

## 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   | Jun-25              | R                    | 34.6% (18)  | ↓                               | Sep-25              | R                  | 25.0% (7)   | >=national average  | Plans are in place subject to staffing to improve timeliness and service delivery. These include scrutinising performance and productivity through root cause analysis, identifying barriers to meeting statutory deadlines including service bottlenecks, and setting up a working group to act on finding and drive improvements. The service will build a reporting framework to proactively manage caseloads and timescales, realign its complaints response approach for better outcomes and continue the Capita One data cleanse to support a more reliable case management system. Recruitment is progressing to build a stable and experienced team and feedback from parents and young people will be embedded into system design to ensure services are responsive and inclusive.  | ED for Children's Services                      | 2024<br>Slough 7.4% (23)<br>National 45.9%<br>South East 37.9%<br>CIPFA NN 55.7%                          |
|         | Percentage of eligible 2 year old children benefitting from funded early education  | High       | Termly    | 2024/25 spring term | A                    | 56.8% (296) | ↓                               | 2024/25 summer term | R                  | 51.8% (259) | >=60%               | We are working closely with early years providers to encourage families to apply for both Bright Future (BF) funding and the Working Family Entitlement, particularly where families may also qualify for the Early Years Pupil Premium (EYPP) ensuring BF funding is fully utilised and accurately measured. Additionally, we are using Department for Work and Pensions (DWP) data to identify potentially eligible families and proactively engage them through text messages, emails and phone calls to support application completion and placement finding. This outreach is complemented by joint promotional efforts with partner agencies such as health visitors, Jobcentre Plus, Early Help and Social Care. To ease transitions into early education we also offer stay-and-play sessions and share research highlighting the long-term educational benefits of early learning. Further partnership working with health visitors is being explored to support families who are not accessing 2 year old funding or the 2 ½ year old development reviews. We are exploring joint ways of working with the early years sector to alleviate health visitor capacity enabling a more focused approach on children and families who we have been unable to reach. | ED for Children's Services                      | 2023/24<br>Ranked 152/153<br>Slough 56.7% (316)<br>National 74.8%<br>South East 74.3%<br>SN average 65.3% |
|         | Child development: percentage of children achieving a good level of development in all five domains at 2 to 2.5 years old | High       | Quarterly | Q1 2025-26          | G                    | 88.2% (488) | ↔                               | Q2 2025-26          | G                  | 88.6% (304) | >= 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<br>Slough 80.3% (1,497)<br>National 81.4%<br>South East 81.3%                                     |

## 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  |
|---|---|------------|-----------|-----------------|----------------------|-------------|---------------------------------|---------------|--------------------|-------------|---------------------|--|---|---|
| Priority 1<br>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<br>Slough 25.4%<br>National 22.2%<br>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   | May-25          | A                    | 6.0% (305)  | ↑                               | Aug-25        | G                  | 5.9% (303)  | <=national average  | To support NEET (Not in Education, Employment, or Training) young people in Slough, face-to-face Information, Advice and Guidance (IAG) sessions are delivered in local community venues. These sessions provide practical help with CV writing, job searching, applications and interview preparation while also signposting to specialist services such as mental health or substance misuse support. Although telephone support is available in-person engagement is prioritised due to its greater effectiveness in helping young people progress into education, employment or training (EET). Young people can receive up to 6 IAG sessions.<br><br>The NEET cohort is actively monitored and IAG delivery locations are regularly adjusted to reflect where support is most needed. Young people are proactively contacted to confirm their plans for the academic year and those without confirmed offers receive tailored support. However, with only 1.5 full-time equivalent staff currently allocated to NEET reduction, significantly fewer than comparable local authorities, a business case has been submitted to secure additional resources to meet rising demand. | ED for Children's Services                      | 2023/24<br>Slough 5.7% (267)<br>National 5.4%<br>South East 6.8%                  |
|   | Percentage of care leavers in education, employment or training   | High       | Monthly   | Jun-25          | G                    | 56.4% (62)  | →↔                              | Sep-25        | G                  | 56.3% (67)  | >=52%               | Whilst the Care Leaver cohort has seen a significant increase, we also identify the impact of the 18+ operational input in this area. Virtual School collaborated with the Thrive Teams to support our young adults with information, advice and guidance in relation to their career aspirations and worked alongside them to secure education employment and training as well as increase confidence and be equipped to apply when a suitable role becomes available. As a result, in year of practice we have seen a significant increase in the ETE % and whilst there is a slight drop in September 2025, this can be attributed to tracking the start of the new academic year. It is anticipated we will see a further increase in ETE as we navigate October and November figures and our young people have secured education for the 2025/26 academic year.   | ED for Children's Services                      | 2023/24<br>Slough 44.0%<br>National 54.0%<br>South East 51.0%<br>SN average 53.6% |

## 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  |
|--|---|------------|-----------|-----------------|----------------------|-------------|---------------------------------|---------------|--------------------|-------------|-----------------------------------|---|----------------------------|---|
|  | Rate per 10,000 of Children Looked After (CLA)  | Low        | Monthly   | Jun-25          | Mon                  | 41.2 (185)  | ↓                               | Sep-25        | Mon                | 42.6 (191)  | Metric in place to monitor trends | The number of children in care remain stable at 191 in September and similar to same period last year of 188. Over the last 12 months, 84 children entered care of which 32.1% (27) are Unaccompanied Asylum-Seeking Children (UASC) and 80 children exiting from care. Our rate of Children Looked After (CLA) at 42.6 (191) is below our Statistical Neighbours (SN) rate of 48.8 per 10k. However our UASC rate of 32.1% comprising of 17-18 year olds as a percentage of Children in Our Care (CIOC) population is well above our SNs rate of 14% Of the 53 entries into care since April, 24.5% (13) fall into the 13-17 age group which may suggest that our edge of care approach needs to be further strengthened. We are currently under our National Transfer Scheme (NTS) numbers to accept Unaccompanied Asylum Seeking Children by 13 children as of 30/09/2025, therefore, we expect our numbers to increase. | ED for Children's Services | 2023/24<br>Slough 45.0%<br>National 70.0%<br>South East 56.0%<br>SN average 56.3%   |
| Priority 2<br>A town where residents can live healthier, safer | 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<br>Ranked 114/153<br>SN Group 14/16<br>Slough 97.8%<br>National 89.7%<br>South East 99.8%  |
|  | Percentage of clients accessing long term support in the community at the end of the year [LTS001B] | High       | Annual    | 2023            | G                    | 53.5%       | ↑                               | 2024          | G                  | 54.7%       | >=national average                | This metric continues to show positive progress reflecting the ongoing commitment to enabling people to live independently in their own homes for as long as possible. This aligns with the 'home first' approach which prioritises community-based care over residential or institutional settings. Staff remain focused on early intervention and tailored support that helps individuals maintain their independence and quality of life within familiar environments.   | ED for Adults Services     | 2024<br>Ranked 69/151<br>Slough 54.7%<br>National 53.0%<br>South East 51.8%   |
|  | Percentage of eligible adults managing their care via a direct payment [ASCOF 3D2a]                 | High       | Quarterly | Q1 2025-26      | G                    | 31.9% (443) | ↔                               | Q2 2025-26    | G                  | 32.0% (443) | 2025/26<br>>=national average     | 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     | 2025/26 Q2<br>SE ADASS group<br>Ranked 2/17 32.0%<br>2024 ASCOF<br>Ranked 37/153<br>SN Group 5/16<br>Slough 30.3%<br>National 25.5%<br>South East 25.0% |
|  | Percentage of safeguarding referrals that meet section 42   | High       | Quarterly | Q1 2025-26      | R                    | 23.2% (33)  | ↑                               | Q2 2025-26    | G                  | 31.6% (43)  | 2025/26<br>>=national average     | 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. The improved performance in this area reflects changes in the safeguarding referral triage process and is now approximate to the most recently available national average.   | ED for Adults Services     | 2023/24<br>Slough 11.1% (130)<br>National 28.7%   |

## 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   |
|----------------------------|--|------------|-----------|-----------------|----------------------|---------------|---------------------------------|---------------|--------------------|--------------|--------------------|---|---|--|
| and more independent lives | Percentage of total eligible population aged 40-74 received an NHS Health Check in the quarter   | High       | Quarterly | Q4 2024/25      | G                    | 4.7% (2.0k)   | ↓                               | Q1 2025/26    | G                  | 3.5% (1.5k)  | >=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 Q1<br>Slough 3.5% (1,527)<br>National 2.1%<br>South East 1.9%                |
|                            | 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<br>Slough 6.8%<br>National 10.4%<br>South East 9.4%                             |
|                            | Average re-let time in days for HRA standard voids [BVPI 212]                                    | Low        | Monthly   | Jun-25          | R                    | 120 days (26) | ↑                               | Sep-25        | R                  | 48 days (44) | <=35 days          | A weekly task force chaired by senior housing leaders meets to drive down average re-let times. This group includes Neighbourhood, Allocations, Repairs and Cardo officers to ensure timely nominations and coordinated action, with regular oversight from the Director of Housing. Greater emphasis is being placed on properties moving into capital works to ensure they are genuinely ready to let when returned to Housing Management. Pre-void notifications have been increased to give repairs teams earlier visibility of upcoming vacancies. Additionally, properties are now offered to prospective tenants before the official ready-to-let date to help minimise overall void periods.  | ED for Regeneration, Housing and Environment    | Slough<br>2021/22 89 days<br>2022/23 80 days<br>2023/24 252 days<br>2024/25 194 days |

## 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  |
|---|--|------------|-----------|-----------------|----------------------|-------------|---------------------------------|---------------|--------------------|------------|---------------------|---|--|---|
| Priority 3<br>A cleaner, healthier and more prosperous Slough | Number of homeless cases prevented   | High       | Monthly   | Jun-25          | G                    | 15          | ↓                               | Sep-25        | R                  | 9          | >=12                | Two interim teams have been created within the service structure to strengthen homelessness prevention. The Early Intervention Team launched in early October focuses on proactive engagement with households at risk of homelessness, while the Backlog Team is dedicated to reviewing and progressing historic cases. A Team Manager provides leadership and coordination across both teams. The Early Intervention Team is working to offer practical alternatives to temporary accommodation such as staying with friends or family, support access to private rented housing, facilitate applications for Discretionary Housing Payments and deliver landlord incentive packages to increase supply in the private rented sector. These actions are expected to improve prevention conversion rates and reduce crisis presentations in Q3, supporting a more sustainable and cost-effective approach to resolving homelessness.  | ED for Regeneration, Housing and Environment | Slough<br>2021/22 212 avg 17.7<br>2022/23 122 avg 10.2<br>2023/24 119 avg 9.9<br>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<br>Slough 45.1%<br>National 72.3%<br>Southern LA ALMO <15k 70.4%                              |
|   | Percentage of SBC emergency housing repairs completed within agreed timescale  | High       | Monthly   | Jun-25          | G                    | 99.8% (463) | ↑                               | Sep-25        | G                  | 100% (472) | >=99%               | Senior management continues to meet regularly to address key service pressures. Cardo is prioritising the clearance of older repair orders and stabilising their IT system following recent changes. A review of these actions and their impact will take place at the strategic management board meeting in October to identify further improvements and support needed. Continued focus on reducing the backlog of outstanding repairs through targeted scheduling and resource allocation. Progress is being monitored monthly with a clear trajectory towards achieving the year-end target. A communications improvement plan is being developed for complaints including clearer resident updates and better coordination between teams to ensure consistent and timely information is provided. Lessons learned from escalated cases are being shared across teams to reinforce early resolution practices and reduce future escalations. Cardo is implementing process refinements and system stabilisation measures to improve voids turnaround times. Performance is being tracked weekly to ensure sustained progress through formal meetings. Delivery of Decent Homes Programme remains on track with monthly meeting tracking progress against actions. | ED for Regeneration, Housing and Environment | Slough<br>2024/25 99.7% (5.2k)  |

## 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 decisions made on major planning applications within 13 weeks or timescale agreed with applicant | High       | Quarterly | Q4 2024/25      | G                    | 83.3% (5) | ↑                               | Q1 2025/26    | G                  | 100% (3) | >=65%  | Service performance remains strong for major applications consistently exceeding national and regional averages. Non-major application performance dipped 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. Early signs of recovery in non-major performance are evident in Q2 as vacant posts have now been filled. | ED for Regeneration, Housing and Environment | 2025/26 Q1<br>Major Slough 100% (3)<br>National 91.3%<br>South East 92.0%<br><br>Non-major Slough 74.2% (118)<br>National 91.5%<br>South East 92.4% |
|         | Percentage of household waste sent for reuse, recycling, or composting   | High       | Monthly   | Sep-24          | R                    | 21.8%     | ↑                               | Sep-25        | R                  | 22.5%    | >=40%  | Continue site inspections at flats and communal locations to identify contamination and capacity issues. Use resident survey data to inform targeted communications and education campaigns. Deliver school and community engagement programmes led by Sustainability Officers to promote recycling participation. Work closely with the food waste contractor to ensure a smooth borough-wide rollout between November and April. Continue work to complete recruitment of a suitable Waste Minimisation Lead Officer to enhance coordination and delivery of the Waste Minimisation Plan.   | ED for Regeneration, Housing and Environment | 2023/24<br>Slough 24.9%<br>National: 42.3%<br>South East: 46.2%<br>CIPFA NN: 36.7%  |

|  |  |      |         |                     |   |   |   |                      |     |  |   |   |                            |  |
|--|--|------|---------|---------------------|---|---|---|----------------------|-----|--|---|---|----------------------------|--|
|  | Business rates arrears reduction (%)<br><small>(adjusted to exclude changes in rateable value)</small> | Low  | Monthly | Year to date Jun-25 | G | Adjusted 7.27% reduction (£0.797m)<br>No adjustment 16.32% increase (£1.788m) | ↑ | Year to date Sept-25 | G   | Adjusted 12.62% reduction (£1.384m)<br>No adjustment 61.77% increase (£6.770m) | 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 we will soon 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 |  |
|  | Council tax arrears reduction (%)  | Low  | Monthly | Year to date Jun-25 | G | 4.03% reduction (£1.011m)   | ↑ | Year to date Sept-25 | G   | 7.13% reduction (£1.790m)  | End of year 12% (£3.011m) reduction to £22.080m | We are actively pursuing the recovery of unpaid Council Tax arrears and will soon 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. To strengthen our recovery efforts, we are also preparing to implement 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. 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 | Jun-25              | A | 73.2% (4.0k)  | ↑ | Sep-25               | G   | 83.1% (4.7k)   | >=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 with reporting scheduled to begin from the end of Q2 onwards   | ED for Corporate Resources |  |

## 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   |
|------------------|--|------------|-----------|------------------------|----------------------|---|---------------------------------|-------------------------|--------------------|---|-----------------------------------|--|----------------------------|--|
| Corporate Health | Interim staffing costs (£)   | Low        | Quarterly | Q1 2025-26             | Mon                  | £6.414m   | ↓                               | Q2 2025-26              | Mon                | £6.772m   | Metric in place to monitor trends | Efforts to reduce reliance on interim staff are ongoing with several measures in place to support more sustainable workforce planning and cost control. Interim recruitment continues to be tightly managed through HR expenditure control panels. All interim appointments must be justified as both necessary and business-critical. These cases are now reviewed at 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 help budget holders better understand their workforce profile and the financial implications of staffing decisions, particularly where interim staff are covering permanent roles. This tool supports more informed workforce planning and can help reduce reliance on interim staff over time. Several service restructures are scheduled for 2025/26 supported by HR. These will provide an opportunity to reassess staffing needs and reduce dependency on interim roles by aligning resources more effectively with service delivery requirements. | ED for Corporate Resources |  |
|                  | Percentage of staff equalities data recorded on Agresso              | High       | Quarterly | Jun-25                 | Mon                  | 59.6%   | ↓                               | Sep-25                  | Mon                | 58.1%   | Metric in place to monitor 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<br>Mar-24 68.6%<br>Mar-25 58.4%   |
|                  | Staff turnover rate  | Low        | Quarterly | Rolling year to Jun-25 | Mon                  | Staff turnover rate 9.7%<br>Staff resignation rate 7.7% | ↔                               | Rolling year to Sept-25 | Mon                | Staff turnover rate 9.9%<br>Staff resignation rate 8.2% | Metric in place to monitor 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<br>Staff turnover rate<br>Staff resignation rate (%)<br>2022 8.9% (4.8%)<br>2023 8.9% (5.1%)<br>2024 7.5% (4.2%)<br>2025 7.1% (3.6%) |
|                  | Number of working days lost due to sickness absence per FTE employee | Low        | Quarterly | Rolling year to Jun-25 | Mon                  | 9.3   | ↔                               | Rolling year to Sept-25 | Mon                | 9.5   | Metric in place to monitor 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<br>2021 6.1<br>2022 7.9<br>2023 8.3<br>2024 7.8  |

## 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   |
|---------|---|------------|-----------|-----------------|----------------------|---------------|---------------------------------|---------------|--------------------|--------------|-----------------------------------|--|--|--|
|         | Staff survey: I would recommend Slough Borough Council as a great place to work   | High       | Annual    |                 |                      |               |                                 | 2024          | R                  | 59.6%        | 2025<br>≥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<br>Combined 59.6%<br>SBC 58.1%<br>SCF 67.9%                           |
|         | Staff survey: I am proud to work for Slough Borough Council   | High       | Annual    |                 |                      |               |                                 | 2024          | A                  | 69.6%        | 2025<br>≥75%                      | Survey results were triangulated with insights from the recent LGA peer review to inform a corporate actions report, which will be embedded across CLT and SLT to drive positive change. Progress will be monitored through the Culture Change project with regular updates shared via the Our People Forum, SBC newsletter, Talkabout sessions, and the staff intranet. The next survey is planned for Nov-25.  | ED for Corporate Resources                           | 2024<br>Combined 69.6%<br>SBC 68.6%<br>SCF 75.4%                           |
|         | Percentage of customer service calls answered   | High       | Monthly   | Sep-24          | G                    | 88.7% (4.9k)  | ↓                               | Sep-25        | R                  | 64.3% (4.1k) | ≥80%                              | Delivered targeted training (complaints handling, council tax, housing, electoral services) to improve first-contact resolution and reduce delays. Supported rollout of new systems (Bartec, Jigsaw) and completed Windows 11 upgrade to enhance efficiency and reduce technical disruptions.  | Director of Strategy, Change and Resident Engagement | Slough<br>2021/22 49.9%<br>2022/23 69.9%<br>2023/24 67.9%<br>2024/25 83.2% |
|         | Percentage of customer facing enquiry box emails responded to within 5 working days   | High       | Monthly   | Jun-25          | G                    | 99.8% (1,038) | →←                              | Sep-25        | G                  | 100% (903)   | 100%                              | Introduced cross-skilling and resource optimisation to manage peak demand and complex queries. Maintained support for council tax recovery and electoral services activities to reduce backlog and improve response times.   | Director of Strategy, Change and Resident Engagement | Slough<br>Mar-25 100% (880)  |
|         | Percentage of complaints escalated from stage 1 to stage 2  | Low        | Monthly   | Jun-25          | Mon                  | 30.4% (28)    | →←                              | Sep-25        | Mon                | 25.7% (28)   | Metric in place to monitor 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. These have led to a reduction in overdue cases particularly in Housing Register and Temporary Accommodation. Staff now follow updated complaint handling guidance, use revised templates and complete Ombudsman training. 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<br>2022/23 9% (78)<br>2023/24 10% (74)<br>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%           | ↑                               | 2023          | 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<br>Slough 48%<br>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<br>Slough 49%<br>National 50%   |



## 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                                       |
|---------|--|------------|-----------|-----------------|----------------------|-------|---------------------------------|---------------|--------------------|-------|--------------|--|---|--|
|         | Members survey: I have confidence in Slough Borough Council senior officers                              | High       | Annual    | 2024            | Mon                  | 65.5% | ↓                               | 2025          | Mon                | 42.8% | 2026<br>≥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<br>2023 45.0%<br>2024 65.5%<br>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<br>≥50% |  | Director of Law and Governance Monitoring Officer | Slough<br>2023 47.6%<br>2024 53.3%<br>2025 33.3% |