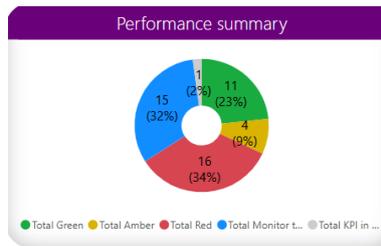


# Corporate Performance Report: as at end of Mar-25

## Strategic performance position

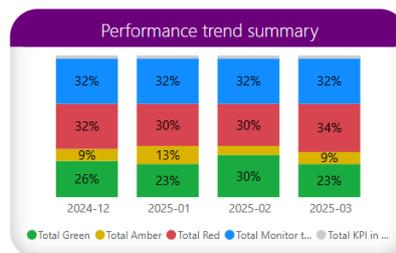
The latest position of the Council's key performance indicators at the end of March 2025 shows a mixed picture: however, there are key movements within indicator trends. Of the 47 indicators reported:

- 23% (11 indicators) were rated overall as **Green**,
- 9% (4 indicators) rated as **Amber**,
- 34% (16 indicators) rated overall as **Red**,
- 32% (15 indicators) monitored for trends (**blue**) and
- 2% (1 indicator) in development (**grey**)

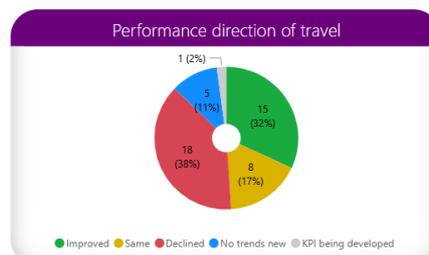


Mixed overall performance compared to the previous month with changes to RAG status for 5 key performance metrics:

- Priority 3: Number of standard voids at the end of the month changed from **green** to **red**.
- Priority 3: Number of homeless cases prevented improved from **red** to **green**.
- Corporate Health: Percentage of contract exemptions RAG rated as Red changed from **green** to **red**.
- Corporate Health: Percentage of customer service calls answered changed from **green** to **amber**.
- Corporate Health: Average time taken to answer customer services calls changed from **green** to **red**.



Compared to last month or similar period from previous year, performance has improved (↑) for 32% (15) of the 47 KPIs, remained the same (→↔) for 17% (8) and declined (↓) for 38% (18). A further 11% (5) are metrics with no previous trends and the remaining 2% (1) metric is in development – percentage of refuse bins collected on time.



**Corporate Management Information Scorecard 2024/25**

Outcome	Performance Measure	Good to be	Frequency	Previous update	Previous Performance	Performance direction of travel	Latest update	Latest Performance	Target	Mitigating actions	CLT Lead	Comparison
	Number of new EHC plans issued	High	Monthly	Feb-25	G 35	↑	Mar-25	G 65	>=35	At the end of Mar-25, 65 EHC plans issued with a further 51 in draft. To ensure a full smooth transition reporting from SEND Case Tracker spreadsheet to Capita One case management system: <ul style="list-style-type: none"> <li>• Capita training for all SEND team commenced 08-Apr-25.</li> <li>• The manual 'SEND Case tracker' will begin to be made redundant starting with the assessment tracker at the end of Apr-25, being replaced by the new SEND data dashboard produced via Capita One.</li> <li>• The annual review element of the SEND Case tracker will be retired by the end of May-25, superseded by the SEND data dashboard via Capita One. Both systems will be maintained over this transition period.</li> </ul>	ED for Children's Services	Slough 2021 166 avg 13.8 2022 177 avg 14.8 2023 168 avg 14.0 2024 324 avg 19.5
	Percentage of new EHC plans issued within 20 weeks including exceptions	High	Monthly	Feb-25	R 8.6% (3)	↑	Mar-25	R 13.8% (9)	>=national average	During Mar-25, 13.8% (9 out of the 65) EHC plans including exceptions issued within 20-week deadline and 29.0% (9 out of 31) excluding exceptions, an improvement on the previous month of 5.5%. The 20-week performance is anticipated to improve gradually over the coming months. Post-16 phase transfers were due 31-Mar-25, a very time consuming but necessary statutory duty of which 59% were completed on time. As of 09-Apr-25 this improved to 69%. All EHC plans so far have been completed without the need to name the education provider as 'type' making documents far more valid and accurate. Post 16 phase transfers are notoriously difficult to achieve as a high percentage as young people involved will often not know where they want to go and colleges are unable to office placements without exam results. Complaints remain at 100% compliance with statutory timescales.	ED for Children's Services	2023 Slough 20.2% (39) National 49.1% South East 45.3% CIPFA NN 59.5%
	Children Missing from Education (CME) as a percentage of school population	Low	Termly	Summer term 2023/24	Mon 0.8% (250)	↓	Autumn term 2024/25	Mon 1.0% (300)	Metric in place to monitor trends	High or low counts of CME do not necessarily reflect 'good' or 'bad' practice as increased identification of CME may also result from improved recording and support practices within LA's. Changes to DfE CME criteria which includes CME known to admission services has resulted in an increase in identification of CME's. Slough is in the process of developing a cross council attendance strategy involving key partners from Early Help, Social Care, SEND & Inclusion and Health. A focus in Slough to prevent the rise of Children Missing in Education, Persistent Absence (PA) & Severely Absence (SA) including: - Implementation of a 'supporting children who cannot attend school due to medical needs' policy. - Commissioning of alternative education provisions. - Increased engagement with Slough's Independent schools - adopting LA's attendance protocols within their schools. - PA/SA case audits with Slough Schools. - Termly review meetings with schools provide support with all aspects of attendance.	ED for Children's Services	Autumn term 2024/25 Slough 1.0% (300) National 0.5% South East 0.5%

**Corporate Management Information Scorecard 2024/25**

Outcome	Performance Measure	Good to be	Frequency	Previous update	Previous Performance		Performance direction of travel	Latest update	Latest Performance		Target	Mitigating actions	CLT Lead	Comparison
Priority 1 A borough for children and young people to thrive	Child development: percentage of children achieving a good level of development in all five domains at 2 to 2.5 years old	High	Annual	Q2 2024-25	G	83.0%	↔	Q3 2024-25	G	82.9%	>= national average	The Q3 reporting is the first reporting from new provider Health Care Resourcing Group (HCRG) who took over health visiting and school nursing (up to 25 for SEND) contract on 01-Oct-24. 2024/25 Q3 of 82.9% is similar to previous quarter of 83.0%. HCRG will work with the Council to support more children to meet the development requirements of the Early Years Foundation Stage by implementing a school readiness pathway, particularly focusing on fine and gross motor skills, communication skills, as well as support the 'Good Level of Development' attainment programme in schools and collaborate with the early years sector and family hubs for integrated reviews.	ED for Children's Services / Director of Public Health and Public Protection	2023/24 Slough 76.6% (1,375) National 80.4% South East 79.8%
	Proportion of children obese including severely obese at Year 6	Low	Annual	2022/23	R	27.4% (635)	↔	2023/24	R	25.7% (605)	<= national average	The new health visiting and school nursing contract (up to 25 years for SEND) will see the council and the Health Care Resourcing Group address obesity in primary schools through targeted interventions for healthy eating and physical activity which will be supported by specially trained colleagues. A new 'schools health and wellbeing officer' role will include focus on whole systems approach to healthy schools with plans to work with schools to ensure their curriculum includes the government's recommended 60mins of physical activity a day for children aged 5-18. Public Health commissioned HENRY to deliver their healthy weight program for 0-5 years and 5-12 years from 01-Oct-24 onwards.	ED for Children's Services / Director of Public Health and Public Protection	2023/24 Slough 25.7% National 22.1% 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	Jan-25	R	9.3% (475)	↑	Feb-25	R	7.7% (394)	<=national average	NEET young people are offered practical support and guidance through 'face to face' information advice and guidance sessions (IAG) positioned in community building across Slough, telephone support is also an option, but we encourage face to face intervention being that it is more effective and aids progression into EET. IAG sessions include exploring options, CV writing, job search, application forms, interview preparation and relevant referral to support services if needed ( mental health, young carers or drugs support). NEET cohort is monitored and IAG locations are adapted or increased in specific areas to meet the needs of the young people. Resources within the virtual school reduced in recent years whilst the cohort has increased. Historically our 'not knows' remains lower than national and South-East region average however since Nov-24 this has been higher due to no data and tracking staff between Oct-24 to mid-Dec-24. During Dec-24 an interim part-time staff member secured plus 2 data & tracking advisors appointed during Feb-25 however calls to unknowns are significantly less than this period last year resulting in an increase in 'not knows'. Awaiting the outcome of a business case to offer more slots for Information Advice and Guidance (IAG) sessions in additional locations to meet the needs of our cohort.	ED for Children's Services	2023/24 Slough 5.7% (267) National 5.4% South East 6.8%
	Percentage of care leavers in education, employment or training	High	Monthly	Jan-25	G	57.8% (59)	↔	Feb-25	G	57.5% (61)	>=52%	Virtual school meet with all young people who are NEET as well as personal advisors.	ED for Children's Services	2023/24 Slough 44.0% National 54.0% South East 51.0% SN average 53.6%

**Corporate Management Information Scorecard 2024/25**

Outcome	Performance Measure	Good to be	Frequency	Previous update	Previous Performance		Performance direction of travel	Latest update	Latest Performance		Target	Mitigating actions	CLT Lead	Comparison
	Rate per 10,000 of children receiving targeted early help	High	Monthly	Jan-25	Mon	92.1 (413)	↓	Feb-25	Mon	87.2 (391)	Metric in place to monitor trends	A high rate of children receiving early help signifies a system that is actively identifying and supporting families who may need assistance. Children open to the service have been reviewed and those that no longer require services have been closed. We expect this to increase as a result of children from the Assessment and Intervention and Safeguarding and Support services to step down which will be identified through the Child in Need Forum. The implementation of our Early Help strategy across the partnership will help to re-shape some of this area as we encourage and support partners to lead on Early Help plans.	ED for Children's Services	external benchmarking not available (project starting this year which will hopefully make benchmarking available)
	Percentage of children and young people in external residential placements	Low	Monthly	Jan-25	G	7.9% (14)	↔	Feb-25	G	7.7% (14)	<=9.1%	External Placement Panel review all children in external placements, targeting those specifically in residential care, identifying those that specifically can be placed in fostering placements. This process takes time as sourcing a suitable home for children will need to be completed and appropriately matched based on their needs.	ED for Children's Services	external benchmarking not available
	Rate per 10,000 of Children Looked After (CLA)	Low	Monthly	Jan-25	Mon	39.7 (178)	↔	Feb-25	Mon	40.4 (181)	Metric in place to monitor trends	Due to a recent decrease in CLA numbers we are currently below statistical neighbours. CLT is cited when rate increases especially as a result of the National Transfer Scheme or an increase in Unaccompanied Asylum Seeking Children. We review children subject to child protection plans for longer than 9 months to test that decisions are not being delayed. A review of those children did not identify any immediate actions however a 'challenge' session will be led on a monthly basis by the Head of Safeguarding and the Reviewing Service Manager.	ED for Children's Services	2023/24 Slough 45.0% National 70.0% South East 56.0% SN average 56.3%
	Percentage of referrals to children's social care within 12 months of earlier referral	Low	Monthly	Jan-25	G	19.4% (58)	↑	Feb-25	G	16.6% (44)	<=22.0%	Re-referrals are continually tracked and monitored each month. Previous interventions are reviewed to explore whether the re-referral could have been avoided and to disseminate the learning. This is reviewed by the Head of Service, Team Manager and the Allocated Worker.	ED for Children's Services	2023/24 Slough 22.9% National 22.4% South East 26.6% SN average 19.2%
	The percentage of carers who receive self-directed support (ASCOF 3D1b)	High	Annual	2023	G	100.0%	↓	2024	G	97.8%	>=national average	Slough continues to deliver high numbers of direct payments to carers, demonstrating continued support to carers and commitment to personalisation and self-directed support. We remain above the most recently-available national average.	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 eligible adults managing their care via a direct payment (ASCOF 3D2a)	High	Quarterly	Q3 2024-25	Mon	31.6% (413)	↑	Q4 2024-25	Mon	33.1% (444)	Metric in place to monitor trends	This metric measures the volume of support provided by the Local Authority to empower local people to self-direct their own care and support. Performance is reviewed monthly at DLT and is also subject to quarterly review at the South-East ADASS user group. This enables ongoing monitoring of our long-term client cohort at the end of each reporting period and benchmarked against the South East ADASS group. Delivering approximately a third of our service packages via direct payment reflects our commitment to personalisation and self-directed support.	ED for Adults Services	2024/25 Q4 SE ADASS group Ranked 2/17 33.1% 2024 ASCOF Ranked 37/153 SN Group 5/16 Slough 30.3% National 25.5% South East 25.0%

**Corporate Management Information Scorecard 2024/25**

Outcome	Performance Measure	Good to be	Frequency	Previous update	Previous Performance		Performance direction of travel	Latest update	Latest Performance		Target	Mitigating actions	CLT Lead	Comparison
Priority 2 A town where residents can live healthier, safer and more independent lives	Percentage of safeguarding referrals that meet section 42	High	Quarterly	Q3 2024-25	Mon	36.4% (40)	↓	Q4 2024-25	Mon	29.1% (50)	Metric in place to monitor trends	Safeguarding data regularly reviewed by Interim Head of Adult Safeguarding and Analyst to identify trends and actions identified. Trends and appropriate actions presented at monthly Adults Leadership Team. Safeguarding trends reviewed at Slough Safeguarding Partnership (sub-group) with accompanying narrative. Improved performance compared to the previous year due to changes in the safeguarding referral triage process, and is now in line with the most recently available national average.	ED for Adults Services	2023/24 Slough 11.1% (130) National 28.7%
	Smoking prevalence in adults (18+) - self reported smokers in the Annual Population Survey (APS)	Low	Annual	2022	A	15.2%	↑	2023	A	8.3%	<=national average	Smoking prevalence data is released annually, with the 2024 data scheduled for publication during Oct-25. Despite a considerable improvement in smoking prevalence in Slough from 15.2% in 2022 to 8.6% in 2023, the rate remains statistically comparable to the national average of 11.6%. We will continue to monitor and analyse future data to ensure this positive trend is maintained and enhanced. Nonetheless we recognise that inequalities in smoking prevalence persist, particularly among routine and manual workers. Recent additional grant funding from the Office for Health Improvement and Disparities (OHID) has enabled us to implement targeted initiatives aimed at reducing smoking rates among high-risk groups. During Stoptober (October), we carried out a coordinated campaign across various media platforms, including digital, print, and radio, to maximise our reach and raise awareness especially in communities most affected. Additionally, we delivered Make Every Contact Count training to community leaders and volunteers from several high-risk communities. We continue to gather insights on the drivers and motivators of smoking amongst our most marginalised groups to inform and guide the development of future interventions.	ED for Adults Services / Director of Public Health and Public Protection	2023 Slough 8.3% National 11.6% South East 10.6%
	Average re-let time in days for HRA standard voids (BVPI 212)	Low	Monthly	Feb-25	R	69 days (15)	↑	Mar-25	R	52 days (10)	<=35 days	Weekly management task force meetings to review voids progress and updates to reduce the overall number of voids, ensuring works completed and nominations made to properties. The officer led fortnightly line by line review of voids continues to take place, to track progress and to ensure all voids are being actioned and monitored. This has led to the reduction of total voids.	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 standard voids at the end of the month	Low	Monthly	Feb-25	G	38	↓	Mar-25	R	50	<=42	The increase in average void re-let times has increased due to specific targeting of long term voids, which are now being re-let, hence the figure has increased, which should improve going forward as less total and long term voids.	ED for Regeneration, Housing and Environment	Slough Mar-24 94 Mar-25 50

**Corporate Management Information Scorecard 2024/25**

Outcome	Performance Measure	Good to be	Frequency	Previous update	Previous Performance		Performance direction of travel	Latest update	Latest Performance		Target	Mitigating actions	CLT Lead	Comparison
	Number of homeless cases prevented	High	Monthly	Feb-25	R	8	↑	Mar-25	G	13	>=12	Findings from meeting with Ministry of Housing, Communities and Local Government (MHCLG) during Sept-24 incorporated into service improvement plans. They will also meet with Members to present particular challenges in Slough, having the highest temporary accommodation rate outside of London. Demand team to be restructured placing emphasis on frontline by having prevent/options officers replacing homeless housing needs officers. Social lettings teams disbanded, with the service reviewing options to make better use of Housing Prevention Grant (HPG). Limited time for prevention work due to high officer caseload, no tenancy sustainment officer, no access to Homefinder and issues around one month's rent/deposit payment in advance. Task force in place focussing on all aspects of homeless and temporary accommodation. Monthly board meetings chaired by Director of Housing reviewing updates from workstream lead, with workstream leads holding weekly operational meetings to monitor progress against the agreed targets.	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
	Percentage of HRA dwelling rent arrears against total debit raised	Low	Monthly	Feb-25	Mon	4.54%	↑	Mar-25	Mon	4.28%	Metric in place to monitor trends	High HRA arrears cases are monitored monthly with actions discussed with lead officers. Weekly meetings set up with NEC project officer to discuss progress in implementing a rent recovery module and provide assistance with testing.	ED for Regeneration, Housing and Environment	Slough Mar-25 4.28%
	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%	>= national average	We have developed our Housing Resident Involvement Strategy. This 3-year strategy was approved by Cabinet in Dec-23 and the action plan to bring it to life was developed with our Resident Board. Service Leads are currently reviewing the new consumer standards to identify our status and identify any gaps, the Board will be kept up to speed throughout the process. Tenant Satisfaction is one of 22 measures that housing will be held to account on by the regulator of Social Housing and we will be inspected in the future. As part of the Housing Service Improvement Plan, we are in the process of putting together a Tenant Satisfaction Measures (TSM) workstream which will respond to all the 22 TSM's. We plan to recruit a programme manager to oversee this metric and get us ready for inspection.	ED for Regeneration, Housing and Environment	2023/24 Slough 45.9% National 71.3%
Priority 3 A cleaner, healthier and more prosperous Slough	Percentage of SBC emergency housing repairs completed within agreed timescale	High	Monthly	Feb-25	G	100% (656)	↔	Mar-25	G	100% (604)	>=99%	Regular management meetings scheduled with senior management to discuss critical issues including complaints and to meet ongoing demand. Responsive repairs to complete increased compared to the previous month but are still manageable. Housing repairs completed on time at 90% the highest rate over the last 12 months and getting closer towards target of 95%. Repairs completed in one visit at 88%, consistently above target indicating Cardo consistent in completing straight forward repairs. The year 4 planned programmes concluded Mar-25 with year 5 programmes due to start from Apr-25. Wave 2.2 of the Social Housing Decarbonisation Fund (SHDF) grant funded carbon reduction programme is progressing well and on schedule. Wave 3.0 bid successfully secured £6.3m over the next 3 years.	ED for Regeneration, Housing and Environment	Slough 2024/25 99.7% (5.2k)

### Corporate Management Information Scorecard 2024/25

Outcome	Performance Measure	Good to be	Frequency	Previous update	Previous Performance		Performance direction of travel	Latest update	Latest Performance		Target	Mitigating actions	CLT Lead	Comparison
	Percentage of decisions made on major planning applications within 13 weeks or timescale agreed with applicant	High	Quarterly	Q2 2024/25	G	87.5% (7)	↓	Q3 2024/25	G	66.7% (2)	>=65%	Major and non-major planning application decisions made within timescales continues to remain high and above the target. Delivery of service impacted by recruitment freeze, not able to recruit to vacant post. Officers average caseload is reaching unmanageable levels. Performance trends actively monitored at management meetings focussing on identifying service improvements including: • Maintain caseload of applications and pre-applications at manageable level for all officers and reduce reliance on extension of time to deliver decisions in time. This is subject to resourcing of the team with the correct staffing levels. Currently two staff members on maternity leave and with a council wide recruitment freeze, this is significantly impacting the delivery of the service. Until interim cover is provided the service will be stretched impacting performance levels.	ED for Regeneration, Housing and Environment	2024/25 Q3 Slough 66.7% (2) National 90.6% South East 90.8%
	Percentage of decisions made on non-major planning applications within 8 weeks or timescale agreed with applicant	High	Quarterly	Q2 2024/25	G	86.6% (149)	↓	Q3 2024/25	G	82.5% (118)	>=75%	• Continue to be proactive in assessments, identify issues which can enable seeking amendments early in the process by undertaking regular case reviews thus meeting target dates for decisions. • Site visits undertaken during consultation period. • Seek amendments to improve high quality developments and not accept sub-standard design. • Continue to work with partners and key stakeholders to attract and retain business and investment. • Ensure all Planning Performance Agreement (PPA) targets on major applications are met unless agreed otherwise with the applicant. • Officers continue to attend the weekly 'Panel Sessions' for all officers and fortnightly 'Major's Meeting' for support, constructive feedback, and guidance. • Given high caseload, officers will be given additional support and guidance to manage their cases with an appreciation that officers are stretched and working at capacity.	ED for Regeneration, Housing and Environment	2024/25 Q3 Slough 82.5% (118) National 90.8% South East 91.7%
	Percentage of household waste sent for reuse, recycling, or composting	High	Monthly	Mar-24	R	20.4%	↓	Mar-25	R	18.7%	>=40%	The food waste trial has seen significant improvements in some areas with initially low participation i.e., participation in Chalvey increased to 27% during Jan-25. The Extended Producer Responsibility (EPR) funding signed off by CLT to introduce a pro-active programme of work to increase recycling in Slough. This includes the introduction of a Recycling Community Outreach Team who will among other things introduce a schools programme. A paper submitted to Cabinet in March for approval to procure a contract to introduce borough wide food waste collections which will help drive up the recycling rate.	ED for Regeneration, Housing and Environment	2023/24 Slough 24.9% National: 42.3% South East: 46.2% CIPFA NN: 36.7%
	Residual household waste collected (tonnage)	Low	Monthly	Mar-24	Mon	2,265	↓	Mar-25	Mon	2,366	Metric in place to monitor trends	The level of residual waste generated in Slough continues to decrease with 5,000 fewer tonnes in 2024 compared to 2020. A cost reduction based on today's disposal rates of nearly £600k.	ED for Regeneration, Housing and Environment	Slough 21/22 33,016 Avg 2,751 22/23 32,040 Avg 2,670 23/24 29,520 Avg 2,460 24/25 28,921 Avg 2,410
	Percentage of refuse bins collected on time	High	Monthly						Dev	New metric		New metric in development.	ED for Regeneration, Housing and Environment	

**Corporate Management Information Scorecard 2024/25**

Outcome	Performance Measure	Good to be	Frequency	Previous update	Previous Performance		Performance direction of travel	Latest update	Latest Performance		Target	Mitigating actions	CLT Lead	Comparison
	Business rates collection rate	High	Monthly	YTD to Mar-24	G	98.93%	↓	YTD to Mar-25	R	97.43%	End of year 99.00%	Despite taking appropriate recovery actions, Slough's business rates collection rate of 97.43% for Mar-25 is below the end of year target of 99.00% and lower than the collection rate achieved this period last year of 98.93%. However, our collection rate is higher than the England average of 97.2%. Three of the Berkshire unitary council's end of year collection rates are also lower than the previous years. During 2024/25 there was an extra £14.585m in business rates to collect and in cash terms we collected £12.641m more than we did in 2023/24. During 2024/25 we received £1.662m in prepayments which were significantly lower than the previous year of £2.619m. We've had a positive start to 2025/26 collection with £5.027m in prepayments.	ED for Corporate Resources	2023/24 Slough 98.9% National 97.2% Unitary Authorities 97.2%
	Council tax collection rate	High	Monthly	YTD to Mar-24	G	94.61%	↓	YTD to Mar-25	R	94.21%	End of year 95.00%	Council tax collection rate of 94.21% for end of Mar-25 lower than the collection rate achieved this period last year of 94.61% and below end of year target of 95.00%. This is a similar picture across all the Berkshire unitary councils, end of year collection rates are lower than the previous year. Residents continue to struggle with the cost-of-living increases, we are supporting those who require longer to pay. We have also taken recovery actions where appropriate but despite this we did not achieve our end of year target. During 2024/25 there was an extra £8.064m council tax to collect and in cash terms we collected £7.246m more than we did last year. During 2024/25 we received £1.242m in prepayments compared to £1.767m the previous year. We've had a positive start to 2025/26 with prepayments £0.167m higher however please note, last year households not working received 100% council tax support whereas during 2025/26 they are required to contribute 20% unless they apply and are granted a hardship payment.	ED for Corporate Resources	2023/24 Slough 94.6% National 95.9% Unitary Authorities 96.2%
	Percentage of audit actions overdue (including low, medium and high)	Low	Monthly	Feb-25	R	11.9% (75)	↓	Mar-25	R	13.1% (82)	0% by Mar-25	2 recommendations closed with a further 9 became overdue during Mar-25. Overdue actions are shared with each Directorate, Audit & Governance Committee Members and with Assurance CLT on a monthly basis. Evidence of actions completed is obtained and quality assured by the Internal Audit Team. Audit & Governance Committee Members have suggested attendance by officers to explain challenges in closing overdue actions.	ED for Corporate Resources	Slough Mar-23 52.9% (191) Mar-24 23.3% (131) Mar-25 13.1% (82)
	Variance between revenue budget and full year forecast	Low	Monthly	Sep-24	A	1.3% (£2.092m)	↑	Oct-24	A	1.2% (£1.880m)	0%	Risks are actively monitored and reported to Finance Board. If Cabinet agree recommendations from the Q2 forecast, the budgets for each directorate will be reset to their forecast P6 position, and budget performance from P8 onwards will be judged against that reset.	ED for Corporate Resources	
	Percentage of total savings for 2024/25 on track to be delivered by Mar-25	High	Monthly	Sep-24	R	73.2% (£8.921m)	↓	Oct-24	R	69.4% (£8.459m)	100% by Mar-25	Risks are actively monitored and reported to Finance Board. Services with support from finance are exploring potential mitigations and alternative in-year savings proposals and will report on those through future budget monitoring reports.	ED for Corporate Resources	
	Percentage of contract exemptions RAG rated as Red	Low	Monthly	Feb-25	G	0.0% (nil)	↓	Mar-25	R	33.3% (1)	0%	The Procurement Act 2023 came into effect in Feb-25. As procurement continues to implement the changes required to allow for better monitoring and governance arrangements, process updates and training will continue with services to ensure early engagement and reduce the number of exemptions requested for preventable reasons.	ED for Corporate Resources	Slough 2023/24 5.6% (1) 2024/25 40.0% (4)

**Corporate Management Information Scorecard 2024/25**

Outcome	Performance Measure	Good to be	Frequency	Previous update	Previous Performance		Performance direction of travel	Latest update	Latest Performance		Target	Mitigating actions	CLT Lead	Comparison
Corporate Health	Percentage of customer service calls answered	High	Monthly	Mar-24	G	91.1% (5.3k)	↓	Mar-25	A	75.2% (5.3k)	>=80%	As part of the customer services improvement plan: <ul style="list-style-type: none"> <li>Telephone Interactive Voice Response (IVR): there are 6 main queues (Adult Social Care, Council Tax, Housing Benefit, Strategic Housing, Neighbourhood Services, Bins, Waste and Recycling (DSO) and 2 seasonal queues (School Admissions and Electoral Services) to support services during peak periods.</li> <li>The IVR designed to promote website links for services which have digital provision.</li> <li>Chatbot went live on 08-May-24. Initially went live with Council Tax, School Admission and Environmental Services service, to future support the general elections we introduced Elections Services, currently working with Adult Social Care and Planning to bring onboard.</li> <li>Support council tax team with recovery activities including reminders, final notices, summons and liability orders throughout March -25.</li> <li>Supporting OH reception team and assisting walk in customers.</li> <li>Reduced email handling of our customer facing inbox to 5 working days, this aims to ensure residents have ease of access to our service.</li> <li>Department wide training took place for Conflict Resolution and Personal Safety (full day) and Resolving Telephone Conflict training (half day) delivered by ICON.</li> <li>Product training delivered in preparation for annual billing. All staff and management team working at Council Access Points attended training sessions.</li> <li>0.59 FTE vacant position from 19/02/25 which will be given up as part of the 5% savings.</li> <li>Staff allocated time to prepare for end of year review.</li> <li>School Admissions line opened for the first two weeks in Mar-25 to support secondary school offer day.</li> <li>6,600 annual rent increase letters sent out by Housing Services at start of Mar-25.</li> </ul>	Chief Executive Office Director of Strategy Change & Resident Engagement	Slough 2021/22 49.9% 2022/23 69.9% 2023/24 67.9% 2024/25 83.2%
	Average time taken to answer customer services calls	Low	Monthly	Mar-24	G	03min 18sec	↓	Mar-25	R	11min 21sec	<=8 mins	<ul style="list-style-type: none"> <li>Supporting OH reception team and assisting walk in customers.</li> <li>Reduced email handling of our customer facing inbox to 5 working days, this aims to ensure residents have ease of access to our service.</li> <li>Department wide training took place for Conflict Resolution and Personal Safety (full day) and Resolving Telephone Conflict training (half day) delivered by ICON.</li> <li>Product training delivered in preparation for annual billing. All staff and management team working at Council Access Points attended training sessions.</li> <li>0.59 FTE vacant position from 19/02/25 which will be given up as part of the 5% savings.</li> <li>Staff allocated time to prepare for end of year review.</li> <li>School Admissions line opened for the first two weeks in Mar-25 to support secondary school offer day.</li> <li>6,600 annual rent increase letters sent out by Housing Services at start of Mar-25.</li> </ul>	Chief Executive Office Director of Strategy Change & Resident Engagement	Slough 2020/21 09min33sec 2021/22 12min51sec 2022/23 08min32sec 2023/24 09min31sec 2024/25 07min51sec
	Percentage of customer facing enquiry box emails responded to within 5 working days	High	Monthly	Feb-25	G	100% (801)	↔	Mar-25	G	100% (880)	100%	<ul style="list-style-type: none"> <li>Product training delivered in preparation for annual billing. All staff and management team working at Council Access Points attended training sessions.</li> <li>0.59 FTE vacant position from 19/02/25 which will be given up as part of the 5% savings.</li> <li>Staff allocated time to prepare for end of year review.</li> <li>School Admissions line opened for the first two weeks in Mar-25 to support secondary school offer day.</li> <li>6,600 annual rent increase letters sent out by Housing Services at start of Mar-25.</li> </ul>	Chief Executive Office Director of Strategy Change & Resident Engagement	Slough Mar-25 100% (880)
	Percentage of complaints escalated from stage 1 to stage 2	Low	Monthly	Jan-25	Mon	33.3% (18)	↑	Feb-25	Mon	26.3% (21)	Metric in place to monitor trends	The Joint Complaint Handling Code from the Housing Ombudsman and Local Government and Social Care Ombudsman sets out requirements to respond to complaints effectively and fairly. Overdue cases remain a concern council wide with regular reminders issued to departments. A weekly list of current and overdue cases is sent to services/managers with the aim of reducing the backlog as well as reducing those that are escalated to LGSCO for resolution.	Chief Executive Office Director of Strategy Change & Resident Engagement	Slough 2022/23 9% (78) 2023/24 10% (74) 2024/25 17% (140)
	Percentage of stage 2 complaints escalated to and investigated by Local Government and Social Care Ombudsman (LGSCO)	Low	Monthly	Jan-25	Mon	11.1% (2)	↑	Feb-25	Mon	4.8% (1)	Metric in place to monitor trends	The weekly housing complaints task force meetings are proving effective with overdue complaints for Housing (Neighbourhood) management and Housing Repairs (Cardo) starting to reduce. Officers handling housing complaints are required to have an in-depth knowledge of the housing complaint handling guide, using the amended templates and completing the online Ombudsman complaints handling training is having a positive impact.	Chief Executive Office Director of Strategy Change & Resident Engagement	2022/23 72 complaints referred (13 investigated of which 11 upheld)  2023/24 47 complaints referred (4 investigated and upheld)
	Resident survey: Percentage of Slough respondents said they were very or fairly satisfied with their local area as a place to live	High	Annual					2023	R	50%	>= national average	A resident engagement and consultation working group has been brought together to map current engagement, identify stakeholders and develop a new resident engagement framework, which will be finalised by Jun-25 and fully embedded within the corporate planning process by the end of the municipal year. The next iteration of the resident service is expected to be conducted with the support of the LGA in Spring 2025.	Chief Executive Office	2023 Slough 50% National 76%
	Resident survey: Percentage of Slough respondents said that they trust Slough Council a great deal or a fair amount.	High	Annual					2023	R	25%	>= national average		Chief Executive Office	2023 Slough 25% National 59%

**Corporate Management Information Scorecard 2024/25**

Outcome	Performance Measure	Good to be	Frequency	Previous update	Previous Performance	Performance direction of travel	Latest update	Latest Performance	Target	Mitigating actions	CLT Lead	Comparison
	Staff survey: I would recommend Slough Borough Council as a great place to work	High	Annual				2024	R 59.6%	>=80%	Our People Poll 2024 went live during Oct/Nov-24 to capture staff views and feelings as part of building the future of the council and SCF with 53% of staff completed the poll (57% of council staff and 39% of Slough Children First staff). A wider range of staff participated with the staff survey. Initial results shared with CLT and Our People Forum during Nov-24. During Dec-24, a leadership session with senior managers to review the results in more detail as well as Talkabout session to share key findings with staff.	Chief Executive Office	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%	>=80%	The results of the staff survey have been triangulated with the recent LGA peer review to develop a corporate actions report. Once approved this will be embedded across CLT and SLT to bring about positive change with benefits being tracked via the Culture Change project. Staff will be updated on progress via Our People Forum updates, SBC newsletter, Talk about and intranet updates.	Chief Executive Office	2024 Combined 69.6% SBC 68.6% SCF 75.4%
	Percentage of IT service desk tickets resolved at first point of contact	High	Monthly	Feb-25	Mon 72.3%	↓	Mar-25	Mon 69.9%	Metric in place to monitor trends	Service desk processes continue to be reviewed and improved each month. A service improvement plan is managed through the CSI (Continual Service Improvement) programme. A peer review is being scheduled to review service management and provide feedback on current activity. SBC HR are now live with Astro enabling them to manage requests for working outside of the UK. Further roll out of HR use is planned for later this year, starting with utilising the platform to manage staff onboarding (JML). This is dependent on purchasing further licenses and is currently going through a procurement exercise.	ED for Corporate Resources	Slough 2023/24 70.6% 2024/25 68.7%
	Percentage of IT service desk tickets resolved within SLA	High	Monthly	Feb-25	Mon 97.3%	↔	Mar-25	Mon 97.4%	Metric in place to monitor trends	Digital, Data & Technology (DDAT) team developing a new reporting dashboard to bring a comprehensive view of activity including Technical Design Authority (TDA) requests, information governance incidents and resolution times by priority with rollout early in the new financial year.	ED for Corporate Resources	Slough 2023/24 90.6% 2024/25 96.6%
	Interim staffing costs (£)	Low	Quarterly	Q3 2024-25	Mon £6.061m	↓	Q4 2024-25	Mon £6.152m	Metric in place to monitor trends	Work continues to address our reliance on interims. We continue to work with interims to negotiate a reduction in day rates. This work will continue over the coming quarters. HR partnering with services to update job descriptions and carry out job evaluations to proactively recruit permanent talent.	ED for Corporate Resources	
	Percentage of staff equalities data recorded on Agresso	High	Quarterly	Dec-24	Mon 55.6%	↑	Mar-25	Mon 58.4%	Metric in place to monitor trends	Declaration methodology revised in line with best practice excluding staff who have no access to work laptops. The fluctuation in declarations impacted by staff leaving and new staff joining where they have not yet made their declaration. HR L&D included the importance of declaration on the corporate induction and Line Managers Essentials Training Programme (LMEP) which was introduced in Jan-25.	ED for Corporate Resources	Slough Mar-24 68.6% Mar-25 58.4%
	Staff turnover rate	Low	Quarterly	Rolling year to Dec-24	Mon Staff turnover rate 10.5% Staff resignation rate 7.3%	↑	Rolling year to Mar-25	Mon Staff turnover rate 10.0% Staff resignation rate 8.1%	Metric in place to monitor trends	New staff now offered a 'joiners survey' to understand their experience when joining SBC. The internal and external recruitment site is also under review and will be more focused on attracting staff. Staff leaving are encouraged to have an exit interview. HR team actively inviting staff to exit interviews. HR L&D looking to work on career pathways for positions across SBC.	ED for Corporate Resources	Civil Service Staff turnover rate Staff resignation rate ( ) 2021 5.9% (2.3%) 2022 8.9% (4.8%) 2023 8.9% (5.1%) 2024 7.5% (4.2%)

**Corporate Management Information Scorecard 2024/25**

Outcome	Performance Measure	Good to be	Frequency	Previous update	Previous Performance		Performance direction of travel	Latest update	Latest Performance		Target	Mitigating actions	CLT Lead	Comparison
	Number of working days lost due to sickness absence per FTE employee	Low	Quarterly	Rolling year to Dec-24	Mon	10.8	↑	Rolling year to Mar-25	Mon	9.6	Metric in place to monitor trends	Methodology revised in line with best practice used in management information reports. HR business partners proactively engage with services to ensure sickness absence is effectively managed. Sickness absence policy to be re-written to reduce bureaucracy and improve ease of use.	ED for Corporate Resources	Civil Service 2021 6.1 2022 7.9 2023 8.3 2024 7.8

## Key performance trends

### Positive trends:

- During Mar-25, 65 new EHC plans issued with a further 51 plans in draft, the highest since the Written Statement of Action (WSOA) was instigated and better than target of 35 plans or more. 13.8% (9 out of the 65) EHC plans including exceptions issued within 20-week deadline and 29.0% (9 out of 31) excluding exceptions, an improvement on the previous month of 5.5%. The 20-week performance is anticipated to improve gradually over the coming months. The team have been working time on the consuming statutory post-16 phase transfers due on 31-Mar-25. Complaints remain 100% compliance with statutory timescales.
- 100% (604) of SBC emergency housing repairs continue to be completed within agreed timescale during Mar-25. Responsive repairs to complete at 1,356 increased compared to the previous month of 1,256 but are still manageable. Housing repairs completed on time at 90%, the highest rate over the last 12 months and getting closer towards target of 95%. Repairs completed in one visit at 88%, consistently above target indicating Cardo consistent in completing straight forward repairs. The year 4 planned programmes concluded Mar-25 with year 5 programmes due to start from Apr-25. Wave 2.2 of the Social Housing Decarbonisation Fund (SHDF) grant funded carbon reduction programme is progressing well and on schedule. Wave 3.0 bid successfully secured £6.3m over the next 3 years.
- 100% (880) of customer facing enquiry box emails continues to be answered within 5 working days during Mar-25. However, compared to similar period last year we saw an increase in call received (Mar-24 5.9k; Mar-25 7.1k), a reduction in percentage of calls answered (Mar-24 91.1%; Mar-25 75.2%) and an increase in call centre wait times (Mar-24 03min 18sec; Mar-25 11min 21sec). This was impacted by annual rent increase letters sent out by housing services at the start of the month, 1.5 days of department wide training delivered, and staff allocated time to prepare for end of year reviews.
- During Feb-25, 16.6% (44 children) with a repeat referral within 12 months and better than target tolerance of less than or equal to 22%. Of those children with a repeat referral during Feb-25, there was two large sibling groups with 4+ children as well as eight sibling groups with 3 children that had returned to us within 12 months of their previous referral starting. Previous interventions are reviewed by the Head of Service, Team Manager, and the Allocated Worker to explore whether the re-referral could have been avoided and to disseminate the learning.

## Key performance trends

### Areas of improvement although further action needed:

- An improvement over the last 3 months in the average re-let time taken for standard voids from 193 days during Dec-24 to 52 days during Mar-25 to re-let 10 HRA standard voids. This is due to the team targeting long term voids, with the longest void this month taking 406 days. We should see further improvements going forward. Standard voids have also been improving with the exception of this month where we saw 50 standard voids (20 ready to be let) compared to 38 (8 ready to let) at the end of Feb-25.
- A slight improvement is the staff turnover rate from 10.5% (rolling year to Dec-24) to 10.0% (rolling year to Mar-25) consisting of 8.1% for voluntary staff resignation rate (decision made by employee) and 1.9% involuntary staff turnover rate (decision made by the employer). Rate now in line with 10% gold standard for a healthy staff turnover. New staff offered a 'joiners survey' to understand their experience when joining SBC. The internal and external recruitment site is also under review and will be more focused on attracting staff. Staff leaving are encouraged to have an exit interview. HR team actively inviting staff to exit interviews. HR L&D looking to work on career pathways for positions across SBC.
- A small improvement in the percentage of staff equalities data recorded on agresso from 55.6% at the end of Dec-24 to 58.5% at the end of Mar-25. Declaration methodology revised in line with best practice excluding staff who have no access to work laptops. HR L&D included the importance of declaration on the corporate induction and Line Managers Essentials Training Programme (LMEP) which was introduced in Jan-25.
- A slight improvement in the number of working days lost due to sickness absence per FTE employee from 10.8 (rolling year to Dec-24) to 9.6 (rolling year to Mar-25). Methodology revised in line with best practice used in management information reports. HR business partners proactively engage with services to ensure sickness absence is effectively managed. Sickness absence policy to be re-written to reduce bureaucracy and improve ease of use.

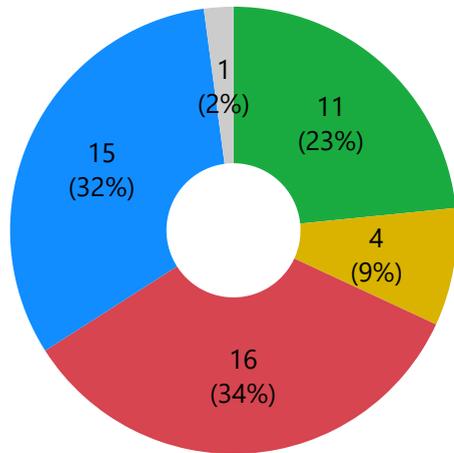
## Key performance trends

### Areas that require a continued focus on improvement:

- Despite taking appropriate recovery actions, Slough's business rates collection rate of 97.43% for Mar-25 is below the end of year target of 99.00% and lower than the collection rate achieved this period last year of 98.93%. However, our collection rate is higher than the England average of 97.2%. Three of the Berkshire unitary council's end of year collection rates are also lower than the previous years. During 2024/25 there was an extra £14.585m in business rates to collect and in cash terms we collected £12.641m more than we did in 2023/24. During 2024/25 we received £1.662m in prepayments which were significantly lower than the previous year of £2.619m. We've had a positive start to 2025/26 collection with £5.027m in prepayments.
- Council tax collection rate of 94.21% for end of Mar-25 lower than the collection rate achieved this period last year of 94.61% and below end of year target of 95.00%. This is a similar picture across all the Berkshire unitary councils, end of year collection rates are lower than the previous year. Residents continue to struggle with the cost-of-living increases, we are supporting those who require longer to pay. We have also taken recovery actions where appropriate but despite this we did not achieve our end of year target. During 2024/25 there was an extra £8.064m council tax to collect and in cash terms we collected £7.246m more than we did last year. During 2024/25 we received £1.242m in prepayments compared to £1.767m the previous year. We've had a positive start to 2025/26 with prepayments £0.167m higher however please note, last year households not working received 100% council tax support whereas during 2025/26 they are required to contribute 20% unless they apply and are granted a hardship payment.
- An increase in audit actions overdue at the end of Mar-25 at 13.1% (82) compared to 11.9% (75) at the end of Feb-25. Two recommendations closed with a further nine became overdue during Mar-25. Overdue actions are shared with each Directorate, Audit & Governance Committee Members and with Assurance CLT on a monthly basis. Evidence of actions completed is obtained and quality assured by the Internal Audit Team.
- An improvement in the percentage of 16–17-year-olds in Slough not in education, employment, or training (NEET) or whose activity is not known compared to the previous month (Slough Jan-25 9.3%; Feb-25 7.7%) however rate remains higher than national average of 5.1%, leaving Slough ranked in the bottom quartile nationally. Slough activity for 'not knows' remains particularly high for this time of year at 4.1% compared to 1.6% nationally. Historically our 'not knows' remains lower than national and South-East region average however since Nov-24 this has been higher due to no data and tracking staff between Oct-24 to mid-Dec-24. During Dec-24 an interim part-time staff member secured plus 2 data & tracking advisors appointed during Feb-25 however calls to unknowns are significantly less than this period last year resulting in an increase in 'not knows'. Awaiting the outcome of a business case to offer more slots for Information Advice and Guidance (IAG) sessions in additional locations to meet the needs of our cohort.
- The percentage of household waste sent for reuse, recycling or composting lower than this period last year (Mar-24 20.4%; Mar-25 18.7%) and well below target of 40% as well as last published (2023/24) national average of 42.3%, South-East regional average of 46.2% and CIPFA nearest neighbours average of 36.7%.

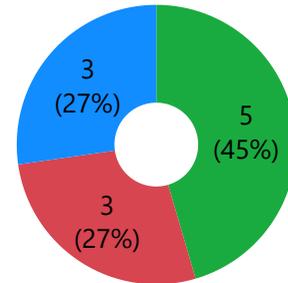
## Summary

### Performance summary



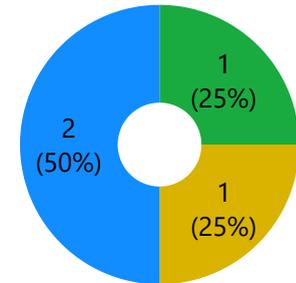
● Total Green ● Total Amber ● Total Red ● Total Monitor t... ● Total KPI in ...

### Priority 1



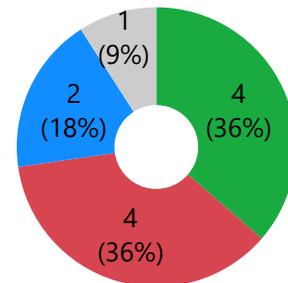
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### Priority 2



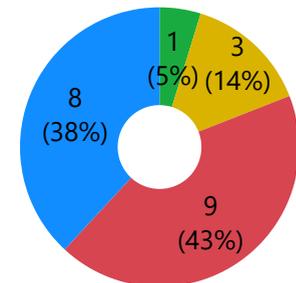
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### Priority 3



● P3 Green ● P3 Amber ● P3 Red ● P3 Monitor trends ● P3 KPI in develop...

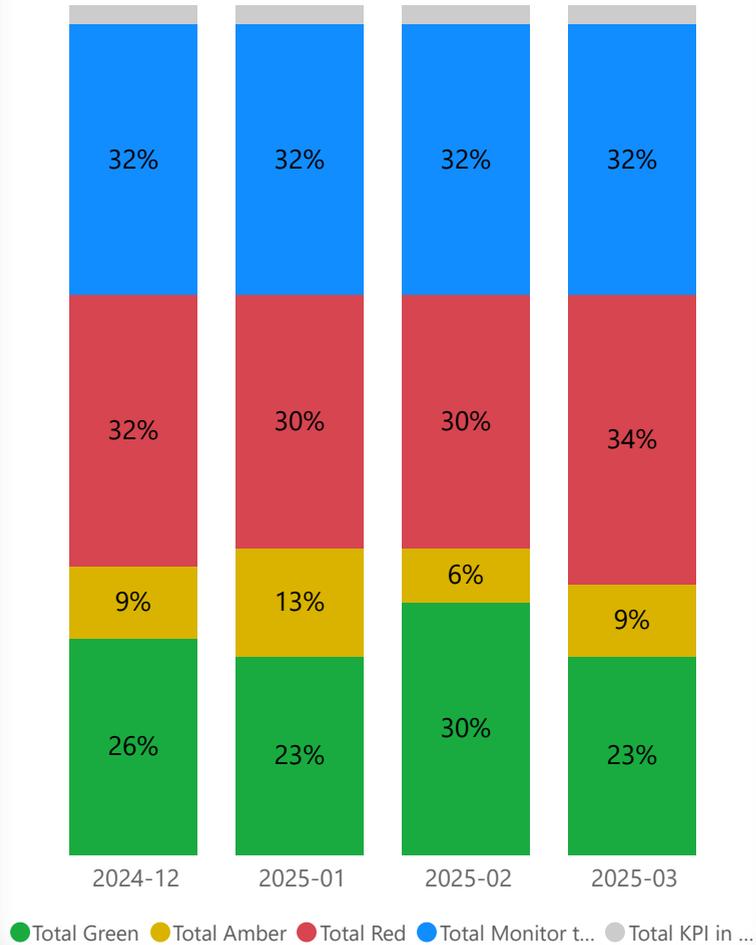
### Corporate Health



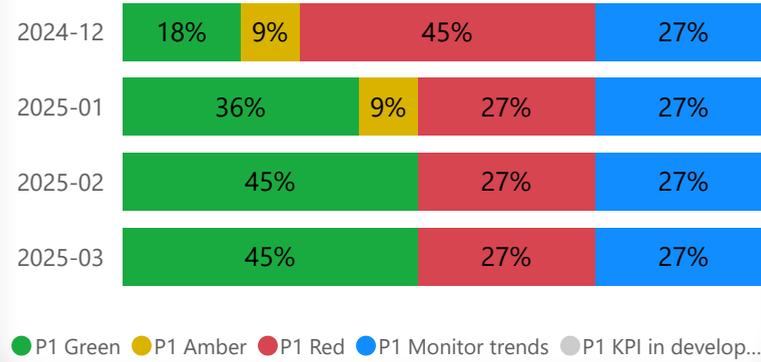
● CH Green ● CH Amber ● CH Red ● CH Monitor trends ● CH KPI in devel...

## Progress

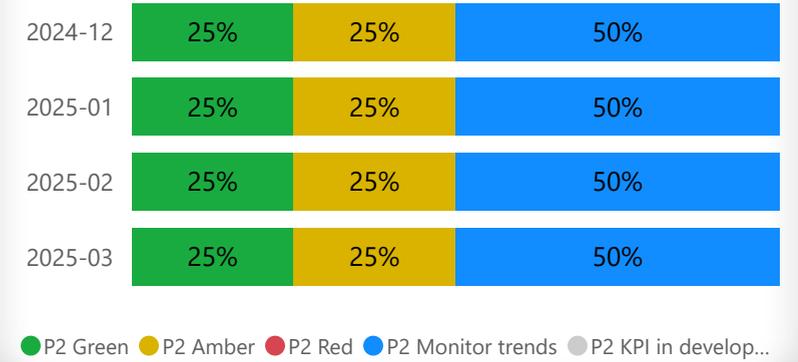
### Performance trend summary



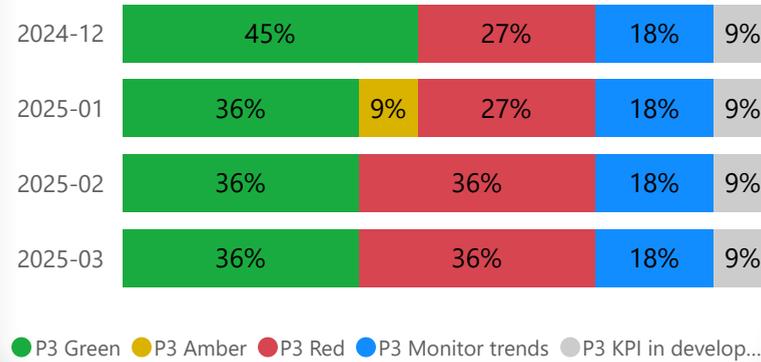
### Priority 1



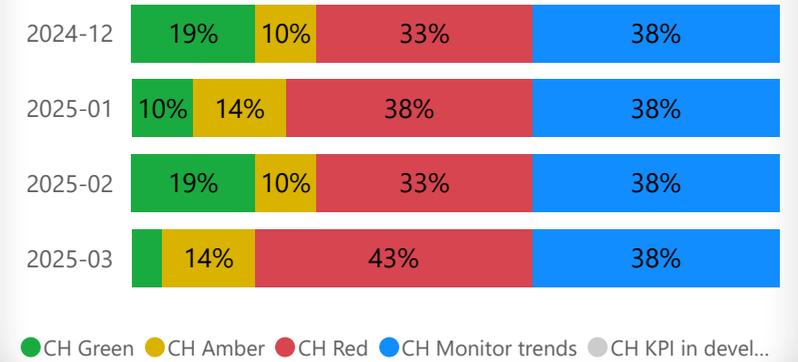
### Priority 2



### Priority 3

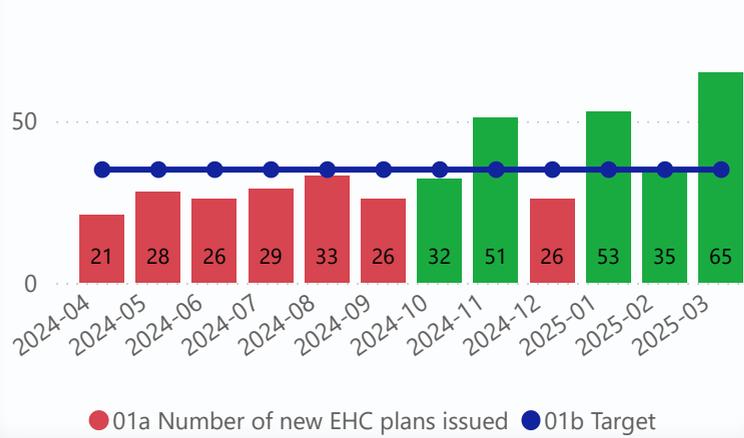


### Corporate Health

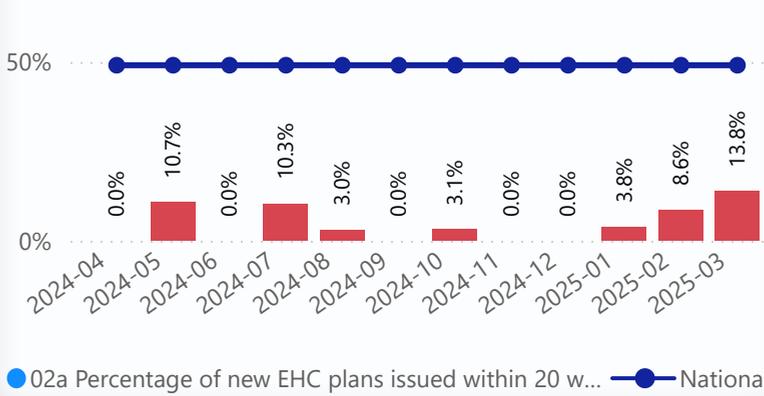


## Priority 1: A borough for children and young people to thrive

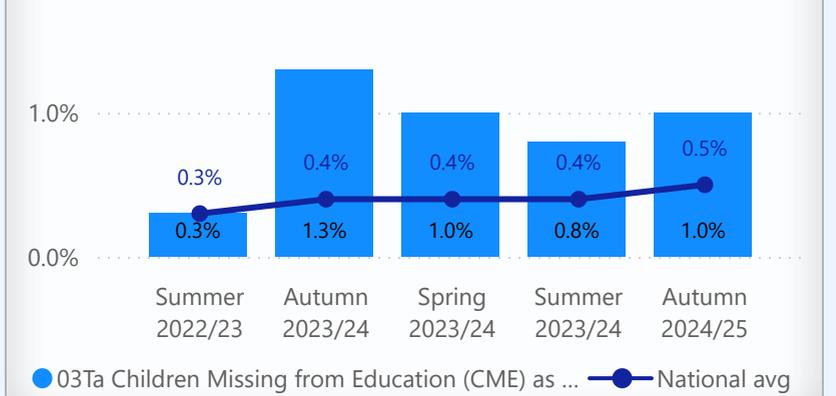
Number of EHC plans issued



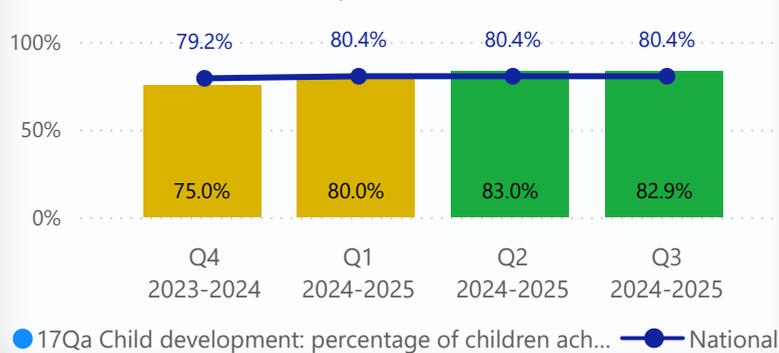
Percentage of new EHC plans issued within 20 weeks including exceptions



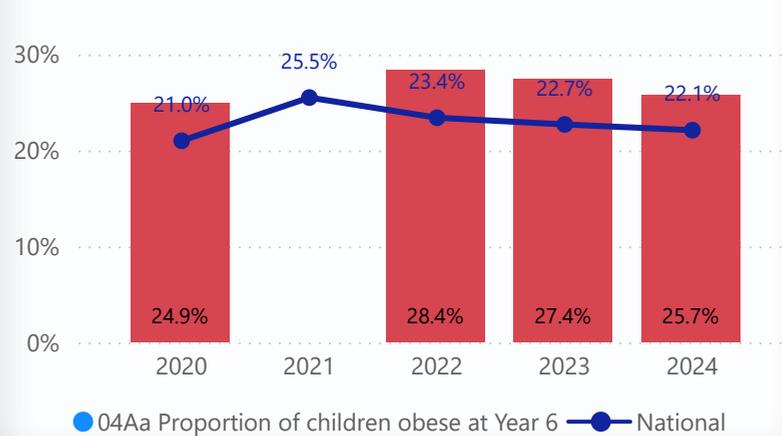
Children Missing from Education (CME) as a percentage of school population



Child development: percentage of children achieving a good level of development in all five domains at 2 to 2.5 years old

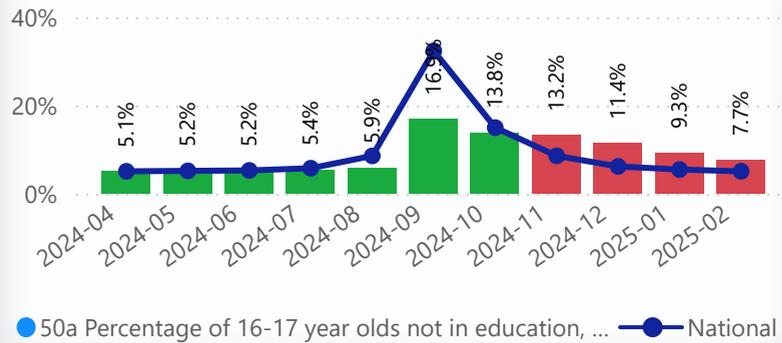


Proportion of children obese or severely obese in Year 6

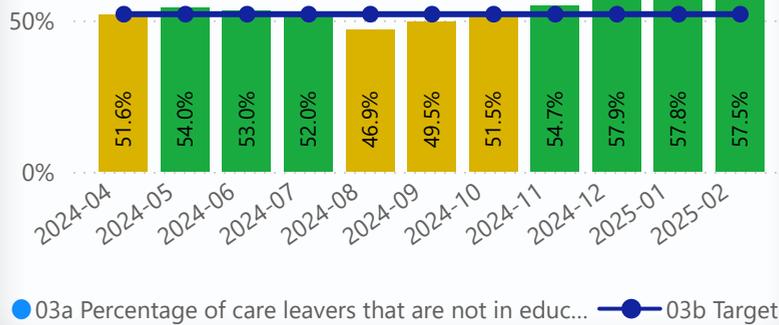


## Priority 1: A borough for children and young people to thrive

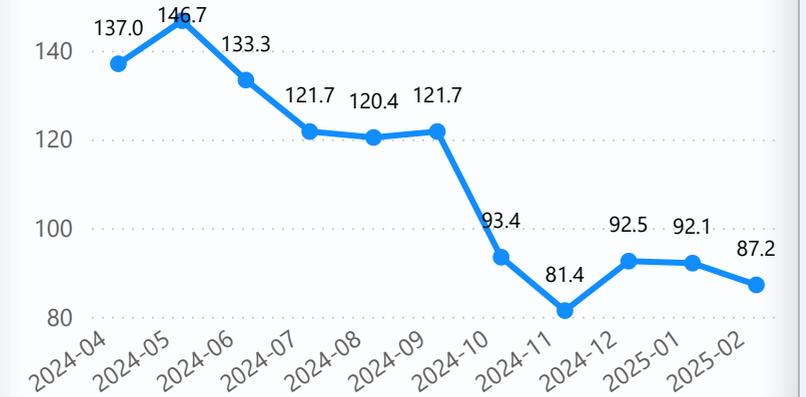
Percentage of 16-17 year olds not in education, employment and training (NEET) or whose activity is not known



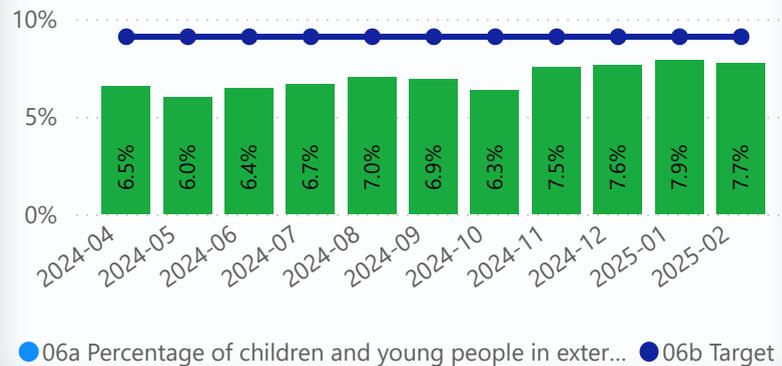
Percentage of care leavers in education, employment or training



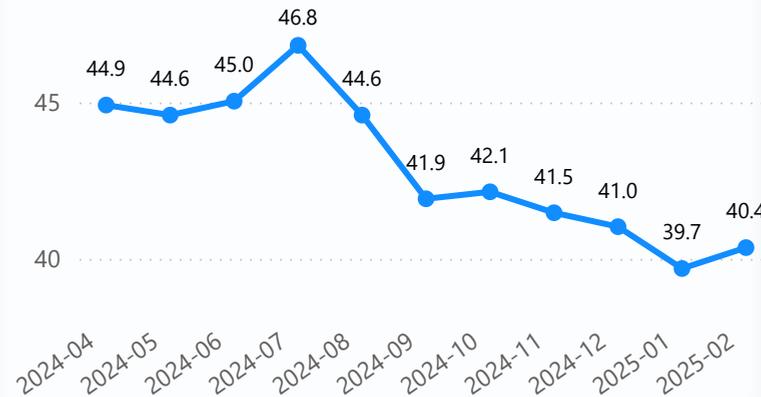
Rate per 10,000 of children receiving targeted early help



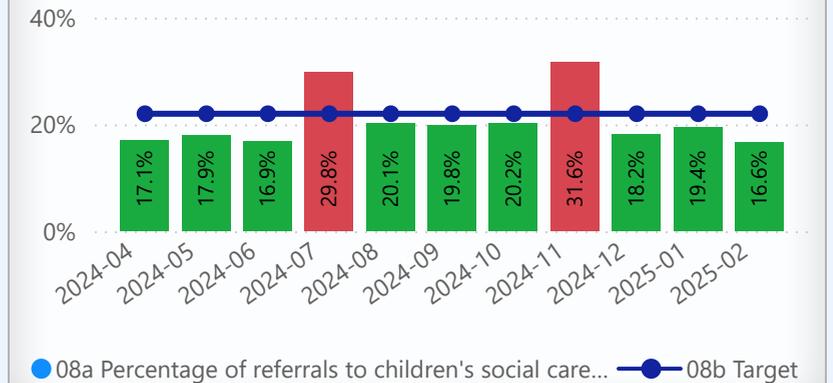
Percentage of children and young people in external residential placements



Rate per 10,000 of Children Looked After (CLA)

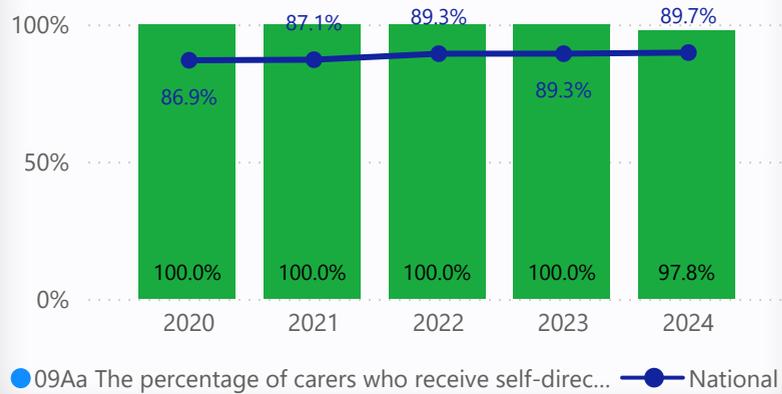


Percentage of referrals to children's social care within 12 months of earlier referral

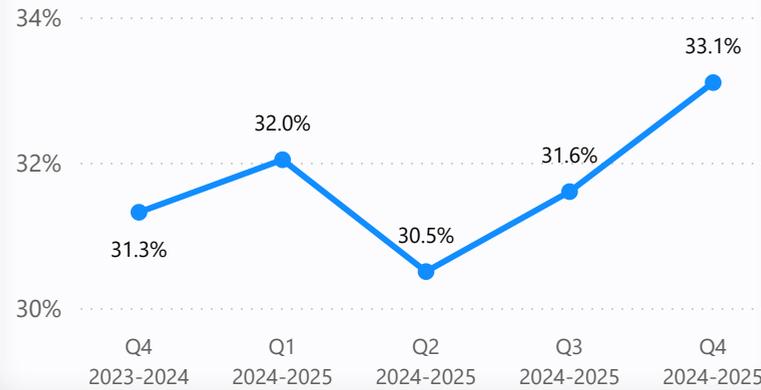


## Priority 2: A town where residents can live healthier, safer and more independent lives

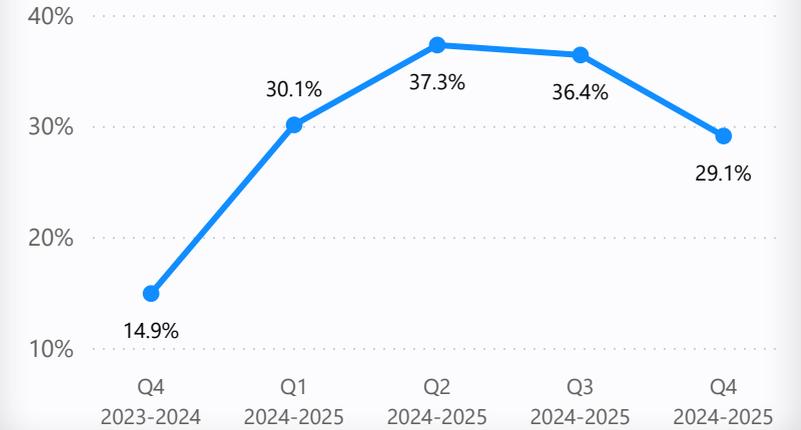
Percentage of carers who receive self-directed support



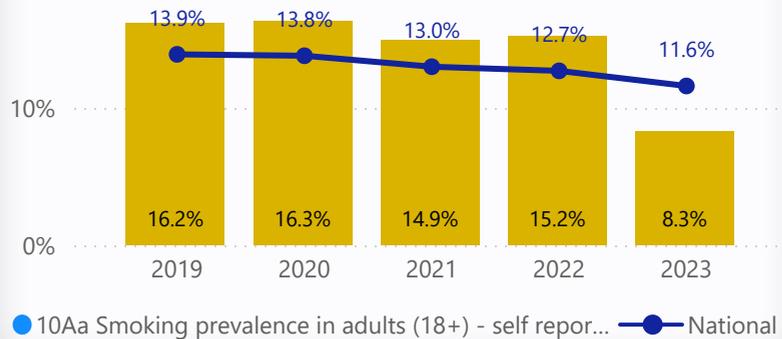
Percentage of eligible adults managing their care via a direct payment



Percentage of safeguarding referrals that meet section 42



Smoking prevalence in adults (18+) - self-reported smokers in the Annual Population Survey (APS)



## Priority 3: A cleaner, healthier and more prosperous Slough

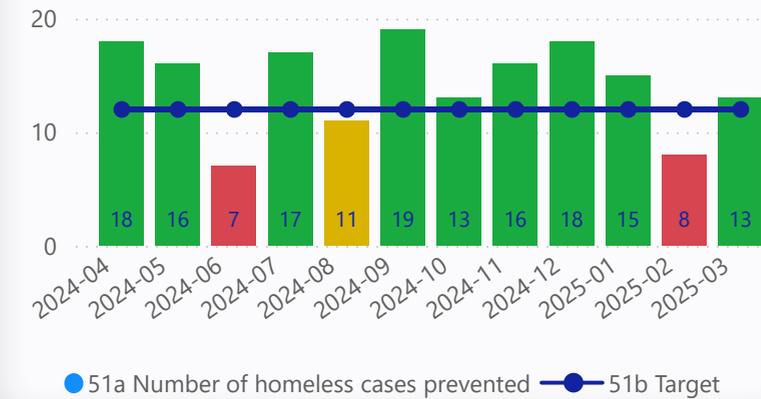
Average re-let time in days for standard voids



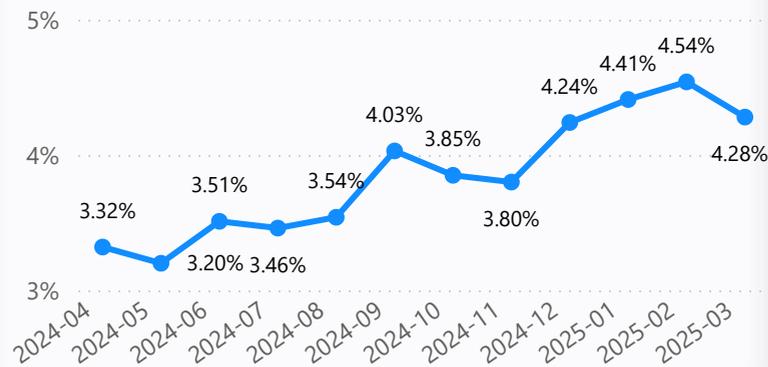
Number of standard voids at the end of the month



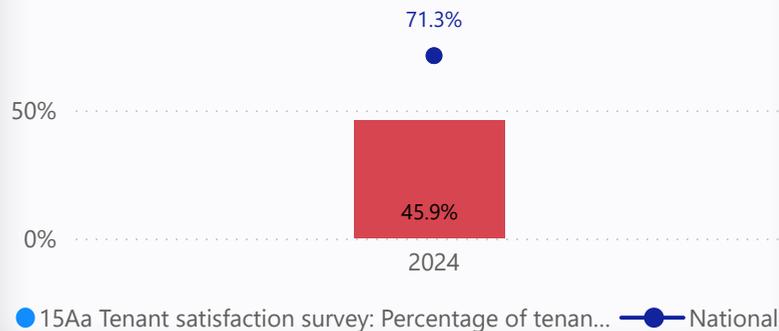
Number of homeless cases prevented



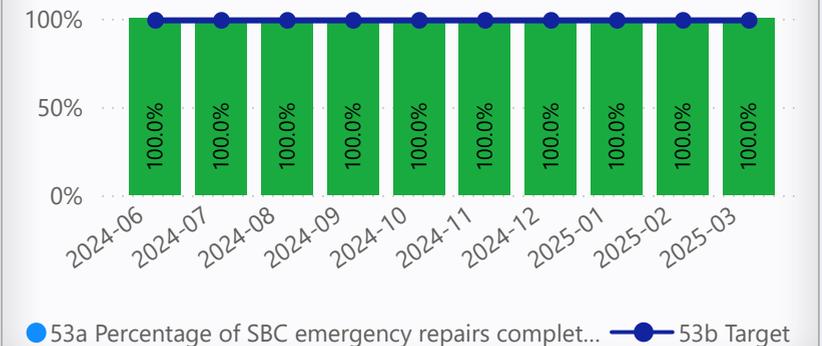
Percentage of HRA dwelling rent arrears against total debit raised



Tenant satisfaction survey: percentage of tenants who responded satisfied with the overall service provided by Slough Borough Council Housing

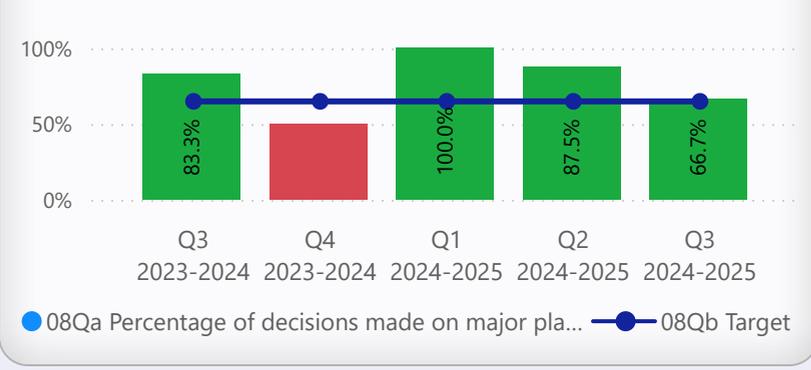


Percentage of SBC emergency housing repairs completed within agreed timescale

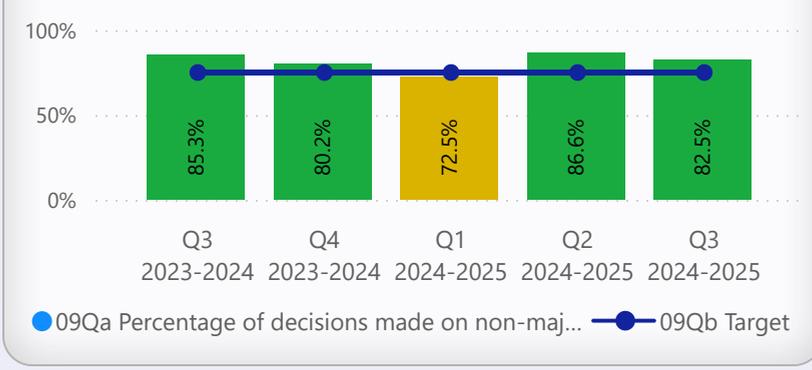


## Priority 3: A cleaner, healthier and more prosperous Slough

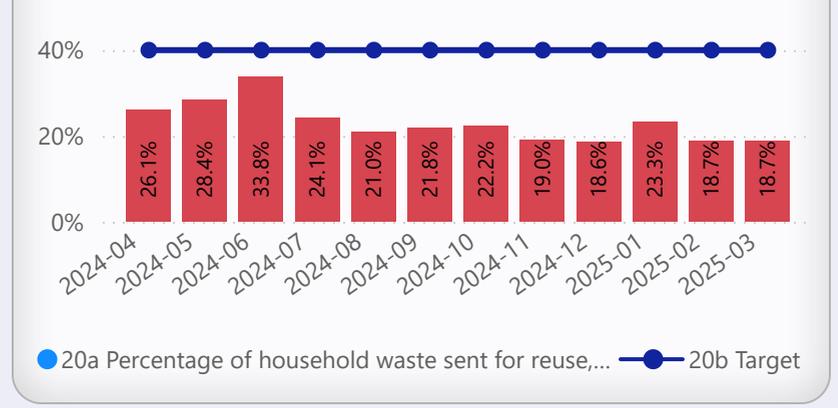
Percentage of decisions made on major planning applications within 13 weeks or timescale agreed with applicant



Percentage of decisions made on non major-planning applications within 8 weeks or timescale agreed with applicant



Percentage of household waste sent for reuse, recycling or composting



Residual household waste collected (tonnage)

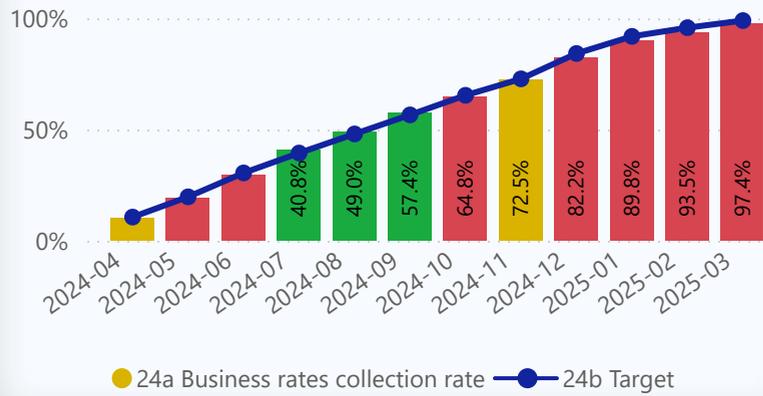


Percentage of refuse bins collected on time

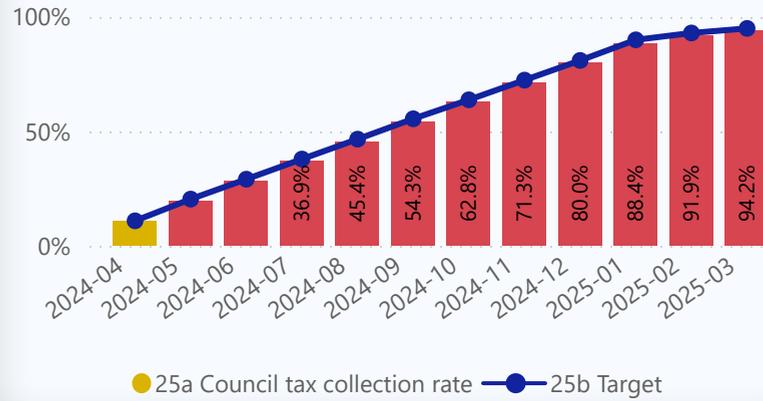


## Corporate Health

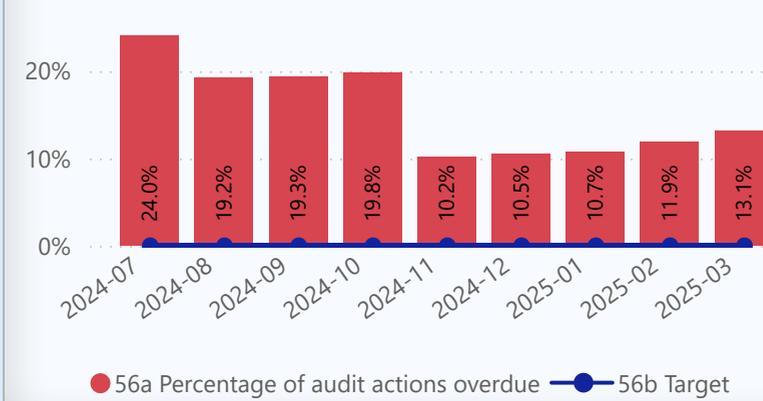
Business rates in year collection rate



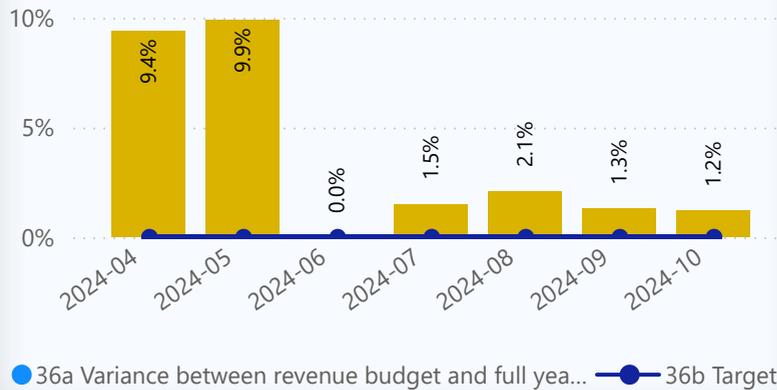
Council tax in year collection rate



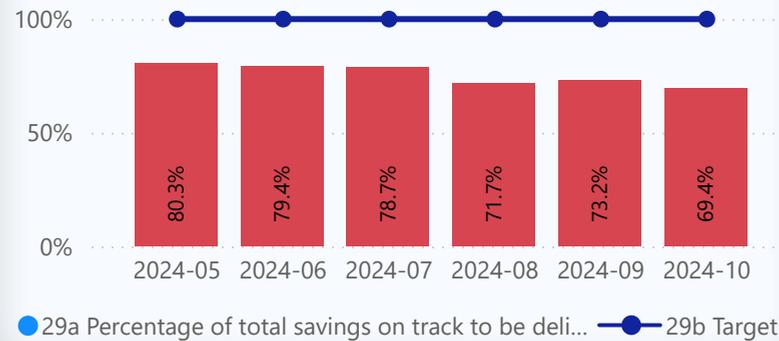
Percentage of audit actions overdue



Variance between revenue budget and full year forecast



Percentage of total savings for 2024-25 on track to be delivered

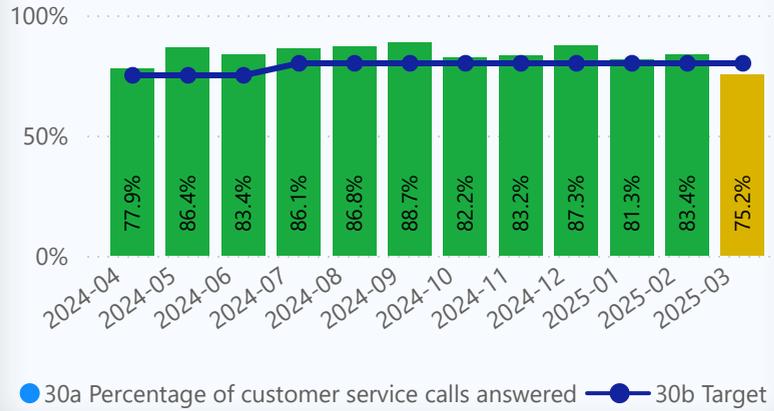


Percentage of contract exemptions RAG rated as red



## Corporate Health

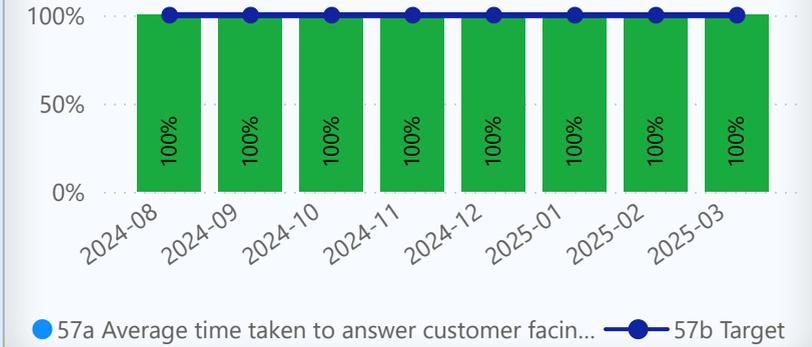
Percentage of customer service calls answered



Average number of seconds taken to answer customer service calls



Percentage of customer facing enquiry box emails responded to within 5 working days



Percentage of complaints escalated from stage 1 to stage 2

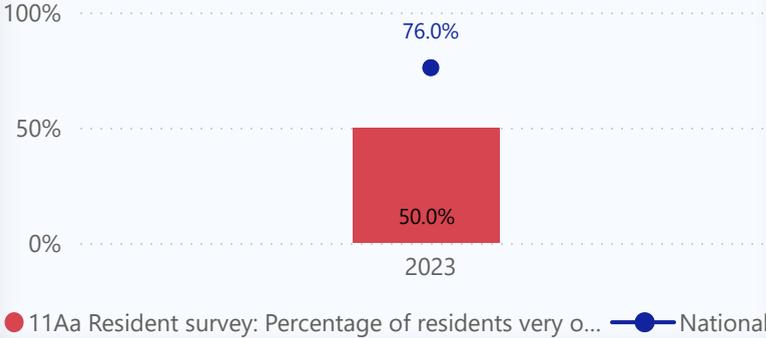


Percentage of stage 2 complaints escalated to and investigated by Local Government and Social Care Ombudsman (LGSCO)

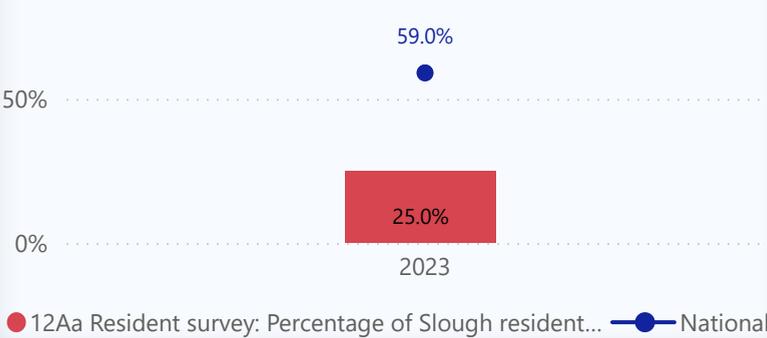


## Corporate Health

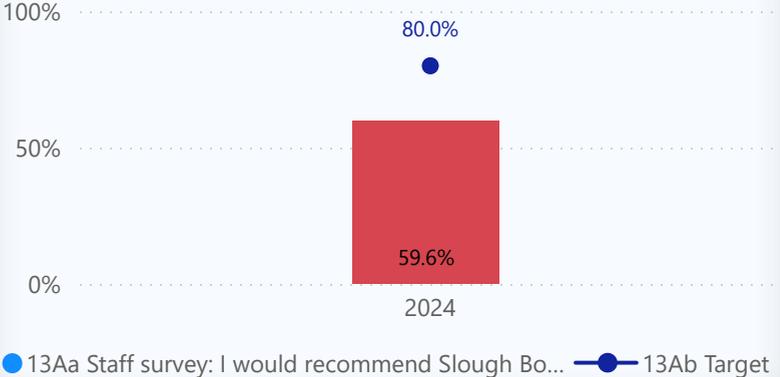
Resident survey: percentage of Slough respondents said they were very or fairly satisfied with their local area as a place to live



Resident survey: percentage of Slough respondents said that they trust Slough Council a great deal or a fair amount



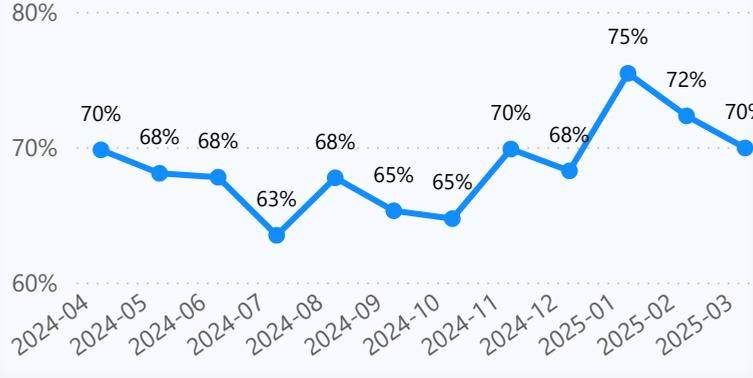
Staff survey: I would recommend Slough Borough Council as a great place to work



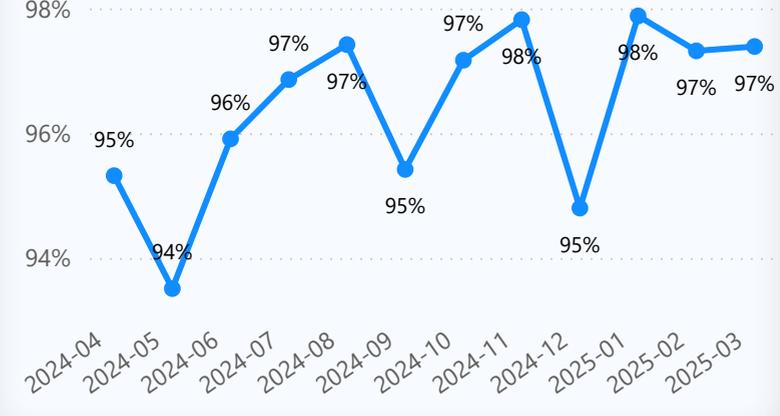
Staff survey: I am proud to work for Slough Borough Council



Percentage of IT service desk tickets resolved at first point of contact

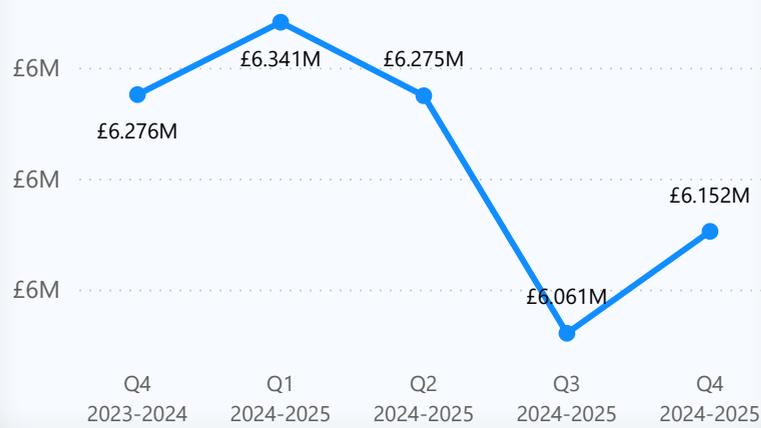


Percentage of IT service desk tickets resolved within SLA

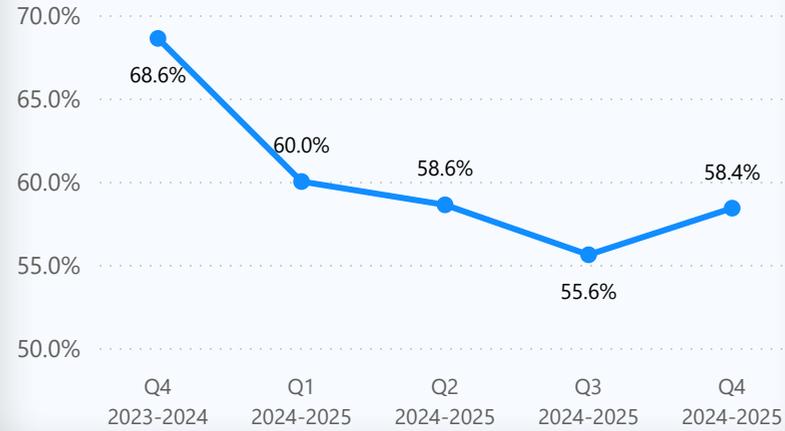


## Corporate Health

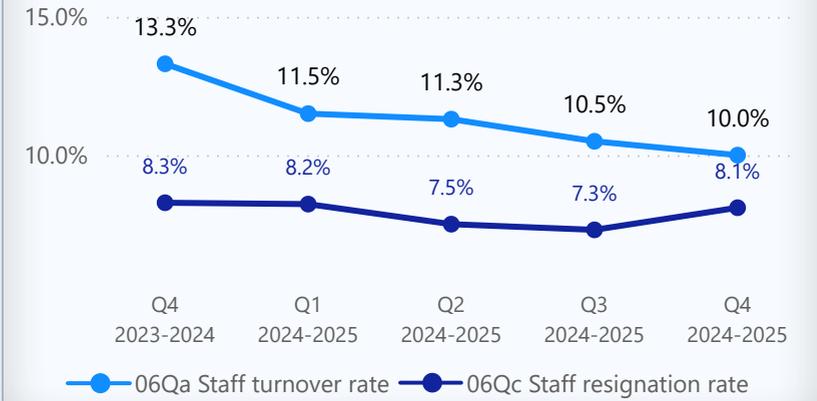
Interim staffing costs (£)



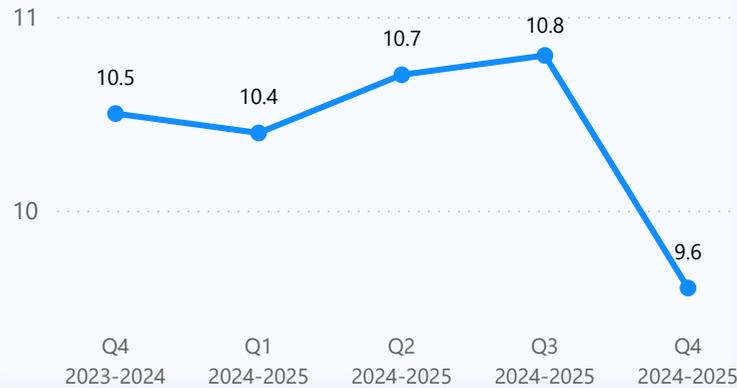
Percentage of staff equalities data recorded on Agresso



Staff turnover rate (rolling 12 months)



Number of working days lost due to sickness absence per FTE employee (rolling 12 months)



## Performance Indicator Key

### Metric updates this month:

For indicators where the updates are released in the later in the month, these will be reported in the following months report i.e., October figures reported in the November report.

### Performance against target:

Where possible the latest monthly performance is compared with an assigned target or a benchmark. Indicators are colour-coded as follows:

RAG status	Description
Green	Performance is in line with or above in-year target or benchmark
Amber	Performance has not been met but is within 10% (unless otherwise stated) of in-year target or benchmark
Red	Performance has not been met and is more than 10% (unless otherwise stated) off in-year target or benchmark
Blue	Metric in place to monitor trends
Grey	Metric is being developed

Performance indicators are RAG rated as amber if performance is within 10% and red if more than 10% off in-year target or benchmark except for:

- Collection rates for council tax and business rates: these are RAG rated as amber if performance is within 0.5% and red if more than 0.5% off in-year target.
- Total number of homeless households placed in temporary accommodation at the end of the month: RAG rated as amber if performance is within 5% and red if more than 5% off in-year target.
- Children's social care indicators: these are as per agreed with Slough Children's First.

### Performance direction of travel:

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

- ↑ performance improved.
- ↔ performance remained the same.
- ↓ performance declined.

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

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