package being delivered. Regular Group Leaders' meetings have been introduced to promote collaborative working and mutual understanding. The Member Development working group has also commenced meeting. In addition, the Leadership Management and Development (LMD) meetings and Lead Officer/Cabinet sessions have been reviewed with guidance provided to ensure they are as effective and purposeful as possible. Members have recently indicated that they want better dialogue with officers, not just through surveys. Some of those conversations can be hard to arrange, from an officer perspective, and every effort is being made to increase and improve dialogue. The Corporate Leadership Team (CLT) also plays a vital role in driving these improvements forward.	Director of Law and Governance Monitoring Officer	Slough 2023 45.0% 2024 65.5% 2025 42.8%
	Members survey: There is a healthy culture and good ways of working overall between Members and officers	High	Annual	2024	Mon	53.3%	↓	2025	Mon	33.3%	2026 >=50%		Director of Law and Governance Monitoring Officer	Slough 2023 47.6% 2024 53.3% 2025 33.3%