

Meeting of the

# OVERVIEW & SCRUTINY COMMITTEE

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Tuesday, 13 March 2018 at 6.30 p.m.

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## SUPPLEMENTAL AGENDA PACK C

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	PAGE NUMBER
7.2 COUNCILLOR DENISE JONES - CABINET MEMBER FOR ADULTS, HEALTH AND COMMUNITY SERVICES	95 - 96
11. PRE-DECISION SCRUTINY OF UNRESTRICTED CABINET PAPERS	
To consider and agree pre-decision scrutiny questions/comments to be presented to Cabinet. With particular reference Quarter 3; Corporate Performance Report.	97 - 126

(Time allocated – 30 minutes).

"If the fire alarm sounds please leave the building immediately by the nearest available fire exit, to which a Fire Warden will direct you. Please do not use the lifts. Please do not deviate to collect personal belongings or vehicles parked in the complex. If you are unable to use the stairs, a member of staff will direct you to a safe area. On leaving the building, please proceed directly to the Fire Assembly Point situated by the lake on Saffron Avenue. No person must re-enter the building until instructed that it is safe to do so by the Senior Fire Marshall. The meeting will reconvene if it is safe to do so, otherwise it will stand adjourned."

If you require any further information relating to this meeting, would like to request a large print, Braille or audio version of this document, or would like to discuss access arrangements or any other special requirements, please contact:

David Knight, Democratic Services **Page 93**  
Tel: 020 7364 4878 E-mail: david.knight@towerhamlets.gov.uk

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2009-2010  
Positive engagement of older people  
2009-2010  
Preventing and tackling child poverty  
2003-2009  
Winner of 7 previous  
Beacon Awards



INVESTOR IN PEOPLE



## The 2018 “How are we doing?” Local Account magazine Adult Social Care – Communications Plan

### 1. Introduction

The 2018 “How are we doing?” Local Account magazine attempts to set out the quality and performance of adult social care services over the last year, and our priorities for the future. It is aimed at local residents, adult social care users and carers. The purpose of it is to better equip residents, adult social care users and carers to scrutinise and challenge what we do, ultimately with a view to driving up the quality of services as a result.

### 2. Communications Plan

2.1 When drawing up the Local Account magazine communications plan, it should be noted that the options have not been pursued:

- Option 1: Only uploading the Local Account magazine to the Tower Hamlets website, rather than printing copies. This option has not been pursued as the majority of adult social care users are not activity accessing online information at the moment<sup>1</sup>. The Local Account will still be made available online in addition to printed copies.
- Option 2: Posting out the Local Account magazine to all residents, or to all adult social care users. This option has not been pursued due to the cost involved. Instead, the magazine will be distributed in places that we know are regularly frequented by adult social care users and carers.

2.2 The table below sets out how the Local Account magazine will be communicated to residents, adult social care users and carers over spring and summer 2018:

	Medium	Notes
1	Internet	The magazine will be uploaded on the local authority website and promoted via the front page
2	Via local authority staff	Frontline staff in the Adult Services Directorate will be encouraged to give out the Local Account magazine to the adult social care users and carers they come into contact with. The magazine will be promoted to staff via email, the intranet, Tower Hamlets Now and via team meeting briefings. Copies will be posted to individual teams, including:

<sup>1</sup> In the 2014-15 Service User Survey, 16% of respondents said they used email and the internet. 19% said they did not use email or the internet but found out information from people who did. 66% said they did not use email or the internet at all. (Please note we did not ask this question in the 2015-16 survey so do not have updated results)

		<ul style="list-style-type: none"> <li>- In-house day care services</li> <li>- The Sight and Hearing Service</li> <li>- Reablement</li> <li>- The Community Equipment Service</li> <li>- Practitioner teams.</li> </ul>
3	Via social care staff	<p>Staff working for providers commissioned by the Adult Services Directorate will be asked to communicate and distribute the Local Account magazine to service users. The magazine will be promoted to providers via email and the Pan-Provider forum. Copies will be posted to key providers, including:</p> <ul style="list-style-type: none"> <li>- Local care homes</li> <li>- Commissioned day care providers</li> <li>- Commissioned home care providers</li> <li>- Commissioned supported housing providers</li> <li>- Commissioned information and advice providers</li> <li>- Lunch Clubs</li> </ul>
4	Via customer forums	<p>Customer forums will be provided with copies of the Local Account magazine. This will comprise of Healthwatch Tower Hamlets, the Older People's Reference Group, Local Voices, Have Your Say, the Tower Hamlets LGBT Forum and any other relevant groups.</p>
5	Via local services	<p>The Local Account magazine will be distributed to the following key locations in the borough:</p> <ul style="list-style-type: none"> <li>- GP surgery waiting rooms</li> <li>- Royal London Hospital and Mile End Hospital waiting rooms</li> <li>- One-Stop Shops</li> <li>- Council office reception and waiting areas.</li> </ul>
6	Social media	<p>Short video clip communicating key messages with an introduction from the Cabinet Member</p>
7	Press Release	<p>Press release with case study and highlighting headline stats. Will be issued to local, BME and trade media.</p>

<b>Cabinet</b>	 <b>TOWER HAMLETS</b>
<b>Report of:</b> Will Tuckley, Chief Executive	<b>Classification:</b> Unrestricted
<b>2017-18 Quarter 3 (October-December) Strategic Performance Monitoring report</b>	

<b>Lead Member</b>	<b>Mayor John Biggs</b>
<b>Originating Officer(s)</b>	<b>Sharon Godman</b> , Divisional Director Strategy, Policy and Partnership
<b>Wards affected</b>	All Wards
<b>Key Decision?</b>	No
<b>Community Plan Theme</b>	<b>One Tower Hamlets</b>

### Executive Summary

This paper provides details of the Council’s progress in delivering the 2017/18 Strategic Plan and the Council’s performance against strategic measures during the same period.

### Recommendations:

The Mayor is recommended to:

1. Review the performance of the strategic measures at the quarter 3 point, including those measures where the minimum expectation has been missed (appendix 1)

## 1. REASONS FOR THE DECISIONS

- 1.1 The Council’s Performance Management and Accountability Framework sets out the process for monitoring the Strategic Plan and performance measures which are reported regularly to the Corporate Leadership Team and Cabinet.
- 1.2 This report promotes openness, transparency and accountability by enabling Tower Hamlets’ residents to track progress of activities that matter most to

them and their communities.

## **2. ALTERNATIVE OPTIONS**

- 2.1 Cabinet can decide not to review the performance information. This is not recommended as Members have a key role to review and challenge underperformance and also utilise performance information to inform resource allocation.

## **3. INTRODUCTION**

- 3.1 This report summarises the Council's performance during quarter three of 2017/18 (October-December 2017) in delivering the final year of its three year strategic plan. The year two plan, which was agreed by Cabinet in April 2017, builds on the Council's achievements in year one of the plan (2016/17) and sets out ambitious plans to achieve the outcomes detailed in the Strategic Plan.
- 3.2 Appendix 1 sets out in detail how the Council has performed during Quarter 3 against the basket of strategic measures that can be reported on this quarter.

## **PERFORMANCE OVERVIEW**

- 3.3 The Council's Strategic Plan sets out the priorities and outcomes that the Mayor and his administration have been elected to deliver. These are underpinned by the Council's transformation programme, medium term financial strategy and drive to deliver better outcomes for local people. The Council set out three priority areas within its Strategic Plan, and beneath them there are a number of outcomes that we want to achieve for our community.
- 3.4 Within the Strategic Plan the Council identified a wide range of strategic performance measures to contribute to achieving the three priority outcomes. This section of the report provides analysis of how successful the Council was in delivering the performance, providing analysis and commentary by priority area.
- 3.5 The performance of the measures used to assess our performance in delivering the Strategic Plan priorities are summarised in the table below. There is evidence of good and improving performance.

<b>Priority Outcome 1: Creating opportunity by supporting aspiration and tackling poverty</b>			
RAG Status	Green 3	Amber	Red 12
	Data Only 1		
Direction of Travel / Trend	Improving 7	No Change	Deteriorating 7
	Unknown 2	Data Only	
<b>Priority Outcome 2: Creating and maintaining a vibrant, successful place</b>			
RAG Status	Green 4	Amber 2	Red 1
	Data Only 2		
Direction of Travel / Trend	Improving 5	No Change 1	Deteriorating 3
<b>Priority Outcome 3: A transformed Council, making best use of resources with an outward looking culture</b>			
RAG Status	Green 2	Amber 2	Red 1
	Unknown		
Direction of Travel / Trend	Improving 4	No Change	Deteriorating 1

Table 1: Performance by priority outcome area

- 3.6 Performance Measures are ranked as “Green” where the stretch target has been achieved, “Amber” where the minimum expectation target has been achieved, but the stretch target has not, and “Red”, where the minimum expectation target has not been achieved. The Council has made a decision not to set targets for “Households Living in Temporary Accommodation” and “Total Notifiable Offences”, so a RAG assessment cannot be made, and “NEET” where the method of calculation has changed – a ‘Data Only’ symbol is shown for these measures.
- 3.7 Section four of this report highlights some of our achievements and provides analysis and explanation for those measures which are both off target and where performance has deteriorated compared to the corresponding period in 2016/17. For further information see Appendix 1.

## 4. ANALYSIS BY PRIORITY AREA

### Priority 1: Creating opportunity by supporting aspiration and tackling poverty

- 4.1 There are sixteen reporting measures in Priority 1 this quarter: three measures are above target and one is a data only measure as no target has been set. There are seven measures are both off target and have deteriorated since the corresponding quarter of the previous year. Paragraphs 4.2, 4.6 and 4.10 highlight a selection of our achievements this quarter and paragraphs 4.3, 4.4, 4.7-4.11 provides analysis on the areas for improvement. Further information about our performance can be found in appendix 1.

*A dynamic local economy, with high levels of growth that is shared by residents*

- 4.2 To support this outcome, the Council has provided **business support** to 462 businesses so far this year. Our package of 'Business Ready' projects - Start Up, Retail Marketing, Supply and Growth – are all now in full operation. Our business support activities this quarter have included: 170 pre-start entrepreneurs being trained resulting in 54 enterprises being created; supporting seven enterprises in finding suitable accommodation in the borough; and assisting 135 businesses to improve their retail and marketing performance.

*Residents into good quality, well-paid jobs*

- 4.3 The **number of Tower Hamlets residents supported into work by the Council's WorkPath partnership** provision so far this year is 610, broken down as follows: 442 residents gained job outcomes as a result of interventions by the WorkPath service; 153 young people gained apprenticeships through the help of the Careers service; 15 job starts from iTRES (the Council's internal temporary agency).

The WorkPath service focusses on supporting economically inactive and long-term unemployed groups of residents (residents furthest from the labour market, potentially with multiple barriers to employment), those that require extensive support over a longer period of time to get them job ready and into employment. There has been a 61% fall in Apprenticeship starts nationally and this is one of the contributing factors in the lower than expected outputs for this year.

- 4.4 The **gap between TH and London employment rates** has widened to 11.6ppts, with the Tower Hamlets employment rate being 62.1% whilst the London average rate is 73.7%. However, a technical review of these data (by the Council's research team) has suggested these survey-based data may not be very reliable. The review highlighted a number of data quality problems, including large confidence intervals and declining survey response rates. Also, trends in benefits data show no corresponding increase in out-of-work benefit claimant numbers. The Council is currently exploring alternative measures which will provide a better indication of the local labour market. Whilst our targets have not been met, the Council has undertaken a considerable amount of activity to support local people into employment through the Council's WorkPath partnership provision.

*Children get the best start in life*

- 4.5 To support this outcome, one of the main focusses for the Council is on children who are supported by our children's social care services. Since the establishment of the independently chaired Improvement Board, there has been a steady improvement in performance for children's social care measures. This report covers performance to the end of December 2017 and whilst many of these measures were off target, the most recent data (January 2018) shows continued positive trajectories.
- 4.6 The **average time between a child entering care and moving in with adoptive family** has been reduced to 574.3 days. The impact of our work in this area is that more children benefit from stable placements sooner and are matched and placed with prospective adopters who can meet most, if not all, of their assessed needs.
- 4.7 Nineteen **looked after children were adopted or under a special guardianship order** to date for this year, missing the minimum expectation of 33. The number of adoption orders granted up to Q3 was lower than expected, due to court delays primarily relating to contested applications by birth parents. In addition, some of the complexities relating to some of the children placed with prospective adopters have resulted in delays in submitted adoption applications. Outturn at end of January 2018 has risen to 23.
- 4.8 The **percentage of looked after children in the same placement for two years or more** stands at 67.2%. The set target of 71.6% was not met. Whilst performance has improved compared to last quarter there has been more placement moves for children in care long term, compared to this time last year. Short term placement stability where children have had 3 or more

moves within a year is targeted for improvement to bring the council performance (13.5% in December) in line with or exceeding England and statistical neighbor averages. Performance end of January has risen to 69.4%.

- 4.9 **The percentage of children on a child protection order visited within the last 4 weeks** was 81%. Technical problems in December the prevented timely recording of visits, this has now been addressed and performance in January increased to 93.4% visits being on time.

*People are healthy and independent for longer*

- 4.10 The **proportion of people over 65 receiving long term support, per 10,000 population** is 838.8. We are undertaking a number of activities which are helping us to deliver a personalised approach to social care support including enhancing practitioners understanding of personalisation such as the use of direct payments and delivering training to mainstream the single handed care approach through the use of assistive technology.

*Gaps in inequality have reduced and diversity is embraced*

- 4.11 The **employment gap between Tower Hamlets and the London average for residents who are women and for residents who are BME** have widened to 15.9ppts and 15.7ppts respectively. The TH employment rate female is 51.3% whilst the London average rate is 67.2% and the TH employment rate BME is 50.4% whilst the London average rate is 66.1%. There has been a net decrease in the number of females in employment in the borough and a net increase for BME residents. These results are survey based estimates with large confidence intervals, therefore also subject to significant variations in outturns from one reporting period to the next. A key priority for the Council is to support more women and black and minority ethnic and disabled residents into employment through our WorkPath partnership provision; detailed delivery information is outlined in appendix 1.

## **Priority 2: Creating and maintaining a vibrant, successful place**

- 4.12 There are nine reporting measures in Priority 2 this quarter: four measures are above target, two measures are meeting the minimum expectation and two measures are data only so no target has been set. One measure (number of affordable homes) is off target and has deteriorated since the corresponding quarter of the previous year. The paragraphs below highlight a selection of our achievements this quarter and paragraph 4.17 shows where we need to

improve performance. Further information about our performance can be found in appendix 1.

*An improved local environment*

- 4.13 The **percentage of household waste sent for reuse, recycling and composting** in Q2 was 28.7% representing an increase in performance compared to the same period last year. There were less materials sent to the dirty Materials Recovery Facility (MRF) and therefore less residual recycling tonnage could be recovered from the general waste stream, this is due to operational issues at our MRF in that period of time. We are undertaking a number of activities to raise awareness and improve the recycling rate including the “Love Your Neighborhood” initiative and our “Big Clean-Up” events.

*People feel safe and places have less crime and anti-social behaviour*

- 4.14 Whilst responsibility to tackle and reduce crime lies with the Metropolitan Police Service, the Council works in partnership with statutory partners to reduce the impacts of crime and disorder on the borough. The Council also funds additional police offers to support neighbourhood policing and tackle the priority crimes and issues that matter most to residents, private enforcement action is taken.
- 4.15 The **total notifiable offences** in Tower Hamlets was 24,591 year-to-date and 7,880 for Q3 - the year-to-date number of offences is higher than the same period last year. However there has been a 5.7% reduction of TNOs this quarter compared to last. The **proven re-offending by young people - % of cohort that reoffends** was 39.7%. It should be noted that the cohort this data is based on, is from the Police National Computer data and is always two years prior to the actual YJB report release date to allow for re-offence tracking.

*Better quality homes for all*

- 4.16 The borough’s population has more than doubled over the past 30 years, making Tower Hamlets the fastest growing local authority in the UK; and the population is expected to reach 391,200 by 2027. Around 37% of households on the housing waiting list are living in over-crowded accommodation and 54% are in priority categories 1 and 2. In 2017 the borough had the second highest number of households on the housing waiting list in London and the eighth highest nationally.

- 4.17 518 **affordable homes** have been delivered so far this year; the minimum expectation of 600 was not met and fewer affordable homes have been delivered this year compared to this time last year (651). The council has no control over the achievement of this target, as completions are managed by independent developers and the purchasing RP's. A number of schemes which we hoped would complete in 2017-18 will not achieve this date. However, the Council is also on track to meet the Mayor's target of 1,000 new Council Homes by 2018.
- 4.18 *So far this year, 207 **affordable social rented housing completions for family housing** have been delivered.* The low number of affordable homes delivered has subsequently affected the delivery of family rented units. So far this year, 69 affordable social rented units have been let to people on the common housing register or to those eligible for intermediate housing. These families are undoubtedly better off, as are the additional families who are able to move into better accommodation freed up by transferring tenants. The provision of these family sized units is likely to achieve a greater benefit for the families who move in than the production of smaller units, as their housing needs very often include overcrowding, which has impacts on health and the educational prospect of children.
- 4.19 The **number of affordable units provided as wheelchair accessible or adaptable** so far this year is 98. This achievement equates to 19% of all affordable units which is well above our 'Project 120' target of 10%.
- 4.20 The **number of overcrowded families rehoused** to larger and more suitable accommodation at the end of Q2 is 709. This represents 53.43% as a percentage of total lets. The Council has little influence over applicants' bidding strategy because of choice based lettings – which allows applicants to choose what they consider suitable for them.
- 4.21 The **number of families in B&B accommodation for longer than six weeks** is zero and has been since September 2016; the Council has achieved legal compliance on this indicator for 15 months in succession. The **number of households living in temporary accommodation** is 1,919 which represent a small reduction in the number of households in temporary accommodation since March 2017.
- 4.22 In order to meet demands, deliver statutory duties and achieve legal compliance in the use of B&B accommodation, the Council has had to obtain properties over a wider geographical area to house homeless families. This is

against a backdrop of an increasingly short supply of affordable properties available locally, for use as temporary accommodation. The Council however is actively working to increase its stock of temporary accommodation within the borough.

### **Priority 3: Working smarter together as one team with our partners and community**

- 4.23 There are five reporting measures in Priority 3: two measures are above target and two are meeting the minimum expectation. One measure (sickness absence) is off target and has deteriorated since the corresponding quarter of the previous year. Paragraph 4.23 and 4.24 highlight our achievements and paragraph 4.25 provides analysis on where we need to improve.
- 4.24 The **overall customer satisfaction with telephone contacts** stands at 92% and the **percentage of contact transactions dealt with online** has increased to 83.5. There has been a progressive growth of contact transaction dealt with online this year. As part of our Customer Access programme we will be reviewing our entire online offer to make it more user friendly and encourage greater levels of online self-service; workshops with target groups will be carried out to market test our digital products.
- 4.25 The **percentage of council tax collected** (budgeted) to date is 76.48% and the **non-domestic Business Rate collection rate** (budgeted) to date is 86.57%, both measures have exceeded the 75% target.
- 4.26 The **number of working days/shifts lost to sickness absence per employee** remains persistently high at 10.6 days. Our One HR Plan includes a number of actions to improve staff wellbeing and reduce levels of sickness absence and these are outlined in appendix 1.

## **5. COMMENTS OF THE CHIEF FINANCE OFFICER**

- 5.1 This report highlights progress in delivering the Council's strategic plan activities during Q3 of 2017/18. The cost of the activities has been funded through the Council's General Fund Revenue and Capital budgets, agreed by full Council on the 22<sup>nd</sup> February 2017. There are no additional financial implications arising from the recommendations within this report.

## **6. LEGAL COMMENTS**

6.1 The report provides performance information. It is consistent with good administration for the Council to consider monitoring information in relation to plans that it has adopted in order to achieve best value.

6.2 When considering its performance, the Council must have due regard to the need to eliminate unlawful conduct under the Equality Act 2010, the need to advance equality of opportunity and the need to foster good relations between persons who share a protected characteristic and those who do not (the public sector equality duty). The Council's targets are formulated by reference to its public sector equality duty and monitoring performance against those targets should help to ensure they are delivered.

## **7. ONE TOWER HAMLETS CONSIDERATIONS**

7.1 The Council's Strategic Plan and Strategic Measures are focused upon meeting the needs of the diverse communities living in Tower Hamlets and supporting delivery of One Tower Hamlets. In particular, strategic priorities include the reduction of inequalities and the fostering of community cohesion. The Strategic Measure set contains the measures "Proportion of people with mental health problems in employment"; "Employment gap for women: reducing the gap between the Borough employment rate and employment rate for women"; and "Employment gap for BME residents: reducing the gap between the Borough employment rate and employment rate for BME residents"

7.2 Data for Quarter 3 2017/18 shows that the employment gap for women and BME residents, performance has not meet the Council's minimum expectation, however the Council's WorkPath service and wider WorkPath partnership continue to support residents into employment and so far this year 610 residents have been supported into work (16 hours per week, four or more weeks). This quarter 121 job starts through the Workpath were for female residents.

## **8. BEST VALUE (BV) IMPLICATIONS**

8.1 Section 3 of the Local Government Act 1999 requires the Council as a best value authority to "make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness". Monitoring of performance information is an important way in which that obligation can be fulfilled.

## **9. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT**

- 4.3 The Strategic Plan contains a number of environmental milestones within Priority Outcome 2 “Creating and maintaining a vibrant, successful place”. This quarter we are reporting that 28.7% of household waste was sent for reuse, recycling and composting. Cabinet has adopted the Air Quality and Climate Change Strategy and Air quality Action Plan in October 2017 and the inaugural meeting of the Air Quality Board with our external partners was held in December.

## **10. RISK MANAGEMENT IMPLICATIONS**

- 10.1 In line with the Council’s risk management strategy, the information contained within the Strategic Indicator Monitoring will assist the Cabinet, Corporate Directors and relevant service managers in delivering the ambitious targets set out in the Strategic Plan. Regular monitoring reports will enable Members and Corporate Directors to keep progress under regular review.

## **11. CRIME AND DISORDER REDUCTION IMPLICATIONS**

- 11.1 The Strategic Plan contains a number of crime and disorder items under Priority Outcome 2 “Creating and maintaining a vibrant, successful place”. The Strategic Measure set contains the measure “Total Notifiable Offences” (TNOs). Data for the period April-December shows that there were 24,613 TNOs. TNOs are all offences under United Kingdom law where the police must inform the Home Office by completing a crime report form for statistical purposes.
- 11.2 Whilst the responsibility to tackle and reduce crime lies with the Metropolitan Police Service, the Council has for a considerable amount of time been supplementing the local Police in the borough, by funding an additional number of Police officers to address key crime and disorder priorities (Drugs, ASB and Prostitution) for the Council and in turn residents.
- 11.3 The Council funded Partnership Taskforce (6 police officers) have stopped 768 individuals in hotspot areas leading to 118 searches and 48 arrests.

## **12. SAFEGUARDING IMPLICATIONS**

- 12.1 The Strategic Plan contains a number of items relating to safeguarding adults and children falling under Priority 1: “Creating opportunity by supporting aspiration and tackling poverty”. The Strategic Measure set contains the measures “Percentage of children’s social care contacts completed within 24 hours”; “Percentage of children’s social care assessments completed within

45 days”; “Percentage of children on a child protection order visited within the last 4 weeks”; and “Percentage of child protection reviews completed in time”. Performance against all but one of measures (time to adoption) is currently below the Council’s minimum expectation.

12.2 The Council has developed an Improvement Plan for Children’s Services which was submitted to the Secretary State for Education in July 2017 and established a Children’s Services Improvement Board which will deliver the strategic oversight and challenge required to ensure that appropriate, timely change and impact is being delivered according to the Improvement Plan.

12.3 Against the Strategic Measure “Proportion of people over 65 receiving long term support, per 10,000 population”, performance is currently better than the Council’s stretch target, with 838.8 per 10,000 people over 65 receiving support, against a stretch target of 1305.

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## **Linked Reports, Appendices and Background Documents**

### **Linked Report**

- NONE

### **Appendices**

- Appendix 1 - provides detailed analysis of the Council’s 2017/18 Strategic Measures performance

### **Background Documents – Local Authorities (Executive Arrangements)(Access to Information)(England) Regulations 2012**

- NONE

### **Officer contact details for documents:**

Sharon Godman, Divisional Director Strategy, Policy and Partnerships

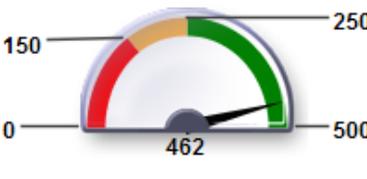
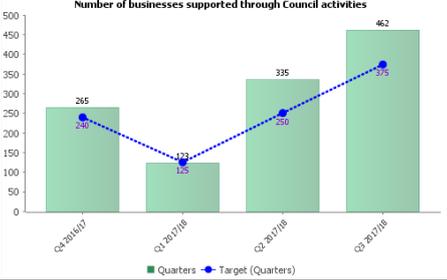
# Creating opportunity by supporting aspiration and tackling poverty

Generated on: 02 February 2018

PI Status		Direction of Travel / Trends	
	Off Target / Alert / Warning		Improving
	Minimum Expectation met / OK		No Change
	On Target		Getting Worse
	Unknown		
	Data Only		

Traffic Light	
<b>Red</b>	<b>12</b>
<b>Green</b>	<b>3</b>
<b>Data only</b>	<b>1</b>

**Outcome: A dynamic local economy, with high levels of growth that is shared by residents**

Performance Indicator	Current Performance	Trend Chart	Q3 Outturn	Q3 Target	Long Term Trend Arrow	Status
BUS1 Number of businesses supported through Council activities	<p><b>Q3 2017/18 result</b></p> 	<p><b>Number of businesses supported through Council activities</b></p> 	462	375		
<p>The Enterprise Team has been actively engaging and supporting start-up businesses, referring them as appropriate to specialist enterprise development agencies, and supporting them to access new markets through supply chain work. Enterprises located both in the borough and externally are also assisted in finding suitable Tower Hamlets premises from which to run their business activities. The package of 'Business Ready' projects - Start Up, Retail Marketing, Supply and Growth – are all now in full operation. Through these supporting actions we have exceeded our in-year targets.</p> <p>The impact of our actions to support businesses by the end of Q3, has resulted in the following deliverables:</p> <ul style="list-style-type: none"> <li>• 170 pre start entrepreneurs benefited from training resulting in 54 enterprises being created covering a wide range of commercial activities</li> <li>• 7 enterprises have been supported in finding suitable accommodation.</li> <li>• 135 businesses assisted to improve retail and marketing performance</li> <li>• New sales generated through support projects amount to £1.8m (Supply Ready) and £103,000 (Retail Marketing Ready)</li> </ul>						

**Outcome: Residents into good quality, well-paid jobs**

Performance Indicator	Current Performance	Trend Chart	Q3 Outturn	Q3 Target	Long Term Trend Arrow	Status																		
WORK1 Tower Hamlets residents supported into work by the Council's Workpath partnership provision	<p><b>Q3 2017/18 result</b></p>	<p><b>Tower Hamlets residents supported into work by the Council's Workpath partnership provision</b></p> <table border="1"> <caption>Tower Hamlets residents supported into work by the Council's Workpath partnership provision</caption> <thead> <tr> <th>Quarter</th> <th>Residents Supported</th> </tr> </thead> <tbody> <tr> <td>Q3 2016/17</td> <td>142</td> </tr> <tr> <td>Q2 2016/17</td> <td>464</td> </tr> <tr> <td>Q3 2016/17</td> <td>830</td> </tr> <tr> <td>Q4 2016/17</td> <td>1,170</td> </tr> <tr> <td>Q1 2017/18</td> <td>253</td> </tr> <tr> <td>Q2 2017/18</td> <td>438</td> </tr> <tr> <td>Q3 2017/18</td> <td>610</td> </tr> <tr> <td>Q3 2017/18 Target</td> <td>1,000</td> </tr> </tbody> </table>	Quarter	Residents Supported	Q3 2016/17	142	Q2 2016/17	464	Q3 2016/17	830	Q4 2016/17	1,170	Q1 2017/18	253	Q2 2017/18	438	Q3 2017/18	610	Q3 2017/18 Target	1,000	610	1,000	↓	🛑
Quarter	Residents Supported																							
Q3 2016/17	142																							
Q2 2016/17	464																							
Q3 2016/17	830																							
Q4 2016/17	1,170																							
Q1 2017/18	253																							
Q2 2017/18	438																							
Q3 2017/18	610																							
Q3 2017/18 Target	1,000																							
<p>The WorkPath service is focused on supporting economically inactive and long-term unemployed groups of residents (residents furthest from the labour market, potentially with multiple barriers to employment), those that require extensive support over a longer period of time to get them job ready and into employment.</p> <p><u>Activities this quarter include:</u></p> <ul style="list-style-type: none"> <li>In November the Mayor's apprenticeship grant was launched. 101 employers were approached, 97 apprenticeships were created, and 6 apprenticeship starts were achieved. Website development continues, and the service is continuing to attend events (Job fairs, International Women's Day).</li> <li>We are developing relationships with SERCO and their delivery partners Renaisi and Catch22 who are delivering the DWP and European Social Fund project Inspiring Families.</li> <li>We have appointed a training provider to deliver construction training which began in Q2 and training has already been delivered to 93 TH residents which will further equip them in gaining employment in the industry.</li> <li>Pre-employment training funding has been approved to continue previous sector specific and generic training i.e. Teaching Assistant, Mid Meal supervisor training, SIA (security industry) etc. Growth and Economic Development service have secured funding to increase the capacity of ESOL training delivered by the IDEA Stores and also a sector specific ESOL tutor has been recruited.</li> <li>Work to refurbish the Watney Market shop front delivery site has been commissioned, opening to the public in 10 weeks.</li> </ul> <p>The 610 job starts recorded so far this year is broken down as follows:</p> <ul style="list-style-type: none"> <li>442 residents gained job outcomes as a result of interventions by the WorkPath service</li> <li>153 young people gained apprenticeships through the help of the Careers service</li> <li>15 job starts from iTRES (the Council's internal temporary agency)</li> </ul> <p>While the minimum expectation of 1,000 job starts has not been met, our employment successes include:</p> <ul style="list-style-type: none"> <li>153 young people gained Apprenticeships through the help of our Careers Service. There has been a 61% fall in Apprenticeship starts nationally and it is believed that this is a contributing factor in the Career Service's lower than expected outputs, affecting overall performance on this indicator</li> <li>539 residents gained job outcomes as a result of interventions by the WorkPath service of which 442 satisfy the 16hr, 4 week definition. This is a net increase of 153 (53%) since Q3 16/17.</li> <li>Of these, 25.1% of sustainable jobs were 12 months + unemployed/economically inactive at registration compared to 28.4% in Q3 2016/17</li> <li>Rerecorded Jobs achieving a salary of £20,000 + has increased 61% since Q3 16/17</li> <li>52 reported jobs were for residents who had been underemployed (working part-time i.e. less than 16 hours a week); they were supported in gaining new or additional employment. 25 of the 52 had been working less than 8 hours a week and are now averaging 32.6 hours per week.</li> <li>25 reported job outcomes were for residents 50+</li> </ul>																								

Performance Indicator	Current Performance	Trend Chart	Q3 Outturn	Q3 Target	Long Term Trend Arrow	Status
WORK2 Overall employment rate - gap between the Borough employment rate and London average rate (working age)	<p><b>Q3 2017/18 result</b></p>	<p>Overall employment rate - gap between the Borough employment rate and London average rate (working age)</p>	11.6	2	↓	🔴
<p>The proportion of Tower Hamlets residents who are in employment is lower than the London average, and the Councils objective is to reduce this employment gap.</p> <p>We support this aspiration through the actions we take to create a dynamic local economy, with high levels of growth that are shared by residents, and through the WorkPath, getting residents into good quality, well-paid jobs. The actions we have taken to support our objective to close the employment gap are outlined above.</p> <p>The Tower Hamlets employment rate is 62.1% whilst the London average rate is 73.7% (Oct 16 – Sept 17). The gap has widened to 11.6ppts. The total numbers in employment for TH is 141,300, which is a net decrease of 4,400 since last quarters reporting. The working age population for TH has increased 0.26% since last quarters reporting whilst London has seen a 0.3% increase. These results are published by NOMIS and are survey based estimates with large confidence intervals and the sample size and the response rate of residents in Tower Hamlets has reduced.</p> <p>Estimates like these do not offer the level of accuracy ideally required for quarterly monitoring. What remains unclear from the NOMIS data alone is whether the survey is picking up some sort of slowdown in employment or not (though if it is it is very unlikely to be 9 11.6 percentage points). It is too early to tell with the data available. Going forward, we get new DWP benefits data (for Aug 2017) in late February – this will give us a better indication of trends in numbers claiming out-of-work benefits through to Autumn 2017.</p>						

**Outcome: Children get the best start in life**

Performance Indicator	Current Performance	Trend Chart	Q3 Outturn	Q3 Target	Long Term Trend Arrow	Status
LAC2 Number of adoptions and special guardianship orders granted for looked after children	<p><b>Q3 2017/18 result</b></p>	<p>Number of adoptions and special guardianship orders granted for looked after children</p>	19	33	↓	🔴
<p>Nineteen looked after children were adopted or under a special guardianship order to date for this year, missing the minimum expectation of 33. The number of adoption orders granted up to Q3 was lower than expected, due to court delays primarily relating to contested applications by birth parents. In addition, some of the complexities relating to some of the children placed with prospective adopters have resulted in delays in submitted adoption applications. Outturn for end of January 2018 has risen to 23.</p>						

Performance Indicator	Current Performance	Trend Chart	Q3 Outturn	Q3 Target	Long Term Trend Arrow	Status										
LAC1 Average time between a child entering care and moving in with adoptive family (Time to adoption)	<p><b>Q3 2017/18 result</b></p>	<p>Average time between a child entering care and moving in with adoptive family (Time to adoption)</p> <table border="1"> <caption>Average time between a child entering care and moving in with adoptive family (Time to adoption)</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q2-2018/19</td> <td>633</td> </tr> <tr> <td>Q1-2017/18</td> <td>610</td> </tr> <tr> <td>Q2-2017/18</td> <td>612</td> </tr> <tr> <td>Q3-2017/18</td> <td>574.3</td> </tr> </tbody> </table>	Quarter	Value	Q2-2018/19	633	Q1-2017/18	610	Q2-2017/18	612	Q3-2017/18	574.3	574.3	610	↑	✔
Quarter	Value															
Q2-2018/19	633															
Q1-2017/18	610															
Q2-2017/18	612															
Q3-2017/18	574.3															
<p>This KPI is on target to be achieved. The impact of our work in this area is that more children benefit from stable placements sooner and are matched and placed with prospective adopters who can meet most, if not all, of their assessed needs.</p>																

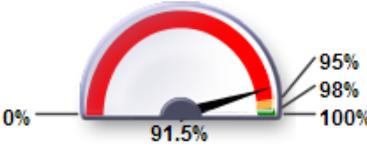
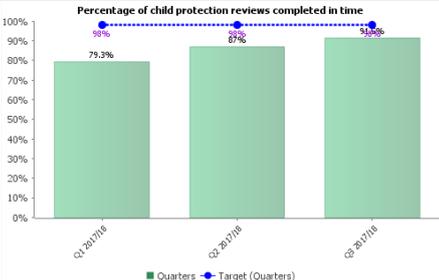
Performance Indicator	Current Performance	Trend Chart	Q3 Outturn	Q3 Target	Long Term Trend Arrow	Status										
LAC3 Percentage of looked after children in the same placement for two years or more	<p><b>Q3 2017/18 result</b></p>	<p>Percentage of looked after children in the same placement for two years or more</p> <table border="1"> <caption>Percentage of looked after children in the same placement for two years or more</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q2-2018/19</td> <td>71.6%</td> </tr> <tr> <td>Q1-2017/18</td> <td>71.6%</td> </tr> <tr> <td>Q2-2017/18</td> <td>69.8%</td> </tr> <tr> <td>Q3-2017/18</td> <td>67.2%</td> </tr> </tbody> </table>	Quarter	Value	Q2-2018/19	71.6%	Q1-2017/18	71.6%	Q2-2017/18	69.8%	Q3-2017/18	67.2%	67.2%	71.6%	↓	✘
Quarter	Value															
Q2-2018/19	71.6%															
Q1-2017/18	71.6%															
Q2-2017/18	69.8%															
Q3-2017/18	67.2%															
<p>Whilst performance has improved compared to last quarter there has been more placement moves for children in care long term, compared to this time last year. Short term placement stability where children have had 3 or more moves within a year is targeted for improvement to bring the council performance (13.5% in December) in line with or exceeding England and statistical neighbour averages. To support this, changes were made in September to strengthen the process for approving placement moves so that avoidable moves can be prevented. The independent placement overview panel is now in place and work will continue to maintain and improve current long term placement stability. This impact of this work is that more children feel safe and secure with their adoptive parents with whom they are placed. Performance outturn for January 2018 has risen to 69.4%.</p>																

Performance Indicator	Current Performance	Trend Chart	Q3 Outturn	Q3 Target	Long Term Trend Arrow	Status								
CP1 Percentage of children's social care contacts completed within 24 hours	<p><b>Q3 2017/18 result</b></p>	<p>Percentage of children's social care contacts completed within 24 hours</p> <table border="1"> <caption>Percentage of children's social care contacts completed within 24 hours</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q1-2017/18</td> <td>42.5%</td> </tr> <tr> <td>Q2-2017/18</td> <td>49.2%</td> </tr> <tr> <td>Q3-2017/18</td> <td>50.8%</td> </tr> </tbody> </table>	Quarter	Value	Q1-2017/18	42.5%	Q2-2017/18	49.2%	Q3-2017/18	50.8%	50.8%	95%	↑	✘
Quarter	Value													
Q1-2017/18	42.5%													
Q2-2017/18	49.2%													
Q3-2017/18	50.8%													
<p>In December we expected to see a reduction of contacts completed due to the holiday period. Performance has been consistently around the 60% figure since August with the exception of October which can be discounted on the basis that the IT outage prevented works being completed. It is encouraging that this has risen significantly in December to 74%. This is a positive trajectory that reflects our work to ensure referral responses are timely. We are due to completely review business processes so that we understand the reasons for improvement and what further work needs to be done to effect further improvement. Performance</p>														

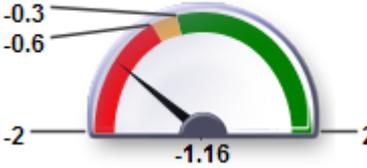
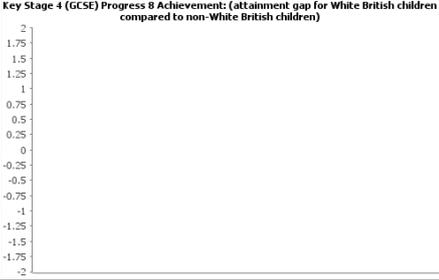
outturn for January 2018 has risen to 96%.

Performance Indicator	Current Performance	Trend Chart	Q3 Outturn	Q3 Target	Long Term Trend Arrow	Status
CP2 Percentage of children's social care assessments completed within 45 days	<p><b>Q3 2017/18 result</b></p>	<p><b>Percentage of children's social care assessments completed within 45 days</b></p>	67%	95%	↑	🛑
<p>89.2% of assessments in the month of December were completed within 45 days. This is the highest level of performance since the initial data cleansing exercise was undertaken in April 2017. Although we are closing on the target of 90%, we are now aware that current performance figures and YTD figures have been artificially lowered as a result of IT processing issues.</p> <p>However as predicted we are now achieving performance above the national and statistical neighbours (83.4% and 78.2% respectively). It is also noted in the audit that the quality is also improving; this now needs to become more consistent. The impact of this work is that more of children who are referred to the local authority have timely assessments of unmet need, so appropriate follow up actions can be progressed. Performance outturn for end of January 2018 has risen to 89.3%.</p>						

Performance Indicator	Current Performance	Trend Chart	Q3 Outturn	Q3 Target	Long Term Trend Arrow	Status
CP3 Percentage of children on a child protection order visited within the last 4 weeks	<p><b>Q3 2017/18 result</b></p>	<p><b>Percentage of children on a child protection order visited within the last 4 weeks</b></p>	81%	95%	↓	🛑
<p>The percentage of children on a child protection order visited within the last four weeks was 81% in December 2017; this was due to technical problems in December the prevented timely recording of visits, this has now been addressed and performance in January increased to 93.4% visits being on time. Child protection visiting frequency has improved in a number of teams with the best achieving 90% or more on time. The overall data is improving with a few teams requiring improvement in specific teams, most of which are recording delays. Managers are working to ensure that Tower Hamlets is fully compliance with the regulation governing statutory visits. Practice is on an improving trajectory to meet legal requirements. The impact of the ongoing work to raise compliance among all teams is that child protection plans are regularly monitored; ensuring children and young people are kept safe. Performance outturn for end of January 2018 has risen to 93%.</p>						

Performance Indicator	Current Performance	Trend Chart	Q3 Outturn	Q3 Target	Long Term Trend Arrow	Status
CP4 Percentage of child protection reviews completed in time	<p><b>Q3 2017/18 result</b></p> 	<p><b>Percentage of child protection reviews completed in time</b></p> 	91.5%	98%	↑	⊘
<p>Chairs are identifying issues and recording their oversight of cases. The CP Chairs are also recording follow up action on case notes but this has to be more consistent. Conferences are currently running at 91.5% within timescales which ensures that plans are being reviewed by Chairs to evaluate their effectiveness.</p> <p>Increasing the timeliness of child protection reviews ensures the safety, health and development of children is reviewed against planned objectives and outcomes set out in the Child Protection Plan, ensuring children continue to be safeguarded from harm and considering whether the Child Protection Plan should continue in place or should be changed. Performance outturn for end of January 2018 has risen to 92.7%.</p>						

Performance Indicator	Current Performance	Trend Chart	Q3 Outturn	Q3 Target	Long Term Trend Arrow	Status
EDU007 Attainment 8			47.2	54	?	⊘
<p>Final outturn for academic year 2016/17.</p> <p>Changes to the grading system for English &amp; mathematics GCSE have seen a fall in Attainment 8 outcomes at the national level and in London. Average Attainment 8 scores fell in every local authority area in England.</p> <p>The decline in LBTH was 3 points compared with a 3.7 point decline in average Attainment 8 scores seen nationally.</p>						

Performance Indicator	Current Performance	Trend Chart	Q3 Outturn	Q3 Target	Long Term Trend Arrow	Status
EDU002 Key Stage 4 (GCSE) Progress 8 Achievement: (attainment gap for White British children compared to non-White British children)	<p><b>2017/18 result</b></p> 	<p><b>Key Stage 4 (GCSE) Progress 8 Achievement: (attainment gap for White British children compared to non-White British children)</b></p> 	-1.16	-0.6	?	⊘
<p>Final Data - The gap in progress 8 has increased by 0.26 points as a result of both white British students having lower progress scores than last year (-0.67 to -0.80 points) and 'all other' students making greater progress than last year (+0.24 to +0.36 points). The attached confidence intervals (+/- 0.17 for White British pupils &amp; +/-0.05 for non-White British pupils) indicate that this difference is statistically significant.</p> <p>Several interventions to target this group have been made in the 2016/17 academic year, however; interventions have a long lead time before any effects on the gap measure are seen. For example the 'White British Aspirations Programme' was targeted at pupils in year groups 7 &amp; 8 and these pupils will not reach Key Stage 4 for another 3 years.</p>						

<p>2016/17 interventions included:</p> <ul style="list-style-type: none"> <li>- School Ready project – run with the Attendance and Welfare Service and the Parental Engagement Team. The average attendance of the White British pupils involved in the project was over 7ppts.</li> <li>- The Jamie Oliver cooking programme – This programme targeted hard to reach families of secondary pupils who had not previously engaged with their child's education or school.</li> <li>- Schools fostering positive aspirations - Tower Hamlets Education Business Partnership, and the council's Learning &amp; Achievement Service successfully delivered a 'White British Aspirations Programme' with Langdon and George Green</li> <li>- Secondary schools with pupils from Years 7 and 8 to foster aspirational attitudes and knowledge of future educational, vocational and careers pathways. It is hoped that this ongoing preventative work will narrow the educational attainment gap.</li> </ul>
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Performance Indicator	Current Performance	Trend Chart	Q3 Outturn	Q3 Target	Long Term Trend Arrow	Status																								
NEET1 16 to 19 year olds who are not in education, employment or training (NEET)		<table border="1"> <caption>16 to 19 year olds who are not in education, employment or training (NEET)</caption> <thead> <tr> <th>Quarter</th> <th>NEET Rate (%)</th> </tr> </thead> <tbody> <tr><td>Q1 2016/16</td><td>12.8%</td></tr> <tr><td>Q2 2016/16</td><td>17%</td></tr> <tr><td>Q3 2016/16</td><td>17%</td></tr> <tr><td>Q4 2016/16</td><td>10.59%</td></tr> <tr><td>Q1 2017/17</td><td>7.46%</td></tr> <tr><td>Q2 2017/17</td><td>17%</td></tr> <tr><td>Q3 2017/17</td><td>7.72%</td></tr> <tr><td>Q4 2017/17</td><td>6.4%</td></tr> <tr><td>Q1 2018/18</td><td>7.58%</td></tr> <tr><td>Q2 2018/18</td><td>17%</td></tr> <tr><td>Q3 2018/18</td><td>13.47%</td></tr> </tbody> </table>	Quarter	NEET Rate (%)	Q1 2016/16	12.8%	Q2 2016/16	17%	Q3 2016/16	17%	Q4 2016/16	10.59%	Q1 2017/17	7.46%	Q2 2017/17	17%	Q3 2017/17	7.72%	Q4 2017/17	6.4%	Q1 2018/18	7.58%	Q2 2018/18	17%	Q3 2018/18	13.47%	13.47%		↑	📈
Quarter	NEET Rate (%)																													
Q1 2016/16	12.8%																													
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Q2 2018/18	17%																													
Q3 2018/18	13.47%																													
<p>As schools and colleges confirm who has places in Post 16 Education the number recorded as NEET and unknown reduces. There is intensive work over the period from October to February to identify young people who are NEET or unknown and support them to move into further education, training or work reducing the NEET and unknown figures further over this period.</p> <p>There were 209 Tower Hamlets residents in Year 11 in Tower Hamlets Schools identified 'at risk of NEET' using RONI criteria attached as at 1st May 2017. By February 1st February 2018 through Careers Guidance, mentoring and placing support 196 (94%) had moved forward into Education Employment or Training of whom 193 meet the Raising the Participation Age requirement (the other 3 are in employment with non-accredited training).</p> <p>The November figure of 13.47% is below that of the same point in previous years (Nov 2016 was 19.34% and Nov 15 was 37.15%). We are below the London average for Nov16 of 10.2%, however, NEETs figures have significant seasonal fluctuations and performance is improving.</p>																														

**Outcome: People are healthy and independent for longer**

Performance Indicator	Current Performance	Trend Chart	Q3 Outturn	Q3 Target	Long Term Trend Arrow	Status								
ADULT3 Proportion of people over 65 receiving long term support, per 10,000 population	<p>Q3 2017/18 result</p>	<table border="1"> <caption>Proportion of people over 65 receiving long term support, per 10,000 population</caption> <thead> <tr> <th>Quarter</th> <th>Proportion</th> </tr> </thead> <tbody> <tr><td>Q1 2017/18</td><td>774.7</td></tr> <tr><td>Q2 2017/18</td><td>742.9</td></tr> <tr><td>Q3 2017/18</td><td>838.8</td></tr> </tbody> </table>	Quarter	Proportion	Q1 2017/18	774.7	Q2 2017/18	742.9	Q3 2017/18	838.8	838.8	1,304.8	↑	✅
Quarter	Proportion													
Q1 2017/18	774.7													
Q2 2017/18	742.9													
Q3 2017/18	838.8													
<p>Our aspiration is to see the proportion of older residents receiving long-term care reduced. In order to achieve this we are undertaking a number of activities which are helping us to deliver a personalised approach to support residents social care needs including:</p> <ul style="list-style-type: none"> <li>• The creation of an adult social care principles and vision document that will enhance practitioners understanding of personalisation such as the use of direct payments.</li> <li>• Through the 'smarter care' pilot we have delivered training to mainstream the single handed care</li> </ul>														

	<p>approach through the use of assistive technology; and</p> <ul style="list-style-type: none"> <li>Developing an approach to integrating equipment, adaptation, Telecare &amp; assistive technology into a single approach.</li> </ul> <p>Between Apr-Dec, we have provided long term support to 2,695 residents: 1392 received home care, 374 received day services, 507 received direct payments/ part direct payments, and 583 received nursing or residential care.</p> <p>As part of our ongoing improvement agenda we have undertaken a data quality exercise which found variances in historical outturns and we are pleased to report that our performance is above target. The improvements we are implementing are helping us to increase in efficiency and provide better support and care for service users.</p>
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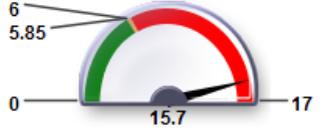
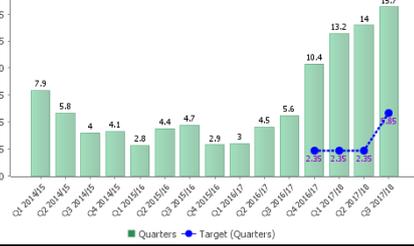
**Outcome: Gaps in inequality have reduced and diversity is embraced**

During 2014-16, less than half of the borough’s BME women were in work and rates were lowest for Bangladeshi and Somali women (based on Census). Once in employment Bangladeshi workers are less likely than White workers to be employed in professional and managerial jobs and they are far more likely to work part time. Our aspiration is to reduce the gap in employment rates for women and for BME residents and the overall borough rate. The Council’s contribution to reducing this gap is through our WorkPath partnership service (see above).

Through the WorkPath, the following outcomes have been achieved this quarter:

- Secured funding to extend the Women in Health programme, next steps we are currently awaiting to finalise staff resources, training packages are being developed and placement opportunities secured.
- Appointed ELBA to deliver a Somali Graduate programme, to engage residents / employers and deliver 38 job outcomes over two years
- Working with key Council services and external partners to identify those residents who would benefit most from support, maximising engagement of women, disabled and BAME residents
- 216 of the 244 (88.5%) job starts were for BME females, 40.0% of the overall job starts (539), 200 of the 244 jobs satisfied the 16hr, 4 week definition
- 642 of the 1292 (49.7%) residents engaging with the WorkPath service for the first time Q1-Q3 were female, 577 of the 642 (89.9%) were BME female which equates to 44.7% of all resident engagement

Performance Indicator	Current Performance	Trend Chart	Q3 Outturn	Q3 Target	Long Term Trend Arrow	Status
<b>WORK4</b> Employment gap for women: reducing the gap between the Borough employment rate and employment rate for women	<b>Latest result for 2017/18 as of Q3 2017/18</b> 	<b>Employment gap for women: reducing the gap between the Borough employment rate and employment rate for women</b> 	15.9	4.35	↓	🛑
<p>The Tower Hamlets employment rate for Women has decreased 1.3ppts since last quarter’s reporting, whilst the London average has increased by 0.2ppts. The Gap between TH and London has widened by 1.5ppts to 15.9ppts compared to last quarter. The TH employment rate female is 51.3% whilst the London average rate is 67.2%. The total numbers of female residents in employment for TH is 55,200, which is a net decrease of 1,500 since last quarters reporting. The working age population female for TH has decreased 0.18% since last quarters reporting whilst the London average rate has only seen a 0.009% increase. These results are survey based estimates with large confidence intervals (see above).</p>						

Performance Indicator	Current Performance	Trend Chart	Q3 Outturn	Q3 Target	Long Term Trend Arrow	Status
<b>WORK5</b> Employment gap for BME residents: reducing the gap between the Borough employment rate and employment rate for BME residents	<b>Latest result for 2017/18 as of Q3 2017/18</b> 	<b>Employment gap for BME residents: reducing the gap between the Borough employment rate and employment rate for BME residents</b> 	15.7	5.85		
<p>The employment gap between TH and London has widened by 1.7ppts since last quarter to 15.7ppts. The TH employment rate BME is 50.4% whilst the London average rate is 66.1%. The total numbers in employment for TH is 60,500, which is a net increase of 300 since last quarters reporting. The working age population BME for TH has increased by 7,900 (6.36%) since last quarters reporting whilst the London average rate has seen a 0.93% increase (22,400). TH net increase contributes 35% of the London figure. These results are survey based estimates with large confidence intervals (see above).</p>						

# Creating and maintaining a vibrant and successful place

Generated on: 02 February 2018

PI Status		Direction of Travel / Trends	
	Alert		Improving
	Warning		No Change
	OK		Getting Worse
	Unknown		
	Data Only		

Traffic Light	
Red	1
Amber	2
Green	4
Data only	2

**Outcome: An improved local environment**

Performance Indicator	Current Performance	Trend Chart	Q3 Outturn	Q3 Target	Long Term Trend Arrow	Status
CLEAN1 Percentage of household waste sent for reuse, recycling and composting	<p><b>Q2 2017/18 result</b></p>	<p>Percentage of household waste sent for reuse, recycling and composting</p>	28.7%	29%		
<p>Waste and recycling is a key service for local authorities. Sending potentially recyclable material to landfill and other waste facilities is both expensive and damaging to the environment. We want to increase recycling rates in order to help reduce our waste collection costs as this should help save the Council money which can in turn help to limit the impact of public sector funding cuts.</p> <p>The recycling rate in Q2 was 28.7%, the target of 29% has been missed however performance is 0.4% higher than previous year in the same period of time. It has been observed that in Q2 there were less materials sent to the dirty Materials Recovery Facility (MRF) and therefore less residual recycling tonnage could be recovered from the general waste stream, this is due to operational issues at our MRF in that period of time. We are optimistic that all the above activities will bring positive results and will help to increase our recycling rate</p> <p>The activities we have implemented this quarter are:</p> <ul style="list-style-type: none"> <li>• The “Love Your Neighbourhood” initiative, which is aimed at raising awareness and encouraging everyone in the community to play their part in keeping the borough clean and increase the amount of waste that is recycled.</li> <li>• Two “Big Clean-Up” events have been organised where residents can get involved: The main purpose of this event is to show residents the importance of keeping the borough clean of waste and minimise waste as much as possible. A further event is scheduled for March.</li> <li>• Making recycling sacks available in Idea Stores and libraries 7 days a week, helping to make recycling easier for residents.</li> <li>• Establishing a waste stream contamination working group with a key purpose to identify how and where</li> </ul>						

	contamination of waste put forward for recycling is occurring. Actions can then be targeted to raise awareness within the community to improve the quality of waste that is sent to, and accepted for recycling, thereby further improving volumes recycled.
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**Outcome: People feel safe and places have less crime and anti-social behaviour**

Whilst the responsibility to tackle and reduce crime lies with the Metropolitan Police Service, the Council works in partnership with statutory partners to reduce the impacts of crime and disorder on the borough council also funds additional police officers to support neighbourhood policing and tackle the priority crimes and issues that matter most to residents, private enforcement action taken.

Performance Indicator	Current Performance	Trend Chart	Q3 Outturn	Q3 Target	Long Term Trend Arrow	Status																																
SAFE1 Total Notifiable Offences (number)	Cumulative result for 2017/18 as of December 2017 24,591	<table border="1"> <caption>Total Notifiable Offences (number)</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>Q1 2018/15</td><td>6,686</td></tr> <tr><td>Q2 2018/15</td><td>6,905</td></tr> <tr><td>Q3 2018/15</td><td>7,015</td></tr> <tr><td>Q1 2018/16</td><td>6,749</td></tr> <tr><td>Q2 2018/16</td><td>6,998</td></tr> <tr><td>Q3 2018/16</td><td>7,489</td></tr> <tr><td>Q1 2018/17</td><td>7,363</td></tr> <tr><td>Q2 2018/17</td><td>6,947</td></tr> <tr><td>Q3 2018/17</td><td>7,661</td></tr> <tr><td>Q1 2017/18</td><td>8,127</td></tr> <tr><td>Q2 2017/18</td><td>7,974</td></tr> <tr><td>Q3 2017/18</td><td>7,311</td></tr> <tr><td>Q1 2017/18</td><td>8,372</td></tr> <tr><td>Q2 2017/18</td><td>8,347</td></tr> <tr><td>Q3 2017/18</td><td>7,872</td></tr> </tbody> </table>	Quarter	Value	Q1 2018/15	6,686	Q2 2018/15	6,905	Q3 2018/15	7,015	Q1 2018/16	6,749	Q2 2018/16	6,998	Q3 2018/16	7,489	Q1 2018/17	7,363	Q2 2018/17	6,947	Q3 2018/17	7,661	Q1 2017/18	8,127	Q2 2017/18	7,974	Q3 2017/18	7,311	Q1 2017/18	8,372	Q2 2017/18	8,347	Q3 2017/18	7,872	24,591 (YTD)	7,880 (Q3)	↓	
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<p>Total Notifiable Offences (TNO): are all offences under United Kingdom law where the police must inform the Home Office by completing a crime report form for statistical purposes. There are strict rules regarding the recording of crime which is outlined in the Home office counting rules for recorded crime. TNO is used as a general marker for total crime in the borough.</p> <p>When comparing with neighbouring boroughs and the Met Police Total, in this quarter compared to the previous, there has been a general decrease in crime, with Tower Hamlets the second highest reduction out of the 7. Tower Hamlets and neighbouring borough performance compared to Q2.</p> <table border="1"> <tbody> <tr> <td>Islington 7,803 (down 673 or 7.9%)</td> <td>Lewisham 6,188 (down 170 or 2.7%)</td> </tr> <tr> <td><b>Tower Hamlets 7,880 (down 476 or 5.7%)</b></td> <td>Southwark 8,756 (down 177 or 1.9%)</td> </tr> <tr> <td>Hackney 7,574 (down 402 or 5.0%)</td> <td>Newham 9,062 (up 255 or 2.9%)</td> </tr> <tr> <td>Greenwich 6,305 (down 172 or 2.7%)</td> <td></td> </tr> </tbody> </table> <p>Council work that supports the crime reduction agenda this quarter include the following deliverables:</p> <ul style="list-style-type: none"> <li>Using our Integrated Offender Management system to refer 123 nominals to support services such as substance misuse support and employment interventions.</li> <li>Launch of Operation Continuum with police to target drug hotspots, resulting in 19 arrests for drug trafficking/possession, 12 addresses. Searched, 84 ASB warnings issued and 5 weapons sweeps completed.</li> <li>Council funded Partnership Taskforce (6 police officers) have stopped 768 individuals in hotspot areas leading to 118 searches and 48 arrests,</li> <li>Drafted new contract with the Met for additional PTF officers, including robust performance measures focussed on outcomes. Following sign-off of the S92 it will take 8-10 weeks to receive the first tranche of officers.</li> <li>Resources tasked to 14 locations via the Operations Group Meetings, responding to issues of youth ASB, moped ASB, drug dealing/use, prostitution and dog nuisance.</li> <li>1 Criminal Behaviour Order and 1 civil injunction issued to tackle ASB via engagement in drug &amp; alcohol treatment. THEOs working with police to encourage further utilisation of these tools for drug/alcohol related crime/ASB.</li> <li>18 Community Safety Ward Walkabouts completed with 102 separate locations visited. 44 out of 84 locations where action was taken have reported a significant reduction in 101 calls regarding ASB/drugs in the 3 months following the visit.</li> <li>ASB reports to Police in Q3 17/18 (3368) down 768 (-18.9%) compared to Q3 16/17 (4154).</li> </ul>							Islington 7,803 (down 673 or 7.9%)	Lewisham 6,188 (down 170 or 2.7%)	<b>Tower Hamlets 7,880 (down 476 or 5.7%)</b>	Southwark 8,756 (down 177 or 1.9%)	Hackney 7,574 (down 402 or 5.0%)	Newham 9,062 (up 255 or 2.9%)	Greenwich 6,305 (down 172 or 2.7%)																									
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Performance Indicator	Current Performance	Trend Chart	Q3 Outturn	Q3 Target	Long Term Trend Arrow	Status
YS00001 Proven re-offending by young people	<p><b>Q3 2017/18 result</b></p>	<p><b>Proven re-offending by young people</b></p>	39.7	43.2	↑	✓

**Outcome: Better quality homes for all**

The borough's population has more than doubled over the past 30 years, making Tower Hamlets the fastest growing local authority in the UK. Growth has been faster in the last ten years than in the decades before and the pace of growth is expected to continue with the population expected to reach 391,200 by 2027. In 2017 there were 18,726 households on the housing waiting list, the second highest among London boroughs and eighth highest nationally. Bangladeshi households are disproportionately affected by homelessness as are residents in younger age groups.

This is why we work in partnership with housing developers and Registered Providers to increase the availability of good quality housing, including family sized homes.

Performance Indicator	Current Performance	Trend Chart	Q3 Outturn	Q3 Target	Long Term Trend Arrow	Status
HOME1 Number of affordable homes delivered (gross)	<p><b>Q3 2017/18 result</b></p>	<p><b>Number of affordable homes delivered (gross)</b></p>	518	825	↓	⊘
<p>The delivery of 80 affordable units this quarter means that we are well under our in-year target of 825 affordable homes and we are now forecasting a year-end outturn of 838 because a number of schemes that we had hoped would be complete in 2017/18 are not going to achieve this date. The council has no control over the achievement of this target, as completions are managed by independent developers and the purchasing RP's. There are no actions that the council team can take to influence these construction programme issues or to influence the actual date of handovers, which rely on the progress of final building works and often on unpredictable timing of connections to utilities. Delivery of completed units also depends on action taken several years earlier, and the council is not able to influence the number of developments that either submit satisfactory planning permissions, or then start on site.</p> <p>However, average annual completion figures over a three year period shows a steady increase. Tower Hamlets has a strong track record of housing delivery and continues to provide among the highest numbers of affordable homes in the country. Cabinet has also agreed alternative housing delivery vehicles to maximise the numbers of affordable homes delivered. In addition, delivery of affordable homes will also be progressed with Registered Providers (RPs) through the Right To Buy (RTB) Receipts programme and through a number of regeneration programmes which includes the Poplar Riverside Housing Zone.</p> <p>Deliverables this quarter:</p> <ul style="list-style-type: none"> <li>• 518 affordable homes delivered, 207 of which were family sized rented units</li> <li>• Contractor carrying out pre development works at Jubilee Street 24 Homes, Baroness Road 20 Homes, and Locksley Estate 33-50 Home (site A)</li> </ul>						

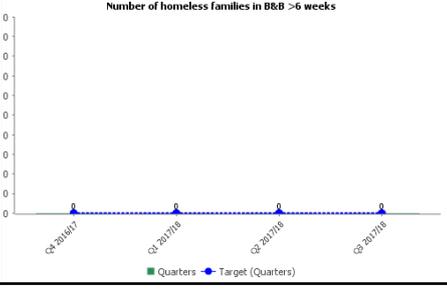
<ul style="list-style-type: none"> <li>Completed consultations on empty properties grant scheme, Cabinet report being prepared</li> <li>16 homes for rent, funded by our Right to Buy receipts programme and a further 37 expected by year-end. The Council has re-launched the scheme and is encouraging RPs to apply for grants under Continuous Market Engagement.</li> </ul>
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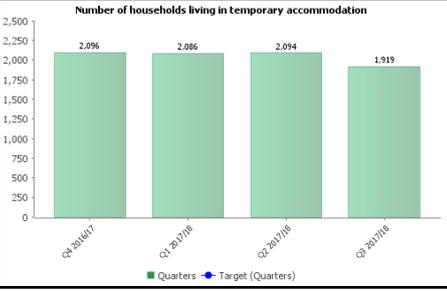
Performance Indicator	Current Performance	Trend Chart	Q3 Outturn	Q3 Target	Long Term Trend Arrow	Status															
HOME3 Number of affordable social rented housing completions for family housing (gross)	<p><b>Q3 2017/18 result</b></p>	<table border="1"> <caption>Number of affordable social rented housing completions for family housing (gross)</caption> <thead> <tr> <th>Quarter</th> <th>Actual Completions</th> <th>Target (Quarters)</th> </tr> </thead> <tbody> <tr> <td>Q2 2016/17</td> <td>326</td> <td>-</td> </tr> <tr> <td>Q1 2017/18</td> <td>91</td> <td>-</td> </tr> <tr> <td>Q2 2017/18</td> <td>171</td> <td>246</td> </tr> <tr> <td>Q3 2017/18</td> <td>207</td> <td>246</td> </tr> </tbody> </table>	Quarter	Actual Completions	Target (Quarters)	Q2 2016/17	326	-	Q1 2017/18	91	-	Q2 2017/18	171	246	Q3 2017/18	207	246	207	246	↑	⚠
Quarter	Actual Completions	Target (Quarters)																			
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Q3 2017/18	207	246																			
<p>Around 37% of households on the housing waiting list are living in over-crowded accommodation and 54% are in priority categories 1 and 2. Analysis indicates that 70% of households on the waiting list are from an ethnic minority, the majority of which are living in overcrowded conditions. There is a clear need for more affordable family sized housing and our policy target is that 45% of affordable homes delivered should be family sized.</p> <p>36 family sized units were achieved this quarter bringing the total so far this year to 207. The low number of affordable homes delivered has subsequently affected the delivery of family rented units. However, 69 of the 80 affordable homes delivered this quarter were rented units, all of which have been let to people on the common housing register or to those eligible for intermediate housing.</p> <p>These families are undoubtedly better off, as are the additional families who are able to move into better accommodation freed up by transferring tenants. The provision of these family sized units is likely to achieve a greater benefit for the families who move in than the production of smaller units, as their housing needs very often include overcrowding, which has impacts on health and the educational prospect of children.</p> <p>The affordable housing team continues to do a lot of successful work to influence the figures for delivery in future years, by our work on current planning applications to try to ensure that they meet our standards in terms of quality and mix of tenures. Registered Providers (RPs) and developers continue to cooperate in using the borough's recommended levels of Affordable Rents. These rent levels will be phased out for future schemes and replaced with London Affordable Rents and Tower Hamlets Living Rents, which were agreed by Cabinet in May 17. The next grant programme for RPs is currently being negotiated with partners and the GLA. Residents moving into RP properties in the 2016/20 programme will benefit from lower rent where RPs complies with the guidance. The first scheme to come forward on these new rents was the Council's own Watts Grove development which was let to families mainly on the Council's Common Housing Register in Q2. 7 units were 'top sliced' for the Pan London Housing Moves Scheme due to it being grant funded by the GLA. The 142 remaining units were let to families on the Council's Common Housing Register in Q2, thereby rehousing families often living in overcrowded unsuitable homes, into more suitable accommodation. The new Tower Hamlets Living Rent (THLR) will be more affordable to people on median incomes.</p>																					

Performance Indicator	Current Performance	Trend Chart	Q3 Outturn	Q3 Target	Long Term Trend Arrow	Status															
HOME2 Number of affordable units provided as wheelchair accessible or adaptable (10% of affordable homes delivered)	<p><b>Q3 2017/18 result</b></p>	<p>Number of affordable units provided as wheelchair accessible or adaptable (10% of affordable homes delivered)</p> <table border="1"> <caption>Number of affordable units provided as wheelchair accessible or adaptable (10% of affordable homes delivered)</caption> <thead> <tr> <th>Quarter</th> <th>Actual</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>Q2-2018/17</td> <td>106</td> <td>52</td> </tr> <tr> <td>Q1-2017/18</td> <td>53</td> <td>52</td> </tr> <tr> <td>Q2-2017/18</td> <td>80</td> <td>52</td> </tr> <tr> <td>Q3-2017/18</td> <td>98</td> <td>52</td> </tr> </tbody> </table>	Quarter	Actual	Target	Q2-2018/17	106	52	Q1-2017/18	53	52	Q2-2017/18	80	52	Q3-2017/18	98	52	98	52	↓	✓
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<p>Project 120 was initiated to tackle problems in the development of suitable wheelchair properties and the Council and its RP partners are actively working with developers to ensure that future wheelchair units are more suitable to meet the needs of those on the Project 120 list. Officers are also trying to address this situation by exploring the possibility of taking 'commuted sums' from developers on sites which are demonstrably unable to deliver suitable wheelchair units. This is to be addressed as a new policy in the Local Plan (Reg 19 version) subject to independent examination under the authority of the Secretary of State.</p> <p>In Q3 19% of affordable homes were wheelchair accessible or adaptable; our target is for 10% was exceeded. Due to errors in the report for Quarter 2, an adjustment has been made to take the actual completions of 15 up to 18. This error highlights the difficulty of getting accurate information from RP's about completions in good time to complete quarterly figures.</p> <p>The new occupants of those homes are much better off living in homes designed and built to the best modern wheelchair accessible standards.</p>																					

Performance Indicator	Current Performance	Trend Chart	Q3 Outturn	Q3 Target	Long Term Trend Arrow	Status															
FAM1 The percentage of overcrowded families rehoused, lets to overcrowded households (%)	<p><b>Q3 2017/18 result</b></p>	<p>The number of overcrowded families rehoused, lets to overcrowded households (%)</p> <table border="1"> <caption>The number of overcrowded families rehoused, lets to overcrowded households (%)</caption> <thead> <tr> <th>Quarter</th> <th>Actual</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>Q2-2018/17</td> <td>48</td> <td>50</td> </tr> <tr> <td>Q1-2017/18</td> <td>58</td> <td>50</td> </tr> <tr> <td>Q2-2017/18</td> <td>55</td> <td>50</td> </tr> <tr> <td>Q3-2017/18</td> <td>53</td> <td>50</td> </tr> </tbody> </table>	Quarter	Actual	Target	Q2-2018/17	48	50	Q1-2017/18	58	50	Q2-2017/18	55	50	Q3-2017/18	53	50	53	50	↑	✓
Quarter	Actual	Target																			
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Q2-2017/18	55	50																			
Q3-2017/18	53	50																			
<p>53.43% of the total lets were to overcrowded households (709 overcrowded families rehoused).</p> <p>Whilst the target for Q3 has been exceeded, it is however worth noting that the Council has little influence over applicants' bidding strategy because of choice based lettings – which allows applicants to choose what they consider suitable for them. The Common Housing Register partners facilitate Open Day events for residents, and officers to continue to encourage applicants to exercise different housing options and be more flexible in their bidding.</p> <p>In addition to the health and educational benefits of reducing overcrowding in homes, the high number of lets to overcrowded applicants also has a positive impact on preventing homelessness because many applicants that do approach the council as homeless are often from accommodation that is overcrowded.</p>																					

The Council is committed to tackling homelessness, including through improved prevention and a reduction in families in temporary accommodation. We are therefore committed to doing what we can to legally comply with legislation by ensuring that there are no families in B&B accommodation for more than 6 weeks.

Performance Indicator	Current Performance	Trend Chart	Q3 Outturn	Q3 Target	Long Term Trend Arrow	Status
FAM2 Number of homeless families in B&B >6 weeks	<p><b>Q3 2017/18 result</b></p> 	<p>Number of homeless families in B&amp;B &gt;6 weeks</p> 	0	0		
<p>There have been no families in B&amp;B for longer than 6 weeks since September 2016 so the Council has achieved legal compliance on this indicator for 15 months in succession. This has benefited homeless families with dependent children and pregnant women. The Council has held its position of being the most improved borough in London on the use of B&amp;B, such that it has been highlighted in a LGA report for good practice. We have very few families with dependent children being placed into B&amp;B and where this is unavoidable the families are moved to self-contained accommodation very quickly. Unfortunately, this success has only been possible by obtaining properties over a wider geographical area, but the Council is actively working to increase its stock of temporary accommodation within the borough. Overall, the number of households in temporary accommodation is reducing and the number of homeless applications has also seen a reduction. Sustaining legal compliance in the use of B&amp;B accommodation means that children in homeless families are better off because they are moving much more quickly into self-contained accommodation, spending less time in bed &amp; breakfast hotels.</p>						

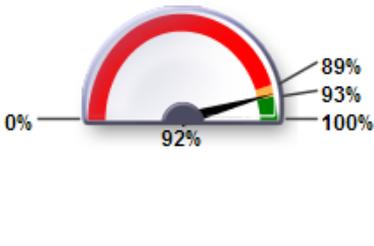
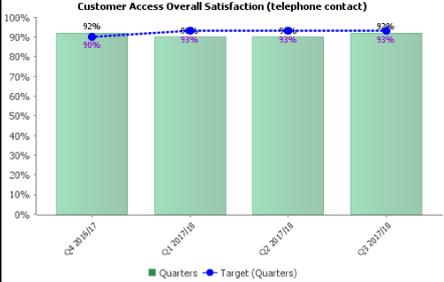
Performance Indicator	Current Performance	Trend Chart	Q3 Outturn	Q3 Target	Long Term Trend Arrow	Status
FAM3 Number of households living in temporary accommodation	<p><b>Q3 2017/18 result</b></p> <p>1,919</p>	<p>Number of households living in temporary accommodation</p> 	1,919			
<p>Homeless households benefit from moving out of temporary and into settled accommodation. There were a total of 2185 households in temporary accommodation, a reduction from 2210 at 31/3/17; of these 1919 were owed the full homeless duty, a reduction from 2096 at 31/3/17. This means the Council has achieved a small reduction in the number of households in temporary accommodation since March 2017; meaning fewer households living in TA. Homeless households benefit from moving out of temporary and into settled accommodation. 53% (1163) of those living in temporary accommodation were housed outside of Tower Hamlets. In order to meet demands, deliver statutory duties and achieve legal compliance in the use of B&amp;B accommodation, the Council has had to obtain properties over a wider geographical area to house homeless families. This is against a backdrop of an increasingly short supply of affordable properties available locally, for use as Temporary Accommodation. The Council however is actively working to increase its stock of temporary accommodation within the borough.</p>						

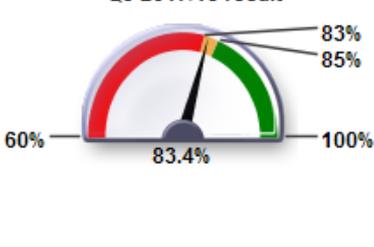
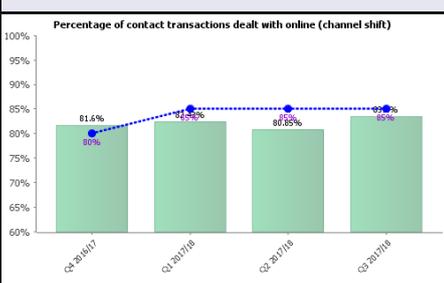
# Working smarter together as one team with our partners and community

Generated on: 02 February 2018

PI Status		Direction of Travel / Trends	
	Alert		Improving
	Warning		No Change
	OK		Getting Worse
	Unknown		
	Data Only		

Traffic Light	
Red	1
Amber	2
Green	2

Performance Indicator	Current Performance	Trend Chart	Q3 Outturn	Q3 Target	Long Term Trend Arrow	Status
CUST1 Customer Access Overall Satisfaction (telephone contact)	<p><b>Q3 2017/18 result</b></p> 	<p><b>Customer Access Overall Satisfaction (telephone contact)</b></p> 	92%	93%		
<p>Customer satisfaction (telephone contact) remains high. The introduction of improved telephony and associated staff training is expected to maintain high levels of satisfaction.</p> <p>The wider Customer Access Programme, will see the consolidation of telephone contact numbers and insure customers across all parts of the business experience a high level customer service when contacting us by phone.</p>						

Performance Indicator	Current Performance	Trend Chart	Q3 Outturn	Q3 Target	Long Term Trend Arrow	Status
CUST2 Percentage of contact transactions dealt with online (channel shift)	<p><b>Q3 2017/18 result</b></p> 	<p><b>Percentage of contact transactions dealt with online (channel shift)</b></p> 	83.4%	85%		

We have been witnessing a progressive growth of contact transaction dealt with online this year. As part of our Customer Access programme we will be reviewing our entire online offer to make it more user friendly and encourage greater levels of online self service, which should enable us to meet the targets. During the re-writing process of our online services, workshops with target groups will be carried out to market test our digital products.

Performance Indicator	Current Performance	Trend Chart	Q3 Outturn	Q3 Target	Long Term Trend Arrow	Status																																
REV1 Percentage of Council Tax Collected (budgeted)	<p><b>Q3 2017/18 result</b></p> <p>76.48%</p>	<p><b>Percentage of Council Tax Collected (budgeted)</b></p> <table border="1"> <caption>Percentage of Council Tax Collected (budgeted)</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr><td>Q1 2018/15</td><td>90%</td></tr> <tr><td>Q2 2018/15</td><td>90%</td></tr> <tr><td>Q3 2018/15</td><td>76.03%</td></tr> <tr><td>Q4 2018/15</td><td>90%</td></tr> <tr><td>Q1 2017/16</td><td>26.42%</td></tr> <tr><td>Q2 2017/16</td><td>26.2%</td></tr> <tr><td>Q3 2017/16</td><td>51.24%</td></tr> <tr><td>Q4 2017/16</td><td>90%</td></tr> <tr><td>Q1 2017/17</td><td>90%</td></tr> <tr><td>Q2 2017/17</td><td>90%</td></tr> <tr><td>Q3 2017/17</td><td>90%</td></tr> <tr><td>Q4 2017/17</td><td>90%</td></tr> <tr><td>Q1 2017/18</td><td>90%</td></tr> <tr><td>Q2 2017/18</td><td>90%</td></tr> <tr><td>Q3 2017/18</td><td>76.48%</td></tr> </tbody> </table>	Quarter	Percentage	Q1 2018/15	90%	Q2 2018/15	90%	Q3 2018/15	76.03%	Q4 2018/15	90%	Q1 2017/16	26.42%	Q2 2017/16	26.2%	Q3 2017/16	51.24%	Q4 2017/16	90%	Q1 2017/17	90%	Q2 2017/17	90%	Q3 2017/17	90%	Q4 2017/17	90%	Q1 2017/18	90%	Q2 2017/18	90%	Q3 2017/18	76.48%	76.48%	75%	↑	✓
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Performance Indicator	Current Performance	Trend Chart	Q3 Outturn	Q3 Target	Long Term Trend Arrow	Status																																
REV2 Percentage of Non-Domestic Rates Collected (budgeted)	<p><b>Q3 2017/18 result</b></p> <p>86.57%</p>	<p><b>Percentage of Non-Domestic Rates Collected (budgeted)</b></p> <table border="1"> <caption>Percentage of Non-Domestic Rates Collected (budgeted)</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr><td>Q1 2018/15</td><td>33.06%</td></tr> <tr><td>Q2 2018/15</td><td>58.76%</td></tr> <tr><td>Q3 2018/15</td><td>87.12%</td></tr> <tr><td>Q4 2018/15</td><td>90%</td></tr> <tr><td>Q1 2017/16</td><td>29.82%</td></tr> <tr><td>Q2 2017/16</td><td>57.33%</td></tr> <tr><td>Q3 2017/16</td><td>89.67%</td></tr> <tr><td>Q4 2017/16</td><td>90%</td></tr> <tr><td>Q1 2017/17</td><td>28.38%</td></tr> <tr><td>Q2 2017/17</td><td>56.88%</td></tr> <tr><td>Q3 2017/17</td><td>85.27%</td></tr> <tr><td>Q4 2017/17</td><td>90%</td></tr> <tr><td>Q1 2017/18</td><td>30.29%</td></tr> <tr><td>Q2 2017/18</td><td>58.02%</td></tr> <tr><td>Q3 2017/18</td><td>86.57%</td></tr> </tbody> </table>	Quarter	Percentage	Q1 2018/15	33.06%	Q2 2018/15	58.76%	Q3 2018/15	87.12%	Q4 2018/15	90%	Q1 2017/16	29.82%	Q2 2017/16	57.33%	Q3 2017/16	89.67%	Q4 2017/16	90%	Q1 2017/17	28.38%	Q2 2017/17	56.88%	Q3 2017/17	85.27%	Q4 2017/17	90%	Q1 2017/18	30.29%	Q2 2017/18	58.02%	Q3 2017/18	86.57%	86.57%	75%	↑	✓
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HR1 Number of working days/shifts lost to sickness absence per employee	<p><b>Latest result for Q3 2017/18 as of September 2017</b></p> <p>10.6</p>	<p><b>Number of working days/shifts lost to sickness absence per employee</b></p> <table border="1"> <caption>Number of working days/shifts lost to sickness absence per employee</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>Q1 2018/15</td><td>7.12</td></tr> <tr><td>Q2 2018/15</td><td>7.23</td></tr> <tr><td>Q3 2018/15</td><td>7.54</td></tr> <tr><td>Q4 2018/15</td><td>8.11</td></tr> <tr><td>Q1 2017/16</td><td>8.32</td></tr> <tr><td>Q2 2017/16</td><td>8.39</td></tr> <tr><td>Q3 2017/16</td><td>8.8</td></tr> <tr><td>Q4 2017/16</td><td>9.25</td></tr> <tr><td>Q1 2017/17</td><td>9.49</td></tr> <tr><td>Q2 2017/17</td><td>9.73</td></tr> <tr><td>Q3 2017/17</td><td>9.65</td></tr> <tr><td>Q4 2017/17</td><td>10.29</td></tr> <tr><td>Q1 2017/18</td><td>9.72</td></tr> <tr><td>Q2 2017/18</td><td>10.27</td></tr> <tr><td>Q3 2017/18</td><td>10.6</td></tr> </tbody> </table>	Quarter	Value	Q1 2018/15	7.12	Q2 2018/15	7.23	Q3 2018/15	7.54	Q4 2018/15	8.11	Q1 2017/16	8.32	Q2 2017/16	8.39	Q3 2017/16	8.8	Q4 2017/16	9.25	Q1 2017/17	9.49	Q2 2017/17	9.73	Q3 2017/17	9.65	Q4 2017/17	10.29	Q1 2017/18	9.72	Q2 2017/18	10.27	Q3 2017/18	10.6	10.6	8.1	↓	⊘
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<p>Our One HR Plan includes a number of actions to improve staff wellbeing and reduce levels of sickness absence. We have carried out a Staff Wellbeing survey to inform our new Staff Wellbeing Plan. In the autumn, we launched our "Employee Assistance Programme" to provide a range of advice services designed to support mental wellbeing. In addition we have started to review our Occupational Health service to ensure it meets the needs of staff and the organisation. Alongside this, we have started to review the sickness absence management procedure and will be providing training to managers and staff on the procedure once it has been finalised. We are changing the way we are reporting sickness absence levels to focus on outcomes instead of compliance with procedures.</p>																																						

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