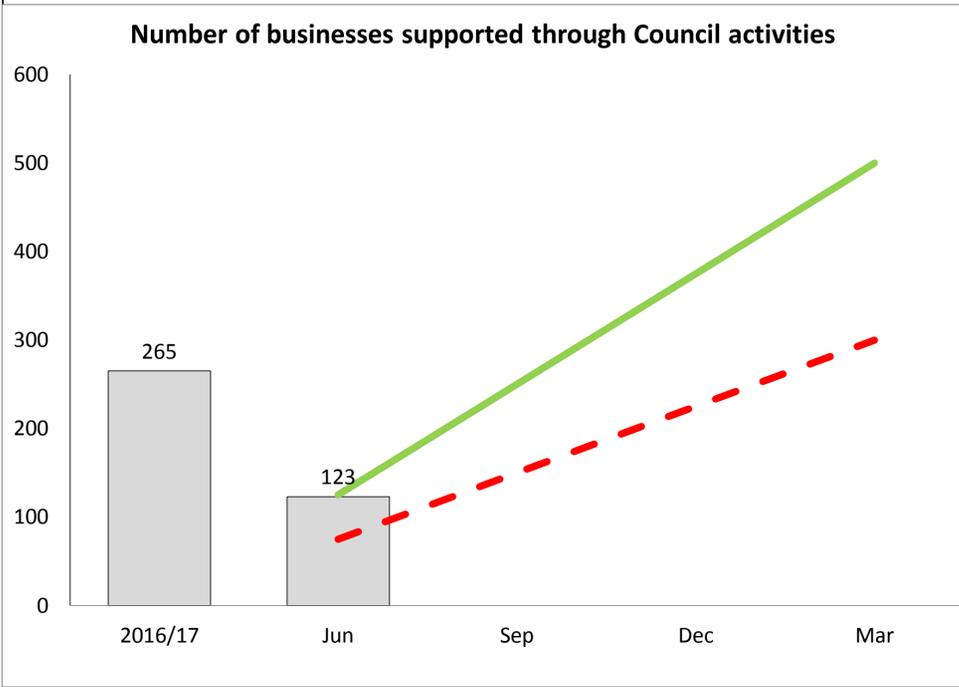
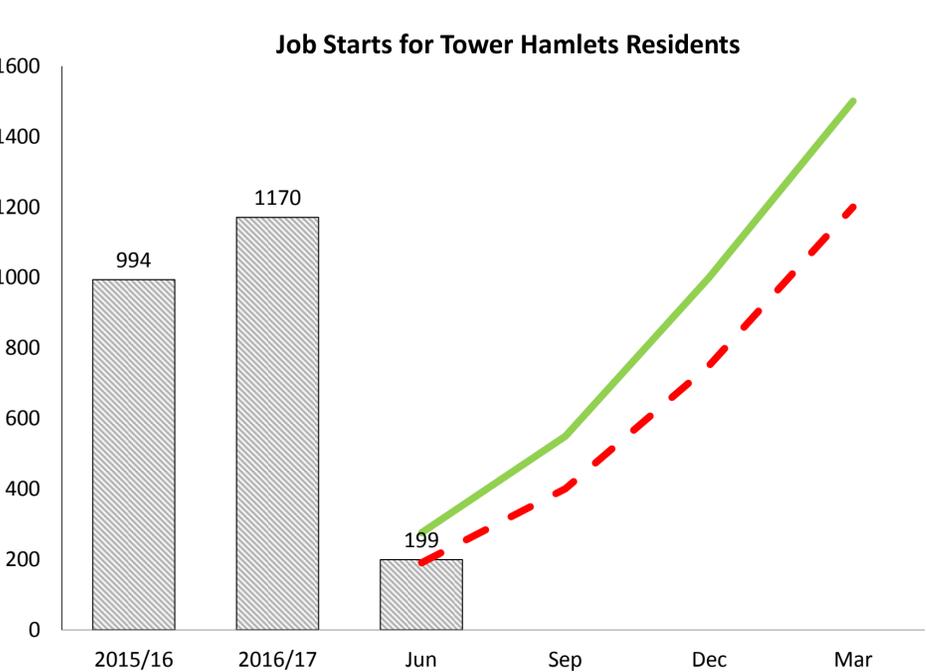
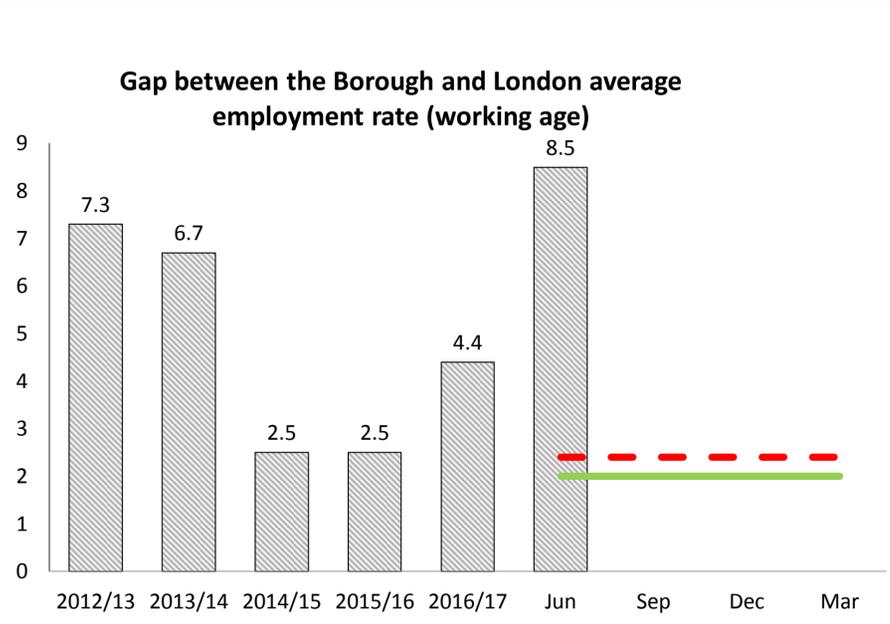
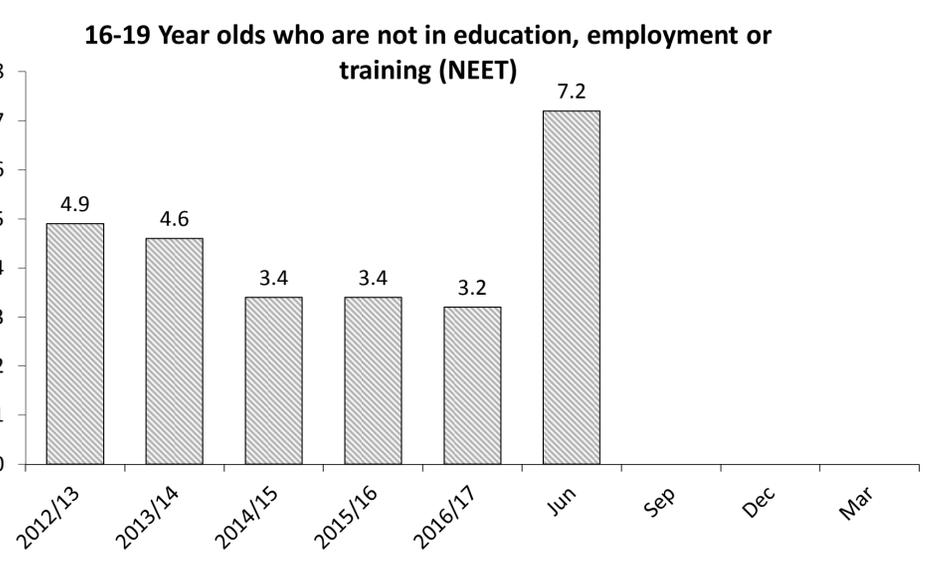
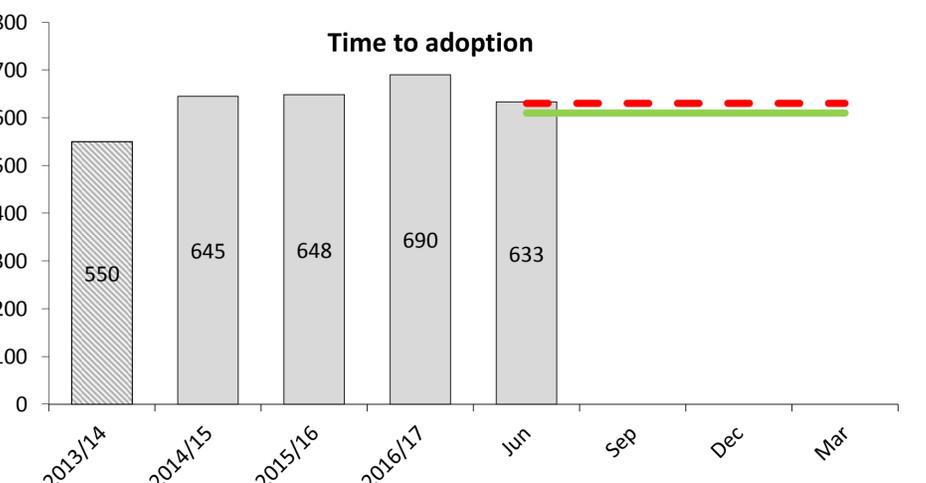
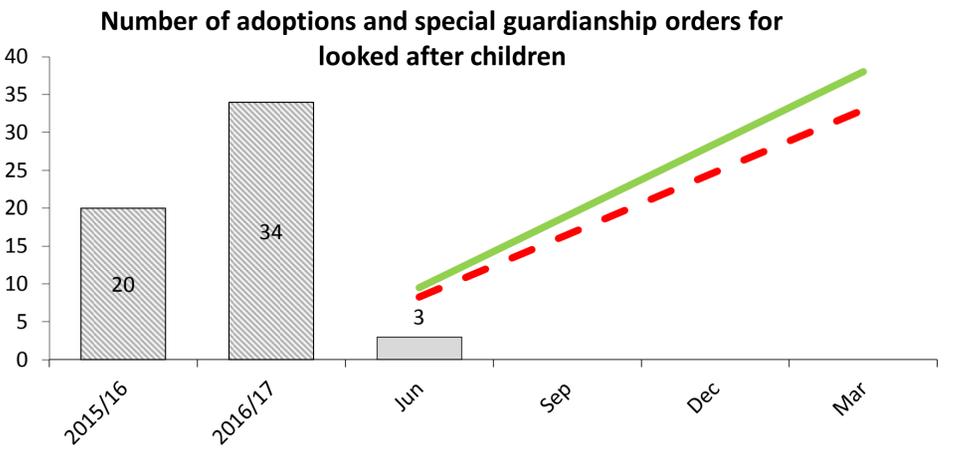


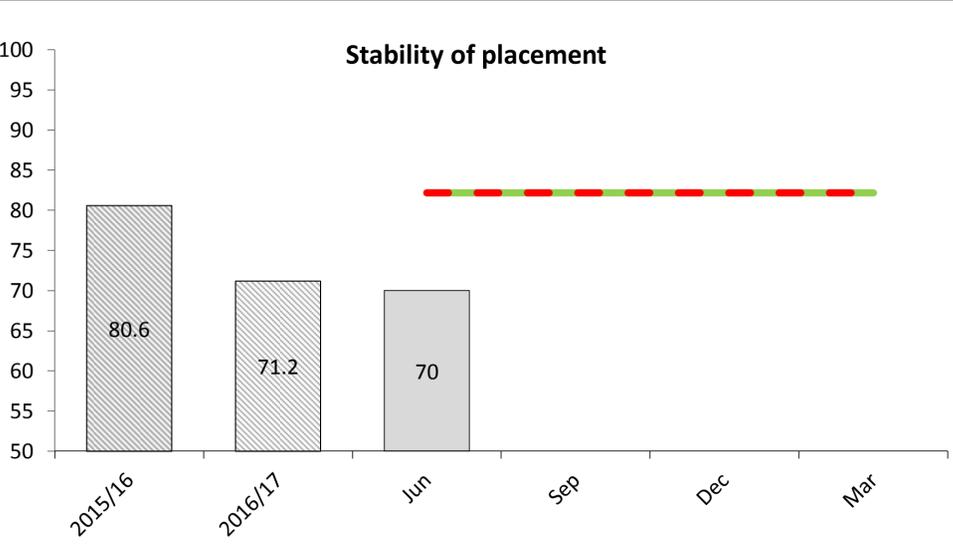
Description		Annual Actual (2016/17)	Q1 Minimum Expectation	Q1 Target	Q1 Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)	
Creating opportunity by supporting aspiration and tackling poverty								
A dynamic local economy with high levels of growth benefiting us								
<p>Number of businesses supported through Council activities</p> <p>Measured in: Number Good Performance: Higher</p>	<p>Strategic Plan activity to support this measure: 1.1b: Implement a programme of business support for Tower Hamlets businesses and entrepreneurs</p>		265	75	125	123	AMBER	↑
	<p>Commentary for June 2017: The Enterprise Team has been actively engaging and supporting start-up businesses with partner support organisations. Additionally the business desk assists businesses to access local markets through supply chain work and where appropriate supports them to locate suitable property to start or move to the borough. There is now a new package of 'Business Ready' projects in New Start up, Retail marketing, Supply Chain and Growth which will assist more businesses to develop and grow, thus creating further local opportunity Created an launched the New Entrepreneurship programme which will accelerate output comparative to the previous financial year.</p> <p>Supply Tower Hamlets - Businesses have been fully supported on fully engaged with the programme. 66 businesses have had two hours support through 1:2:1 support and attending workshops. 11 businesses have had 8 hours support and are proactively sending out proposals and selling their services to other private businesses and tendering to the public sector. This quarter 8 businesses have become fit to supply. There is a good cross pollination of referrals from other programmes from the Enterprise team. The portfolio of programmes are evolving as the programme develops this quarter there have been 10 workshops on varying aspects of the procurement procedures, buyer supplier relationships, contracts etc. This quarter has seen a greater demand generation for the project, through the workshops provided, clients referring businesses and the delivery partner marketing to the local area and now that the programme has begun to gain visibility.</p> <p>Business support activities have commenced, and the first pilot project is due to be completed before the end of Q2. Social Streets was appointed to deliver Digital training for Market Traders and Retailers in Whitechapel. This pilot project covered Social Media, basic website development and apps, through a series of training sessions, networking events and mentoring. Through this pilot project, 40 businesses including traders were supported in the Whitechapel area alone. Mentoring sessions are still taking place and evaluation of this project will be completed by the end of Q2.</p> <p>The Partnership Development Support project has started and Oxford House has been appointed as the organisation covering the work in Bethnal Green, and Roman Road Trust will be responsible for Roman Road West District Centre. The appointed organisations will be supporting the consultation of the town centre strategy, business support activities in their respective areas and will facilitate the introduction of shop front and vacant unit's project, working with appointed suppliers to secure participation from businesses in the area as part of the agreed actions in Q2 and Q3. Balik Arts has been appointed to deliver a Pop up Cinema pilot project covering the areas of Bethnal Green, Brick Lane and Roman Road West. This pilot project aims to support young people in the borough, promote our High Streets and Town Centres, increase footfall and improve the relationship between businesses and their local community. Movie Screenings are expected during Q2 and Q3 and will be part of the calendar of events and Place Promotion activities.</p> <p>Working with the Environmental Health team, a food hygiene officer has been appointed to provide advice and work with businesses to improve their food rating. A work plan is being developed and visits will commence before the end of Q2. An RFQ has been prepared to appoint a supplier to deliver a Shopfront improvement project in Roman Road West. Work is progressing to set up the actions plans to commence projects around addressing vacant units in the centres starting with Roman Road West District Centre. Work has commenced in Watney Market to improve physical aspects of the market area, improving the residents experience and addressing ASB. Working with teams across the Council, work is progressing and a quote has been received to secure the car park in Watney Market and a supplier will be appointed to complete this work in the beginning of Q2.</p>							

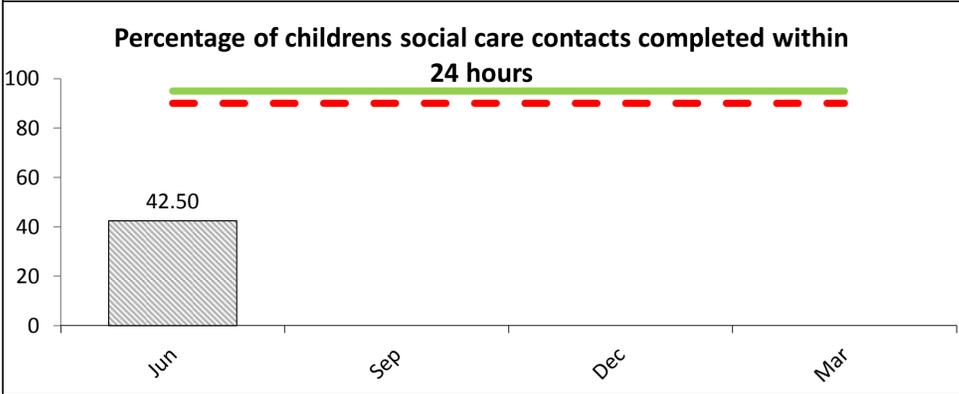
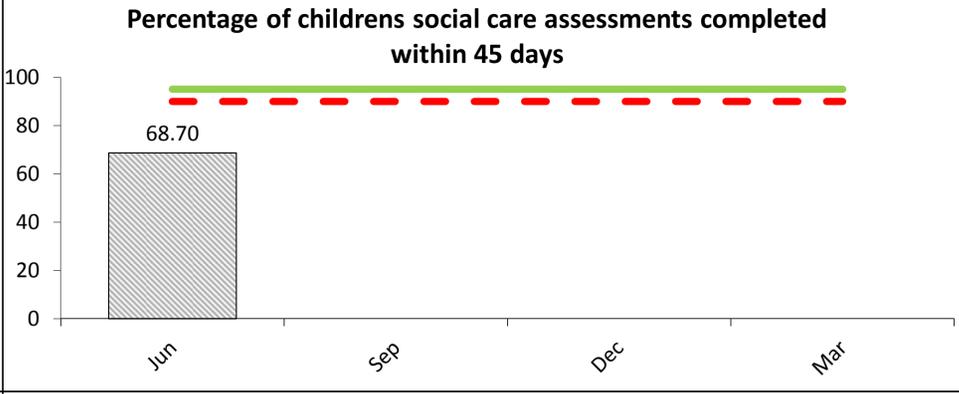
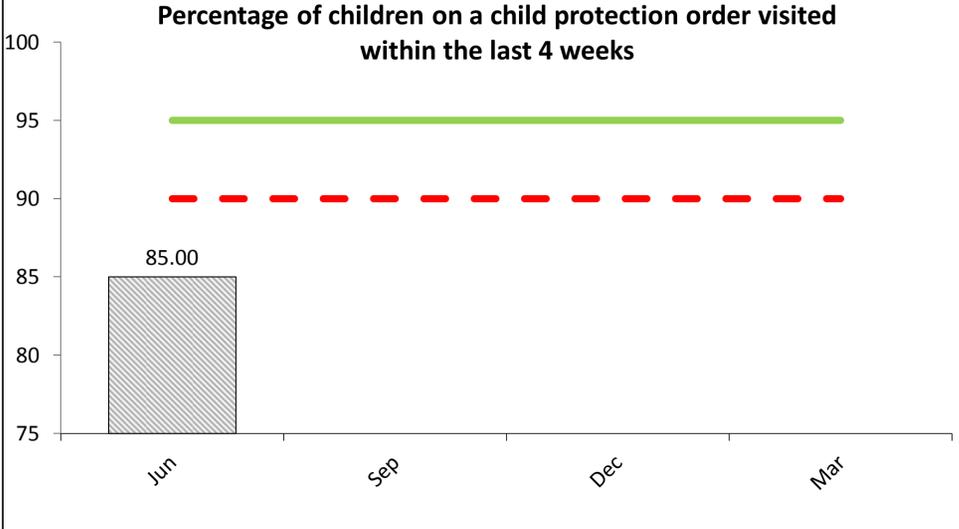
Description		Annual Actual (2016/17)	Q1 Minimum Expectation	Q1 Target	Q1 Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
More residents in good-quality, well-paid jobs							
<p>Tower Hamlets residents supported into work by the Council's Workpath partnership provision</p> <p>Measured in: Number Good Performance: Higher</p>	<p>Strategic Plan activity to support this measure: 1.2a Expand the Raising Aspirations programme across the borough, to provide intensive support to get long-term unemployed and economically inactive residents into work 1.2b Develop an Integrated Employment Service to support higher volumes of local people into work, including graduates into higher skilled jobs</p> 	1170	190	275	199	AMBER	↑
<p>Commentary for June 2017: The WorkPath Partnership has reported 199 Job Outputs that satisfy the definition of this measure, 93 more than the same period last financial year, an increase of 87%. An additional 62 Job Starts were also recorded but have not satisfied the definition (16 hours a week) or achieved the 4 weeks sustained/evidenced at the time of reporting.</p> <p>Quarterly target split has been adjusted, to reflect historical trends and the anticipation of the expansion of the WorkPath partnership leading to higher outputs recorded in Q3 & Q4. As WorkPath partners' processes, definitions and methods of recording are aligned with the WorkPath delivery model.</p> <p>The WorkPath Service continues to work with Key Council services and external partners including the Supporting Stronger Families, Job Centre Plus, Poplar HARCA, Housing Options, the Careers Service, Drug and Alcohol Team, Integrated Offender Management project (Probation service) and Ideas Stores to identify those residents who would benefit most from support, maximising engagement of women, disabled and BAME residents.</p> <p>The WorkPath service remains 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>The WorkPath service has seen 33 more jobs recorded in Q1 2017/18, 27 more reported Job Starts for BME residents, 15 more reported for female residents, 18 more for BME female and 9 more Lone Parents compared to the same period in 2016/17. 33 of the 125 (26.4%) jobs recorded by the WorkPath service that satisfied this measure's definition were 12 months + unemployed/economically inactive at the point of registering with the service compared to 10 out of 92 (10.9%) in Q1 2016/17. 16 reported Jobs (12%) were of residents who had been underemployed (working part-time i.e. less than 16 hours a week) at the point of registration and supported in gaining new or additional employment, 7 of the 16 had been working less than 8 hours a week are now averaging 32 hours per week. WorkPath has also seen an increase in recorded Jobs achieving a salary between £16,001 and £28,000 from 36 reported Q1 2016/7 to 52 this quarter.</p> <p>A Training Provider has been appointed to deliver construction training which is due to begin delivery in Q2 which will further equip TH residents in gaining employment in the industry. We are currently awaiting approval for Pre-employment training funding 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 tying in sector specific ESOL piloting a Construction specific ESOL programme in Q2 as well as conversational ESOL programmes.</p>							

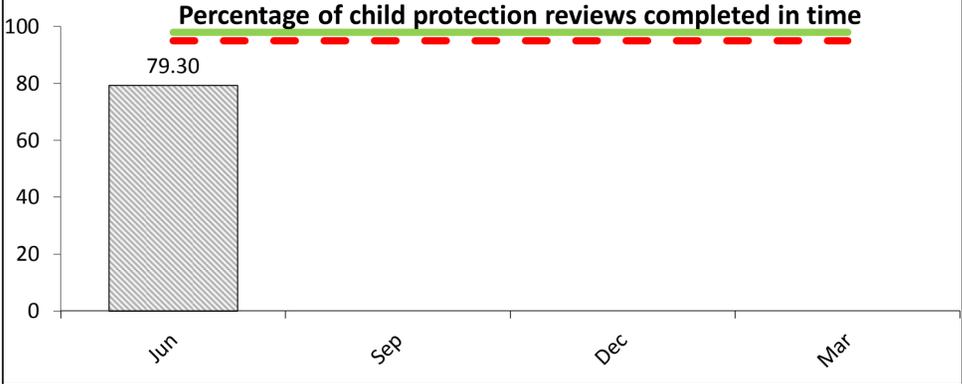
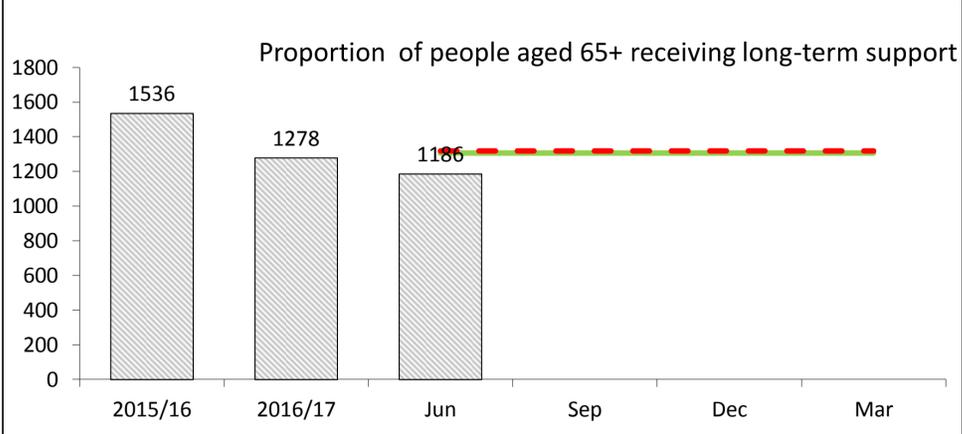
Description		Annual Actual (2016/17)	Q1 Minimum Expectation	Q1 Target	Q1 Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)																				
<p>Overall employment rate - gap between the Borough and London average rate (working age) (ppts)</p> <p>Measured in: percentage points Good Performance: Gap - Lower</p>	<p>Strategic Plan activity to support this measure: 2.1a Expand the Raising Aspirations programme across the borough, to provide intensive support to get long-term unemployed and economically inactive residents into work 2.1b Develop an Integrated Employment Service to support higher volumes of local people into work, including graduates into higher skilled jobs</p> <div data-bbox="638 499 1528 1123">  <table border="1"> <caption>Gap between the Borough and London average employment rate (working age)</caption> <thead> <tr> <th>Year/Quarter</th> <th>Gap (ppts)</th> </tr> </thead> <tbody> <tr> <td>2012/13</td> <td>7.3</td> </tr> <tr> <td>2013/14</td> <td>6.7</td> </tr> <tr> <td>2014/15</td> <td>2.5</td> </tr> <tr> <td>2015/16</td> <td>2.5</td> </tr> <tr> <td>2016/17</td> <td>4.4</td> </tr> <tr> <td>Jun</td> <td>8.5</td> </tr> <tr> <td>Sep</td> <td>-</td> </tr> <tr> <td>Dec</td> <td>-</td> </tr> <tr> <td>Mar</td> <td>-</td> </tr> </tbody> </table> </div>	Year/Quarter	Gap (ppts)	2012/13	7.3	2013/14	6.7	2014/15	2.5	2015/16	2.5	2016/17	4.4	Jun	8.5	Sep	-	Dec	-	Mar	-	4.40	2.40	2.00	8.50	RED	↓
Year/Quarter	Gap (ppts)																										
2012/13	7.3																										
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Jun	8.5																										
Sep	-																										
Dec	-																										
Mar	-																										
<p>According to the figures published by NOMIS the Tower Hamlets (TH) employment rate has decreased 4.1ppts since last quarter's reporting, whilst the London average has remained the same. The Gap between TH and London has widened by 6ppts to 8.5ppts compared to last quarter. The TH employment rate is 65.3% whilst the London average rate is 73.8%. The total numbers in employment for TH is 147,400, which is a net decrease of 7,100 since last quarters reporting. 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.</p> <p>The data for the employment rate is taken from the Annual Population Survey (APS). The APS is the largest regular household survey in the United Kingdom. It includes data from the Labour Force Survey (LFS), plus further sample boosts in England, Wales and Scotland. The survey includes data from a sample of around 256,000 people aged 16 and over.</p> <p>As APS estimates are based on samples, they are subject to sampling variability. This means that if another sample for the same period were drawn, a different estimate might be produced. In general, the larger the number of people in a sample, the smaller the variation between estimates. Estimates for smaller areas such as local authorities are therefore less reliable than those for larger areas such as regions.</p> <p>This provides survey based estimates, the methodology of which means that there may be significant variations in outturn from one quarter to the next. Furthermore, it is important to note that the confidence interval on the TH employment rate is 4.3% compared to 0.7% for London which means that the actual rate for TH could in fact be much higher.</p> <p>The WorkPath service and wider WorkPath partnership continue to support residents into employment and has seen an 87% increase 93 more jobs recorded compared to this time last year.</p>																											

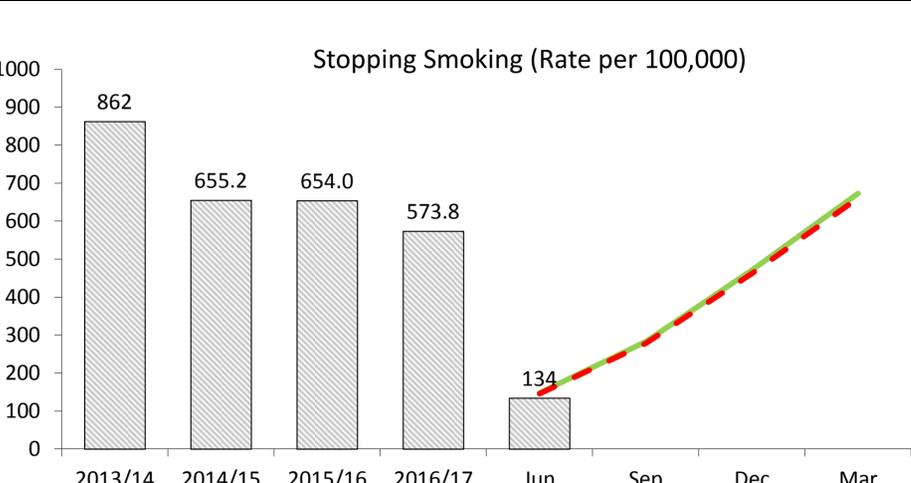
Description		Annual Actual (2016/17)	Q1 Minimum Expectation	Q1 Target	Q1 Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
Young people realising their potential							
16 to 19 year olds who are not in education, employment or training (NEET) (%) Measured in: % Good Performance: Lower	Strategic Plan activity to support this measure: 1.3e Improve educational and vocational provision at post-16 	3.20	7.50	6.00	7.2	AMBER	↓
The definition of this measure has been changed nationally, and the numerator now includes any 16-19 year olds whose status is "unknown" therefore increasing the apparent percentage of NEETs. Our 2017/18 targets are based on recalculated 16/17 performance with this definition. In Q1, the percentage of 16-19 year olds who were NEET was 7.2%, slightly better than the minimum target of 7.5%							
Average time between a child entering care and moving in with adoptive family (Time to adoption) Measured in: Days Good Performance: Lower	Strategic Plan activity to support this measure: 1.3d Ensure better outcomes for looked after children and young people 	690.00	630.00	610.00	633	RED	↑
For the 2015-2018 three year period, so far 24 adoptions have been recorded, taking on average 633 days to complete. This figure is just short of the minimum target. None of these adoptions have been completed within the current financial year period. 15 adoptions are forecasted to be completed during this financial year. During 2016-17 10 adoptions were made, taking an average of 496 days, which was above target for that year.							

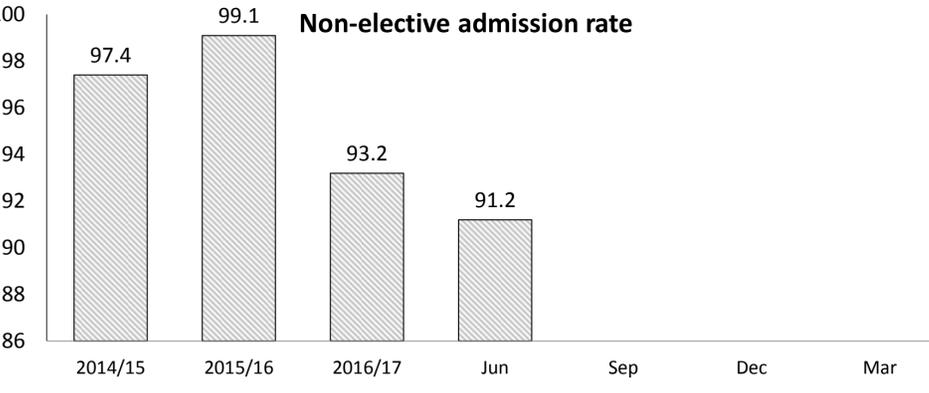
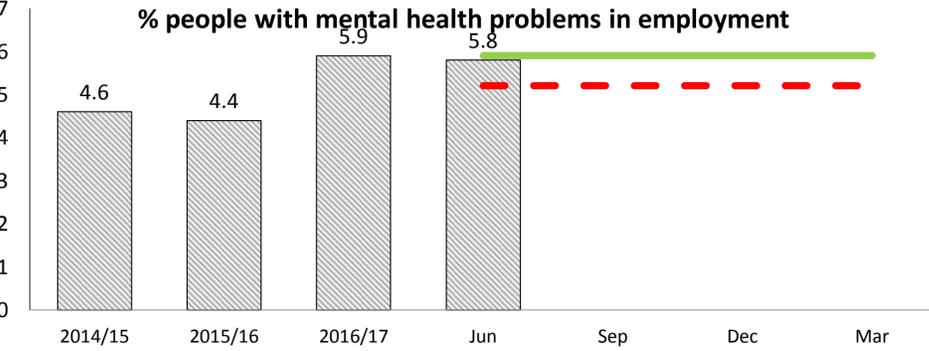
Description		Annual Actual (2016/17)	Q1 Minimum Expectation	Q1 Target	Q1 Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
<p>Number of adoptions and special guardianship orders granted for looked after children</p> <p>Measured in: Number Good Performance: Higher</p>	<p>Strategic Plan activity to support this measure: 1.3d Ensure better outcomes for looked after children and young people</p> 	34	8.00	10.00	3.00	RED	↓
<p>We are below the approximate quarterly target of 8 SGOs/adoptions per quarter needed to reach the minimum annual target. A number of cases are progressing through the court process currently and we anticipate c.15 adoptions to be completed this financial year. SGOs are harder to forecast as the system used to track these cases needs updating. There is a continuing focus on identifying appropriate permanency options for Looked After Children.</p>							

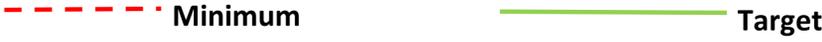
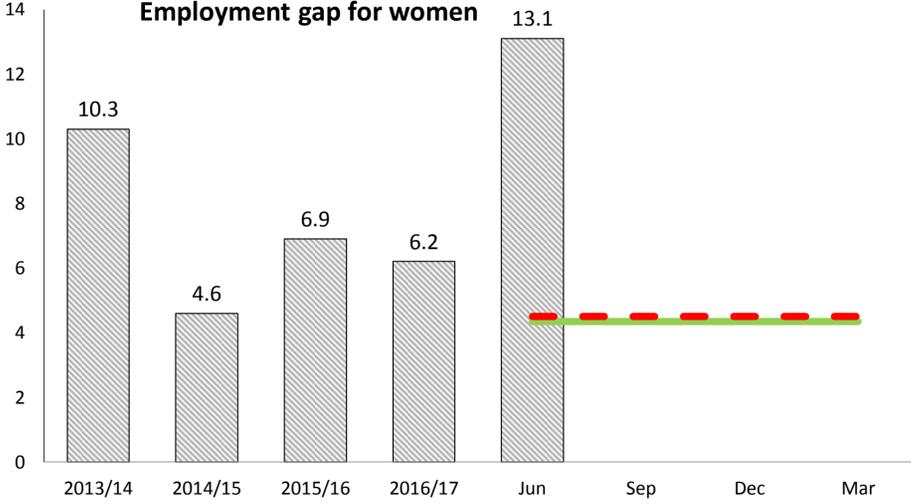
Description		Annual Actual (2016/17)	Q1 Minimum Expectation	Q1 Target	Q1 Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)										
<p>Percentage of looked after children in the same placement for two years or more</p> <p>Measured in: Percentage Good Performance: Higher</p>	<p>Strategic Plan activity to support this measure: 1.3d Ensure better outcomes for looked after children and young people</p>  <table border="1"> <caption>Stability of placement</caption> <thead> <tr> <th>Period</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2015/16</td> <td>80.6</td> </tr> <tr> <td>2016/17</td> <td>71.2</td> </tr> <tr> <td>Jun</td> <td>70</td> </tr> <tr> <td>Target</td> <td>82.2</td> </tr> </tbody> </table>	Period	Percentage	2015/16	80.6	2016/17	71.2	Jun	70	Target	82.2	71.20	82.20	82.20	70.00	RED	↓
Period	Percentage																
2015/16	80.6																
2016/17	71.2																
Jun	70																
Target	82.2																
<p>When reviewing this measure to address queries about the impact of Data Quality work on historic performance, a discrepancy was identified with the reporting being used for year-end performance. Re-calculating 2016/17 performance using a method consistent with current reporting shows performance was lower than reported at 71.6%.</p> <p>Children's Social Care service are taking a number of steps to help support and improve placement stability:</p> <ol style="list-style-type: none"> 1. CISC Team consultation rota 9am -5pm. The Child & Adolescent Mental Health Service in Social Care (CISC) team are a co-located and integrated team providing direct work and consultation on LAC cases that need additional support. 2. A placement stability forum meets monthly to discuss cases where social workers, carer support workers and managers reflect on practice to ensure the carer is supported to meet the needs of the child. 3. The cohort of children looked after for two years or more is available to managers through child-level data reports and utilised to enable CSC to prioritise, prevent disruption and track practice, be it during staff supervision, disruption meeting process or reflective forums. 4. Independent Reviewing Officer alerts have undergone increased quality assurance so that the child's experience of care is brought to the attention of social workers and managers to address in a timely way. 																	

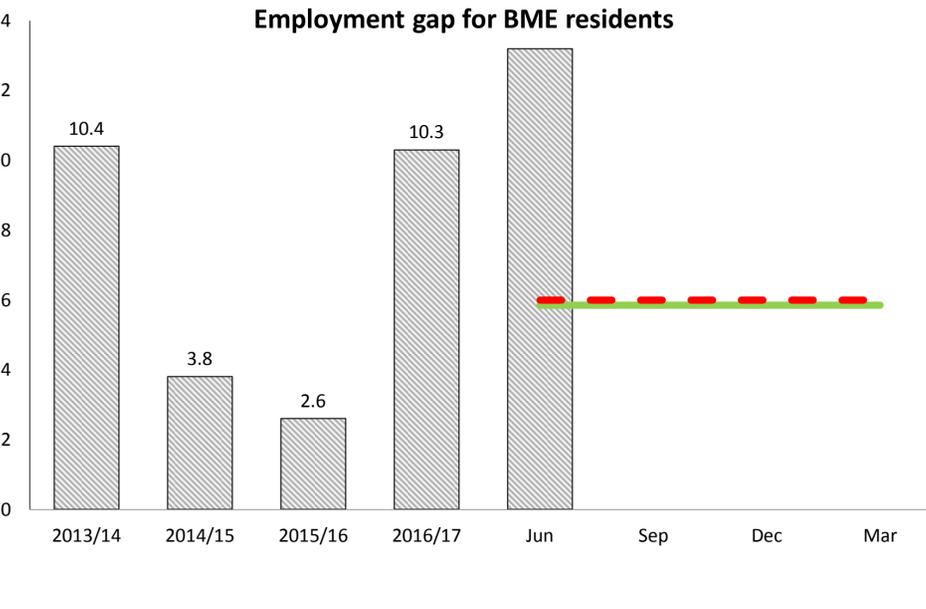
Description		Annual Actual (2016/17)	Q1 Minimum Expectation	Q1 Target	Q1 Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
<p>Percentage of childrens social care contacts completed within 24 hours</p> <p>Measured in: Percentage Good Performance: Higher</p>	<p>Strategic Plan activity to support this measure:</p> 	N/A	90.00	95.00	42.50	RED	N/A
<p>The % contacts completed within 24 hours is currently 46.6%. A review of processes in the MASH (Multi-Agency Safeguarding Team) post-Ofsted inspection identified that the way contacts were being processed and recorded had led to unreliable data. There has been a significant data cleansing exercise in April combined with changes in the way that contacts are processed and this resulted in a backlog of work being pushed through the system. In June the team experienced staffing issues, and this combined with periodic IT problems, has proved problematic. There is an increased focus by the 2 MASH managers to complete contact decisions within 24 hours and we will start to evidence a % increase as we go forward this year.</p>							
<p>Percentage of childrens social care assessments completed within 45 days</p> <p>Measured in: Percentage Good Performance: Higher</p>	<p>Strategic Plan activity to support this measure:</p> 	N/A	90	95	68.70	RED	N/A
<p>Assessments completed within 45 working days is currently 68.6%. There has been a pressure with the backlog of assessments being pushed through the system as a result of the data cleansing exercise. At the same time the workforce within MASH and A&I (Assessments and Intervention Team) are 80% agency social workers. There continues to be a turnover of social workers within A&I some of which have been asked to leave due to poor performance and throughput of assessments. New team managers are now in post who will be monitoring assessment timescales to improve performance. In turn, the ongoing recruitment drive should result in a steady increase of permanent staff which will bring some stability to the workforce.</p>							
<p>Percentage of children on a child protection order visited within the last 4 weeks</p> <p>Measured in: Percentage Good Performance: Higher</p>	<p>Strategic Plan activity to support this measure:</p> 	N/A	90	95	85.00	RED	N/A
<p>Timely recording of visits is continuing to impact on apparent performance i.e. visits have happened but have not been recorded quickly enough. Additionally, some decisions to step down from CP to CIN are not recorded on the system quickly enough, therefore cases appear to require visits that they do not in fact need. These recording delays are in part linked to increasing complex cases loads and high staff turnover impacting on performance – issues around pay, recruitment and retention. Currently Family Support & Protection teams range between 20 - 90% agency staff, with four of the five being at 50% or above.</p> <p>Action is being taken to improve: All managers using available child-level reports and performance meetings to understand child level data and highlight specific issues e.g. performance of particular social workers; FSP Service Manager is having one-to-ones with managers to look at the data; Service Manager addressing in supervision and asking Team Managers to set out planned admin time for social workers; using one Team Manager to lead on recruiting agency SWs to reduce duplication; setting individual deadlines for SWs; Service Manager having weekly meetings with TMs group to address performance.</p>							

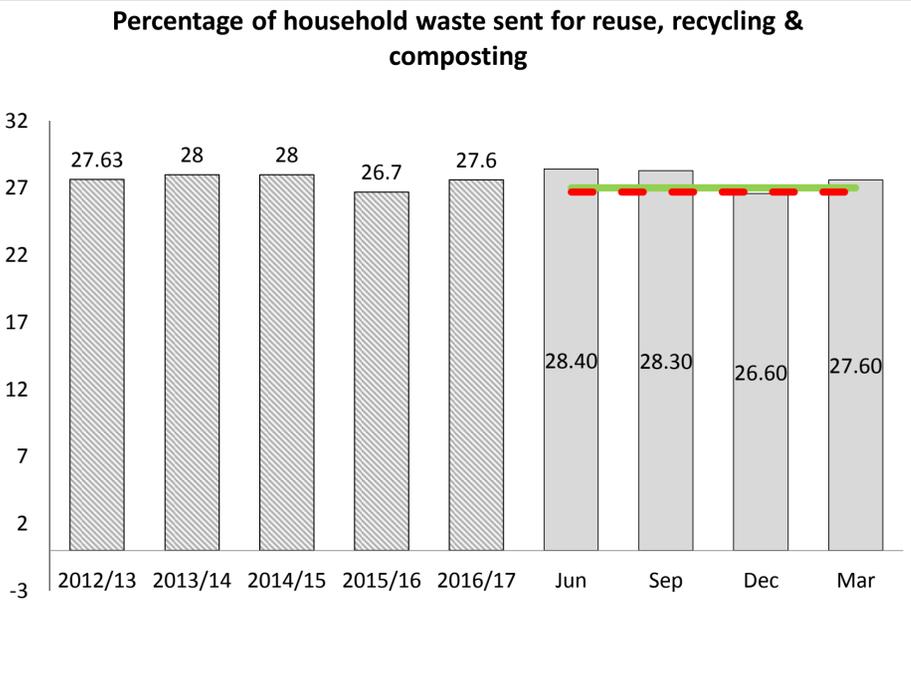
Description		Annual Actual (2016/17)	Q1 Minimum Expectation	Q1 Target	Q1 Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
<p>Percentage of child protection reviews completed in time</p> <p>Measured in: Percentage Good Performance: Higher</p>	<p>Strategic Plan activity to support this measure:</p> 	N/A	95	98	79.3	RED	N/A
<p>The Child Protection and Reviewing Service have been down by one CIN Independent Reviewing Officer, for the past 6 weeks due to staff member taking over another role at short notice. There have been delays in recruiting temporary replacement.</p> <p>CPRS expect that once fully staffed performance against this measure will increase. Also, changes to the recording process in FWi are being made which should support timely recording.</p>							
<p>Proportion of people over 65 receiving long term support, per 10,000 population</p> <p>Measured in: Percentage Good Performance: Lower</p>	<p>Strategic Plan activity to support this measure: 1.4b Improve care and support for vulnerable adults and their carers, integrating with health and promoting independence and keeping people safe from all forms of abuse</p> 	1278	1318	1305	1186	GREEN	↑
<p>Performance continues to be on target. It is likely that performance will deteriorate against this measure over the coming year as clients receiving short-term services are assessed/reviewed and potentially moved to long-term services.</p>							

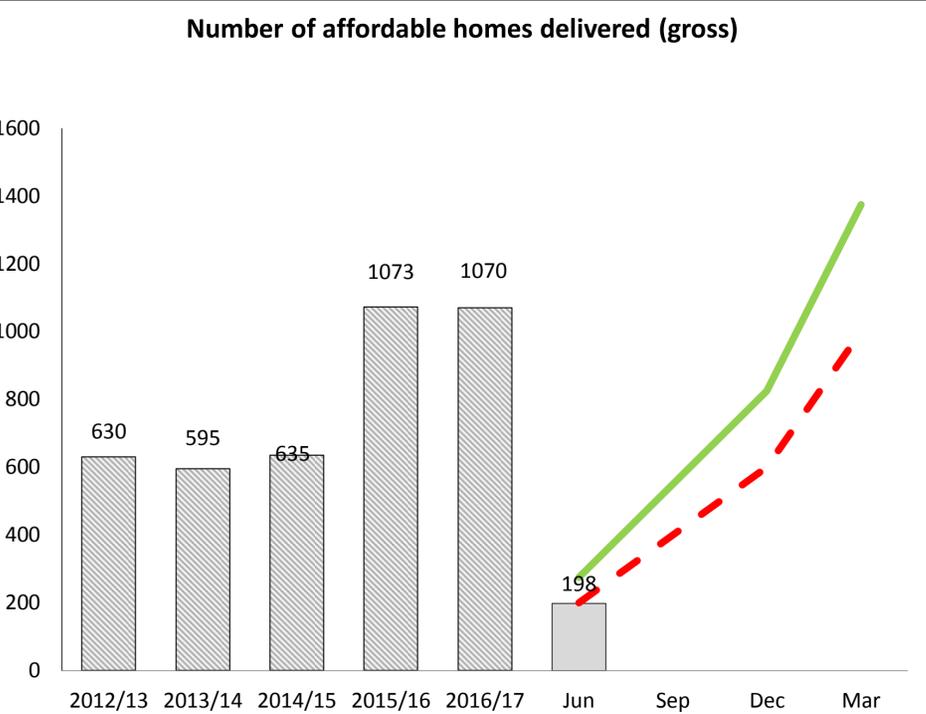
Description		Annual Actual (2016/17)	Q1 Minimum Expectation	Q1 Target	Q1 Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
<p>Smoking Quitters</p> <p>Measured in: rate per 100,000 of population (aged 16+) of four-week smoking quitters who have attended NHS Stop Smoking Services . Good Performance: Higher</p>	<p>Strategic Plan activity to support this measure: 1.4a Promote healthy lifestyles and address the wider causes of ill health, through a refreshed Health and Wellbeing Strategy, which commits all sections of the council to actively promote the health and wellbeing of all our communities</p> 	573.8 per 100,000	135.5per 100,000 / 330 (actual)	138 per 100,000 / 336 (actual)	134 per 100,000 / 327 (actual)	RED	↑
<p>The Q1 minimum target was 330 actual quits and upper target 336 actual quits. Compared to Q1 16/17 there has been an additional 103 quits in Q1 17/18. The improvements we have made to the smoking cessation system are starting to take effect and the small increase in the successful quit rate is a good indicator of success. The newly commissioned and refocused cessation service is now only just starting to come on stream and this along with the continued investment into stop smoking in pregnancy services should give us confidence that next quarter we will recover the 3-9 quits and be on track for the year.</p> <p>Dates for 2017/18 data releases: Q2 - 24th Nov, Q3- 26th Feb, Q4 - 25th May</p>							

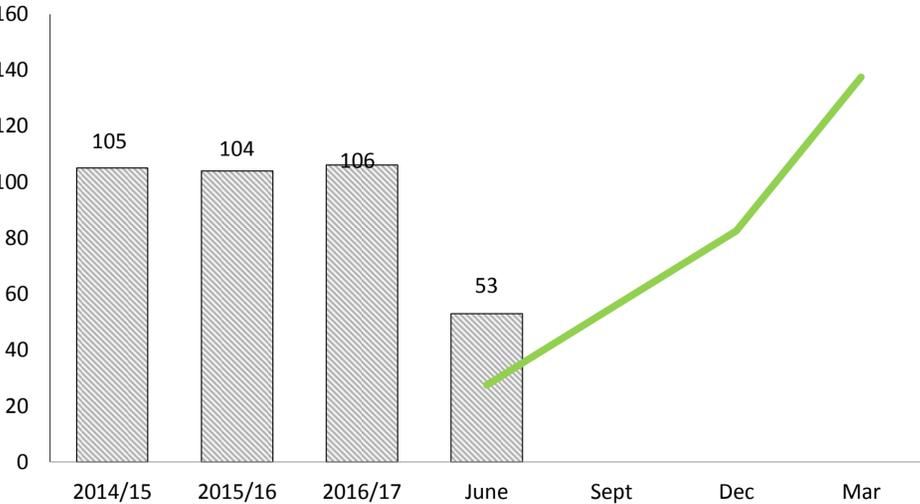
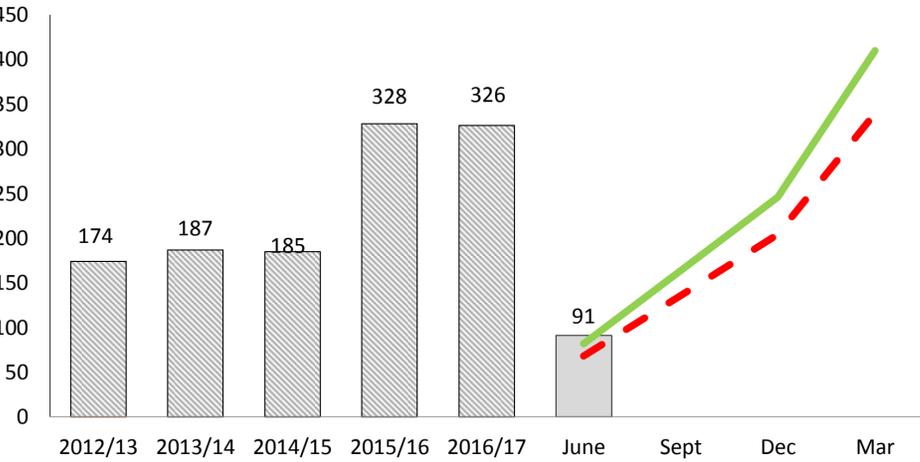
Description		Annual Actual (2016/17)	Q1 Minimum Expectation	Q1 Target	Q1 Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
<p>Non-Elective Admissions (Better Care Fund)</p> <p>Measured in: Percentage Good Performance: Lower</p>	<p>Strategic Plan activity to support this measure: 1.4b Improve care and support for vulnerable adults and their carers, integrating with health and promoting independence and keeping people safe from all forms of abuse</p> 	93.20	tbc	tbc	91.2	N/A	N/A
<p>Performance has improved since year end 2016/17(93.2), and also compared to the same time last year (92.8). This measure is linked to the Better Care Fund and final targets for 2017/18 will be included in the Q2 reporting cycle</p>							
<p>Reducing inequality and embracing diversity</p>							
<p>Proportion of people with mental health problems in employment</p> <p>Measured in: Percentage Good Performance: Higher</p>	<p>Strategic Plan activity to support milestone: 1.4d Deliver the council commitment to the Mental Health Challenge and work with local employers to tackle mental health stigma</p> 	5.9	5.2	5.9	5.8	AMBER	↑
<p>Figure represents 50 out of 858 adults (18-69 years old) with an open CPA (care pathway approach) between April 2017-June 2017.</p>							

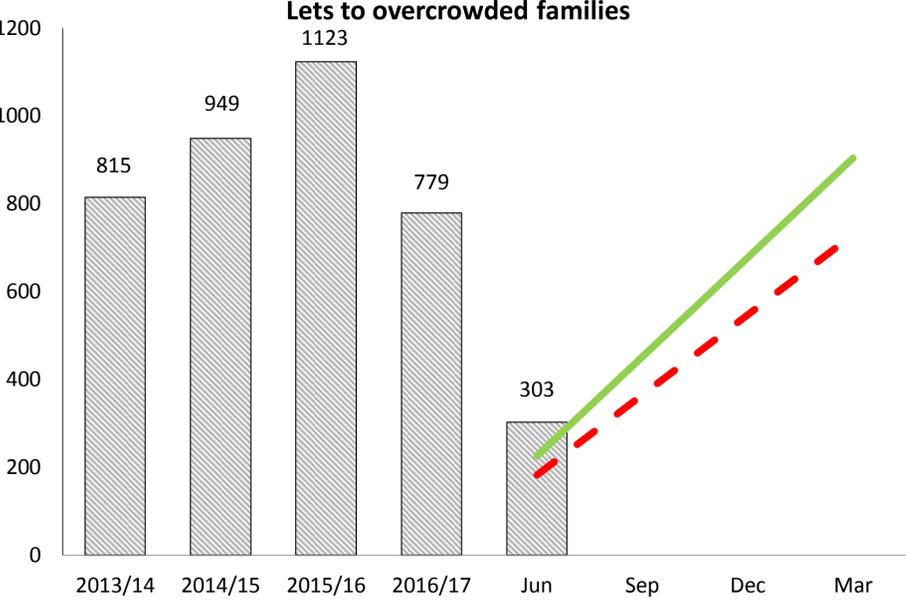
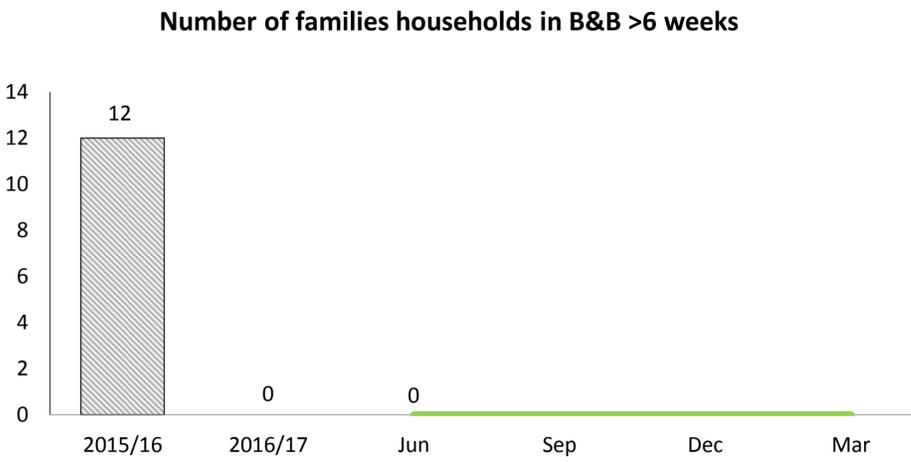
Description		Annual Actual (2016/17)	Q1 Minimum Expectation	Q1 Target	Q1 Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)												
<p>Employment gap for women: reducing the gap between the Borough employment rate and employment rate for women</p> <p>Measured in: percentage points Good Performance: Gap - Lower</p>	<p>Strategic Plan activity to support these employment gap measures: 1.5b Support more women and black and minority ethnic and disabled residents into employment</p>  <table border="1"> <caption>Employment gap for women</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2013/14</td> <td>10.3</td> </tr> <tr> <td>2014/15</td> <td>4.6</td> </tr> <tr> <td>2015/16</td> <td>6.9</td> </tr> <tr> <td>2016/17</td> <td>6.2</td> </tr> <tr> <td>Jun</td> <td>13.1</td> </tr> </tbody> </table>	Year	Value	2013/14	10.3	2014/15	4.6	2015/16	6.9	2016/17	6.2	Jun	13.1	6.2	4.5	4.35	13.1	RED	↓
Year	Value																		
2013/14	10.3																		
2014/15	4.6																		
2015/16	6.9																		
2016/17	6.2																		
Jun	13.1																		
		<p>According to the figures published by NOMIS the Tower Hamlets employment rate has decreased 6.9ppts since last quarter's reporting, whilst the London average has increased by 0.4ppts. The Gap between TH and London has widened by 6.9ppts to 13.1ppts compared to last quarter. The TH employment rate female is 54.3% whilst the London average rate is 67.4%. The total numbers of female residents in employment for TH is 58,200, which is a net decrease of 5,200 since last quarters reporting. 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. The data for the employment rate is taken from the Annual Population Survey (APS). The APS is the largest regular household survey in the United Kingdom. It includes data from the Labour Force Survey (LFS), plus further sample boosts in England, Wales and Scotland. The survey includes data from a sample of around 256,000 people aged 16 and over.</p> <p>As APS estimates are based on samples, they are subject to sampling variability. This means that if another sample for the same period were drawn, a different estimate might be produced. In general, the larger the number of people in a sample, the smaller the variation between estimates. Estimates for smaller areas such as local authorities are therefore less reliable than those for larger areas such as regions.</p> <p>This provides survey based estimates, the methodology of which means that there may be significant variations in outturn from one quarter to the next. Furthermore, it is important to note that the confidence interval on the TH employment rate is 6.4% compared to 1.0% for London which means that the actual rate for TH could in fact be much higher.</p> <p>The WorkPath service and wider WorkPath partnership continue to support residents into employment and has seen an 87% increase 93 more jobs recorded compared to this time last year. 67 out of the 156 (42.9%) Job Starts recorded by the WorkPath service were for female residents, 50 of which satisfied the Strategic Performance measure Strategic7017 definition. 60of the 67(91%) job starts we for BME females which is 39% of the overall job starts (156) recorded by the WorkPath service. 203 of the 420 (48.3%) residents engaging with the WorkPath service in Q1 were female, 178 of the 203 were BME female.</p> <p>Funding has been secured 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. Awaiting on approval for additional funding to continue pre-employment function within the WorkPath service specifically Teaching Assistant and Mid Meal Training which have historically gained majority interest from female resident especially mother looking to return/re-enter employment.</p>																	

Description		Annual Actual (2016/17)	Q1 Minimum Expectation	Q1 Target	Q1 Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
<p>Employment gap for BME residents reducing the gap between the Borough employment rate and employment rate for BME residents</p> <p>Measured in: percentage points Good Performance: Gap - Lower</p>		10.30	6.00	5.85	13.20	RED	↓
		<p>Commentary for June 2017: According to the figures published by NOMIS the Tower Hamlets employment rate has decreased 3.4ppts since last quarter's reporting, whilst the London average has also decreased but only by 0.5ppts. The Gap between TH and London has widened by 2.9ppts to 13.2ppts compared to last quarter. The TH employment rate BME is 52.7% whilst the London average rate is 65.9%. The total number of BME people in employment for TH is 63,800, which is a net decrease of 2,300 since last quarters reporting. 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.</p> <p>The data for the employment rate is taken from the Annual Population Survey (APS). The APS is the largest regular household survey in the United Kingdom. It includes data from the Labour Force Survey (LFS), plus further sample boosts in England, Wales and Scotland. The survey includes data from a sample of around 256,000 people aged 16 and over.</p> <p>As APS estimates are based on samples, they are subject to sampling variability. This means that if another sample for the same period were drawn, a different estimate might be produced. In general, the larger the number of people in a sample, the smaller the variation between estimates. Estimates for smaller areas such as local authorities are therefore less reliable than those for larger areas such as regions.</p> <p>This provides survey based estimates, the methodology of which means that there may be significant variations in outturn from one quarter to the next. Furthermore, it is important to note that the confidence interval on the TH employment rate is 9.7% compared to 1.9% for London which means that the actual rate for TH could in fact be much higher.</p> <p>The WorkPath service and wider WorkPath partnership continue to support residents into employment and has seen an 87% increase 93 more jobs recorded compared to this time last year. 133 of the 156 (85.3%) Job Starts recorded by the WorkPath service were for BME residents. 150 of which satisfied the Strategic Performance measure Strategic7017 definition. 361 of the 420 (86%) residents engaging with WorkPath were from the BME community. We are currently in the process of procuring a provider to specifically target Somali Graduates and support them in finding and securing graduate opportunities.</p>					

Description		Annual Actual (2016/17)	Q1 Minimum Expectation □	Q1 Target	Q1 Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)												
Creating and maintaining a vibrant successful place																			
An improved local environment																			
Percentage of household waste sent for reuse, recycling and composting Measured in % Good performance: Higher	Strategic Plan activity to support measure: 2.1b Improve waste management and recycling performance		<table border="1"> <thead> <tr> <th data-bbox="1561 548 1715 640">Annual Actual (2015/16)</th> <th data-bbox="1715 548 1932 640">2016/17 Minimum Expectation □</th> <th data-bbox="1932 548 2148 640">2016/17 Target</th> <th data-bbox="2148 548 2335 640">2016/17 Actual</th> <th data-bbox="2335 548 2496 640">Variance (performance against target)</th> <th data-bbox="2496 548 2772 640">Direction of Travel (comparing current outturn with this time last year)</th> </tr> </thead> <tbody> <tr> <td data-bbox="1561 640 1715 730">26.70</td> <td data-bbox="1715 640 1932 730">26.70</td> <td data-bbox="1932 640 2148 730">27.00</td> <td data-bbox="2148 640 2335 730">27.60</td> <td data-bbox="2335 640 2496 730">GREEN</td> <td data-bbox="2496 640 2772 730">↑</td> </tr> </tbody> </table>					Annual Actual (2015/16)	2016/17 Minimum Expectation □	2016/17 Target	2016/17 Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)	26.70	26.70	27.00	27.60	GREEN	↑
Annual Actual (2015/16)	2016/17 Minimum Expectation □	2016/17 Target	2016/17 Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)														
26.70	26.70	27.00	27.60	GREEN	↑														
Note - This Measure is reported three months in arrears - this graph and associated comments relate to April 2016 to March 2017 Performance			<p data-bbox="1561 730 2772 793">REPORTED 3 MONTHS IN ARREARS - THE ABOVE FIGURES REFLECT THE END OF YEAR 2016/17 POSITION</p> <p data-bbox="1561 825 2772 972">The overall recycling rate in 2016/17 was 27.6% which is one point increase from previous year's figure. The waste services a/e currently working together with the corporate communications team on a borough-wide waste minimization campaign. The main purpose of this campaign is to reduce waste generated in households by encouraging residents to reuse their items and making compost schemes more accessible to them among other activities. This will also have a further effect on our recycling rates and more waste will be diverted from landfill.</p> <p data-bbox="1561 993 2772 1140">There has been investment in the public recycling sites across the borough. This has made the sites look tidier and there is improved information at each site regarding what items to recycle, making this clearer for residents. The council is also introducing centralised recycling sites on estates in collaboration with Registered Providers. The expectation is that these measures together will help to increase the total amount of recycling collected as well as reducing contamination levels.</p> <p data-bbox="1561 1161 2772 1224">The council has also signed up to a three year London-wide project to improve communications related to food waste recycling.</p>																
																			

Description		Annual Actual (2016/17)	Q1 Minimum Expectation	Q1 Target	Q1 Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
Better quality homes for all							
<p>Number of affordable homes delivered (gross)</p> <p>Measured in: Number (the sum of social rent housing and intermediate housing - low cost home ownership and intermediate rent)</p> <p>Good Performance: Higher</p>	<p>Strategic Plan activity to support these housing delivery measures: 2.2a Increase the availability of good quality housing, including family sized across all tenures</p> 	1070	200	275	198	RED	↑
<p>Commentary for Jun 2017: 198 affordable units have been delivered at the end of Q1 against a quarterly target of between 200 – 275 units. Whilst below target for the quarter, delivery is 39.4% above this time last year (142). The predicted annual figure is within our target range, currently standing at 1033 units against a target of between 1000 – 1375 units delivered, so the measure is expected to be back on track by the end of the quarter 4. The failure of the quarterly target is due to the unequal distribution of completions, with many schemes (27 on site this year) of different sizes, with several multi-phase developments completing in different months, as dictated by the practicalities of construction programmes. 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>Tower Hamlets does however have a strong track record of housing delivery and continues to provide among the highest numbers of affordable homes in the country. The Council is also on track to meet the Mayor's target of 1,000 new Council Homes by 2018 all of which will be at social / affordable rent. In addition, Cabinet has also agreed alternative housing delivery vehicles to maximise the numbers of affordable homes delivered. In 2016 the Council also assessed funding applications from Registered Providers (RPs) to the council's own resources, known as the Right To Buy (RTB) Receipts Programme. This process determined the best schemes to enable additional new build affordable housing to be built within the available timetable for expenditure of this funding. Two RPs have signed their grant agreements and spend will be achieved in 2017/18. The Council has re-launched the scheme and is encouraging RPs to apply for grants under Continuous Market Engagement. Delivery of housing and in particular affordable homes, will be progressed through a number of regeneration programmes which includes the Poplar Riverside Housing Zone</p> <p>Of the 198 units delivered, 167 were rented units which have all been let to people on the common housing register. This has made a major positive impact on the lives of those families; especially on families with children who are likely to have previously been housed in over-crowded or unsuitable accommodation.</p>							

Description		Annual Actual (2016/17)	Q1 Minimum Expectation	Q1 Target	Q1 Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
<p>Number of affordable units provided as wheelchair accessible or adaptable (10% of affordable homes delivered)</p> <p>Measured in: Number Good Performance: Higher</p>	<p>Number of affordable homes provided as wheelchair accessible / adaptable</p> 	106	N/A	28	53	GREEN	↑
<p>Number of affordable social rented housing completions for family housing (gross)</p> <p>Measured in: Number (a count of the number of affordable housing - local authority, housing associations, and co-operative tenants. Family housing is 3 bedrooms or more) Good Performance: Higher</p>	<p>Social rented housing completions for family housing (gross figures only)</p> 	326	68	82	91	GREEN	↑
<p>Commentary for Jun 2017: 53 wheelchair adaptable homes were delivered (27% against a target of 10%). The outturn of 53 units is 279% greater than this time last year (14 units). Of the 53 units delivered, only 12 were fully adapted to meet the needs of those on the project 120 list. The majority of units produced this quarter are future-adaptable units constructed under the old wheelchair standard, and therefore not likely to feature in the performance Indicator on the number of units let to people on the common housing register requiring Category A or B accommodation. This is because one scheme (Baltimore Wharf) which was granted planning permission almost ten years ago, only required wheelchair units to be easily adaptable rather than wheelchair accessible, so the units produced were unsuitable for the needs of many families currently on the project 120 list. The properties offered were at high floor levels, with irregular room shapes (circular tower) and no available parking and there is a reluctance amongst families with wheelchair users to bid for properties above the 5th floor in car free developments. 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 which will be considered by Cabinet in September 2017 (Reg 19 version) and then subject to independent examination under the authority of the Secretary of State.</p>		<p>Commentary for Jun 2017: 91 new social / affordable rented family homes have been delivered in Q1, which is 107% more than this time last year (44 homes). The Q1 outturn is comfortably over the quarterly target figure of 82. This is due to the completion of a large scheme at Baltimore Wharf, which contained 53 rented family units. 55% of the rented accommodation delivered in Q1 (167) was family sized, which also exceeds the council's policy target of 45%. All of the 167 rented units delivered in Q1 have been let to families on the common housing register, waiting for suitable homes. 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 2016/21 programme will benefit from lower rents where RPs comply with the council's new guidance on rents.</p> <p>The first scheme to come forward on these new rents will however be the Council's own Watts Grove development delivering 148 affordable units, 67 of which will be family sized. 7 units will be 'top sliced' for the Pan London Housing Moves Scheme due to it being grant funded by the GLA. The 142 remaining units will be 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.</p>					

Description		Annual Actual (2016/17)	Q1 Minimum Expectation	Q1 Target	Q1 Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
<p>The number of overcrowded families rehoused, lets to overcrowded households</p> <p>Measured in: Number (count of lets to overcrowded housing applicants and tenants of CHR partner landlords lacking one or more bedrooms) Good Performance: Higher</p>	<p>Strategic Plan activity to support these housing delivery measures: 2.2a Increase the availability of good quality housing, including family sized across all tenures</p> 	779	183	226	303	GREEN	↑
<p>Number of homeless families in B&B >6 weeks</p> <p>Measured in: Number Good Performance: Lower</p>		0	N/A	0	0.00	GREEN	↑

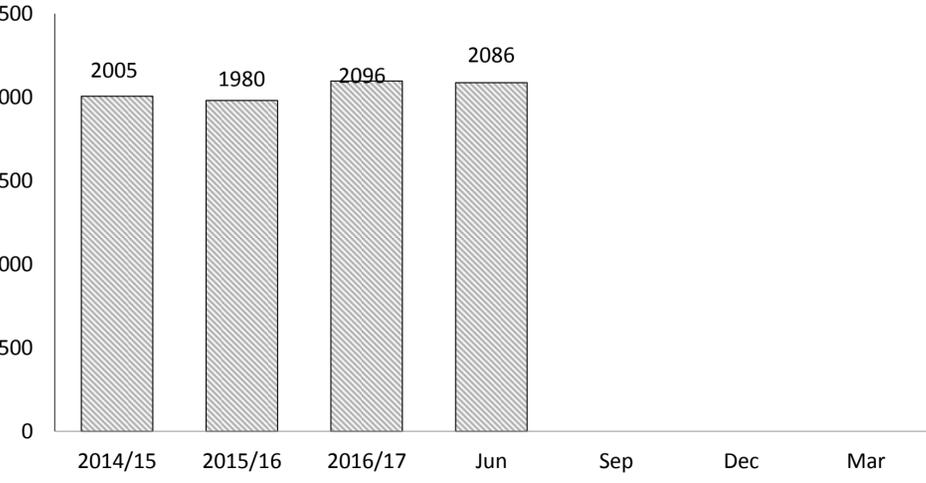
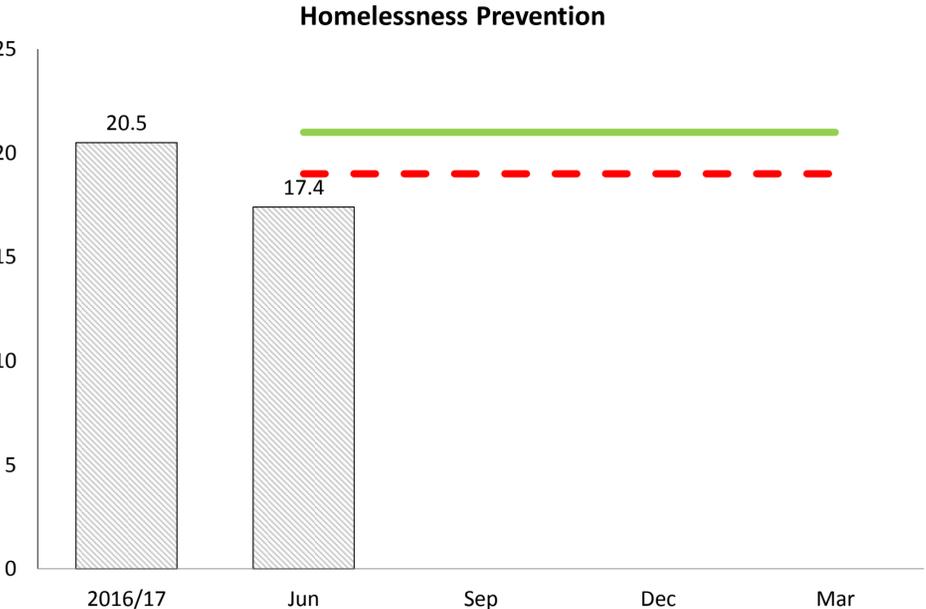
Commentary for Jun 2017: The number of overcrowded families rehoused to larger and more suitable accommodation at the end of Q1 is 303. This represents 59% as a percentage of total lets for the quarter (515), exceeding the target of 50%. The numbers of overcrowded families rehoused is also 75% more than this time last year (173). Analysis also shows that the number of overcrowded applicants on the housing list has reduced by 10% from 1 April 2014 to 1 April 2016 but the April 2017 figured showed a slight increase of 1.34% in the number of cases registered as being overcrowded. Nevertheless, an overall reduction of 8.66 % is still a significant achievement.

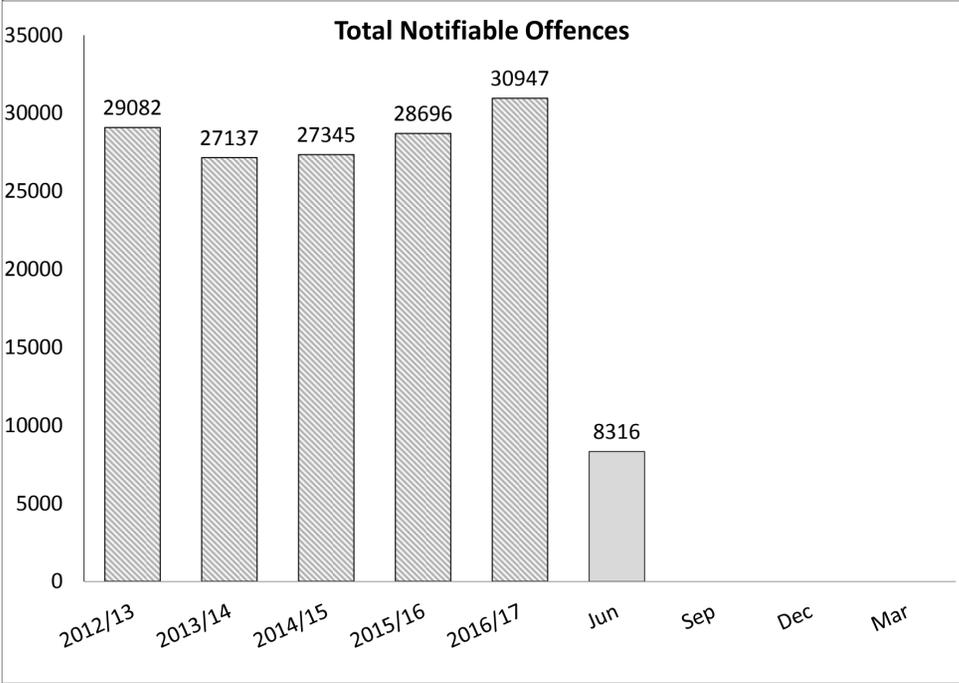
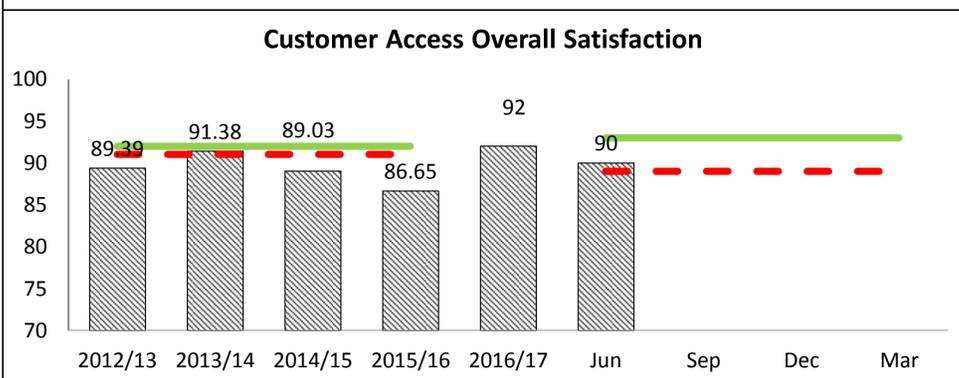
Whilst the target for Q1 has been exceeded, it is however worth noting that the Council has little influence over applicants' bidding strategy because of choice based lettings – which allows applicants to choose what they consider suitable for them. The Common housing Register partners facilitates Open Day event for residents, and officers continue to encourage applicants to exercise different housing options and be more flexible in their bidding.

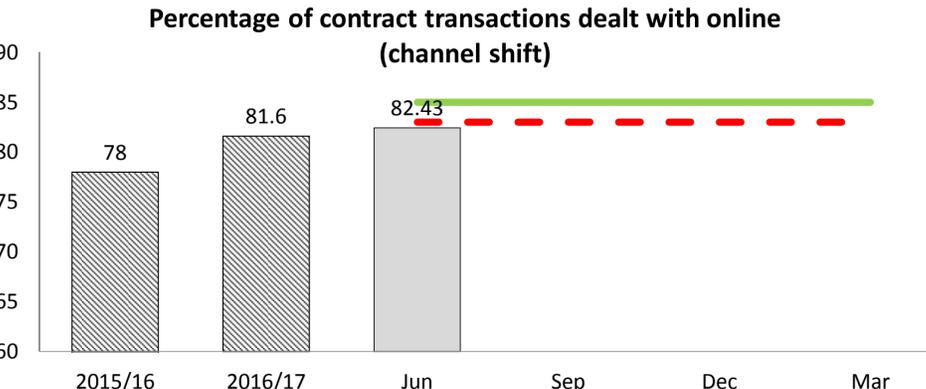
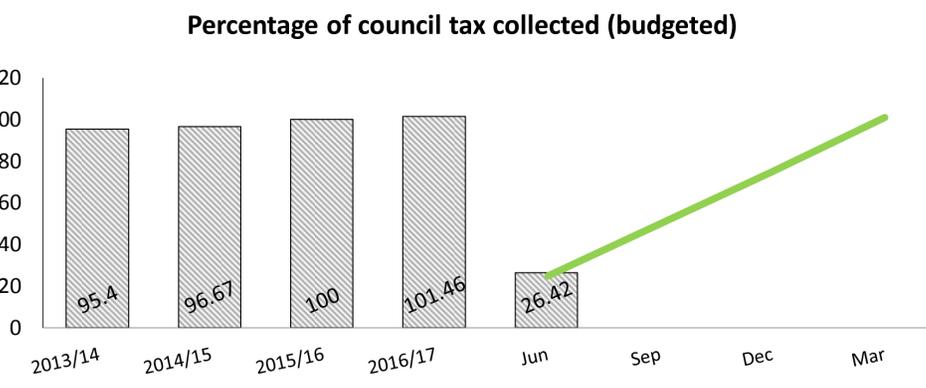
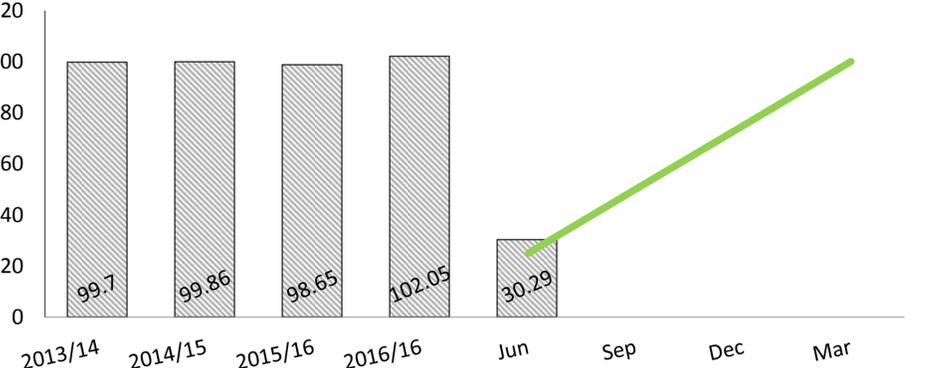
In addition to the health and educational benefits of reducing overcrowding in homes, the high number of lets to overcrowded applicants also has a positive impact on preventing homelessness because many applicants that do approach the council as homeless are often from accommodation that are overcrowded.

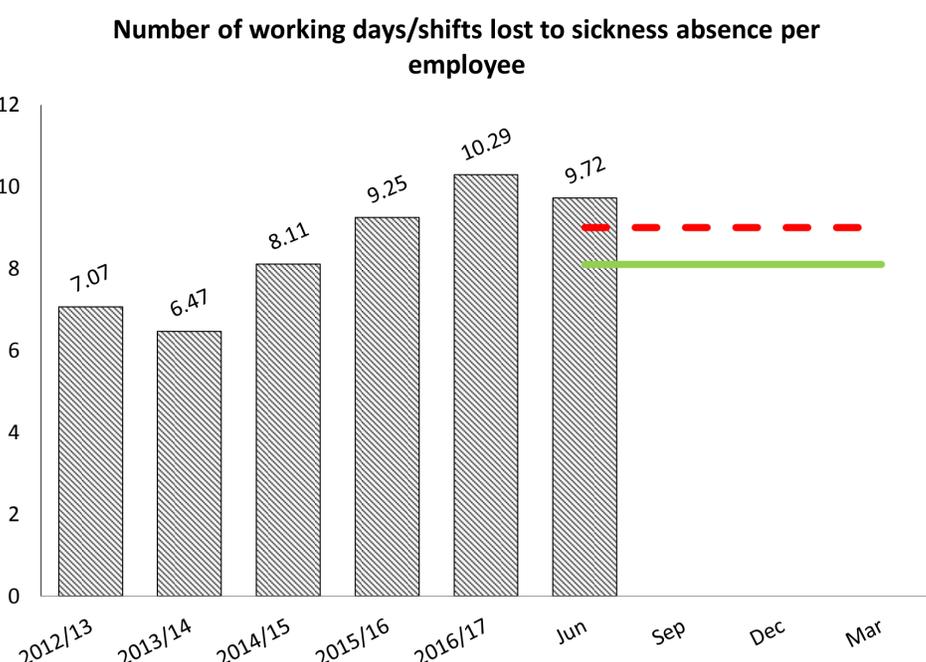
Commentary for Jun 2017: The Council has done extremely well in achieving and sustaining legal compliance in the use of B&B accommodation to house homeless families, with none being placed in B&B accommodation for longer than six weeks since September 2016. The Council has held its position of being the most improved borough in London on the use of B&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&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 increasing more slowly than most other areas of London and the number of homeless applications has reduced over the last two years. Sustaining legal compliance in the use of B&B accommodation means that children in homeless families are better off because they moving much more quickly into self-contained accommodation, spending less time in bed & breakfast hotels.

Description		Annual Actual (2016/17)	Q1 Minimum Expectation	Q1 Target	Q1 Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
<p>Number of households living in temporary accommodation</p> <p>Measured in: Number owed a statutory duty Good Performance: Lower</p>	<p>Households in temporary accommodation</p> 	2096	N/A	N/A	2086	N/A	↔
<p>Commentary for Jun 2017: The number of households owed a statutory duty and living in temporary accommodation has decreased, from 2096 in March 2017 to 2086 in June 2017. However, the numbers owed a duty has increased 4% since this time last year, with 2086 households housed in TA compared to 2009 in June 2016. Total numbers accommodated is 2196, which includes those housed under the Council's discretionary powers, a small reduction from 2210 in March 2017. Total numbers accommodated on a discretionary basis has reduced by 10%, 110 (June 2017) compared to 121 in Jun 2016. Steps have been taken to increase the rate of permanent offers to homeless households so as to reduce the total number in temporary accommodation.</p> <p>In Jun 2017, 46% of those living in temporary accommodation were housed in Tower Hamlets, and 29% in other east London boroughs. 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. Overall, the number of households in temporary accommodation and the number of homeless applications is increasing more slowly than most other areas of inner and east London.</p>							
<p>The proportion of households who considered themselves as homeless, who approached the local authority's housing advice service(s), and for whom housing advice casework intervention resolved their situation.</p> <p>Measured in: The percentage of cases assisted through successful casework intervention as a proportion of all those who approached the local authority Good Performance: Higher</p>	<p>Strategic Plan activity to support this measure: 2.2e Tackle homelessness, including through improved prevention and a reduction in families in temporary accommodation</p> <p>Homelessness Prevention</p> 	20.50	19.00	21.00	17.40	RED	N/A
<p>Commentary for Jun 2017: Homelessness was prevented in 17.4% of new approaches to the Service of households homeless or threatened with homelessness, which is not within the minimum range. One of the reasons for this is that there has been a decrease in the number of households approaching the families' team for assistance; a contributing factor could be the prospect of being placed in temporary accommodation outside of Tower Hamlets. The number of approaches to the Housing Advice team has remained steady and the actual number of preventions has increased 6% on Q4 of 2016/17. Homelessness was prevented in a total of 125 cases, 67 of those provided discretionary supported hostel accommodation for single homeless people.</p> <p>The number of negotiations or legal advocacy to remain in the private rented sector increased on last quarter (+25%). This is despite evidence that private landlords are increasingly reluctant to let to benefit-dependent tenants and those on low to medium incomes because:</p> <ul style="list-style-type: none"> • Market rents are far above the LHA in Tower Hamlets, which has been frozen for the last four years. • The reduction in the benefit cap to £23,000 in London from November 2016 • Research by Sheffield Hallam University found that only 20% of landlords indicated a willingness to let to HB claimants due to concerns about the gap between LHA rates and market level rents, uncertainty around the roll out and implications of universal credit and the payment of HB 6 weeks in arrears under UC <p>Despite this, the Options Service and Housing Strategy are nurturing good landlords and developing good working relations.</p> <p>In addition, the commissioned supported hostel provision has reduced leaving fewer options available for prevention. For example, the revised hostel commissioning plan will result in fewer places and there is an increase in the use of beds for emergencies and assessments prior to move, neither of which can be counted as preventions.</p>							

Description		Annual Actual (2016/17)	Q1 Minimum Expectation	Q1 Target	Q1 Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
Less crime and ASB							
<p>Total Notifiable Offences (number)</p> <p>Measured in: Number Good Performance: Lower</p>	<p>Strategic Plan activity to support this measure: 2.3a Work with our partners to target resources to reduce crime</p> 	30,947	Not Set	Not Set	8,316	N/A	N/A
<p>Total Notifiable Offences: 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.</p> <p>TNO is used as a general marker for total crime in the borough, although the Metropolitan Police prefer to measure key/priority crime types related to the MOPAC Police and Crime Plan 2017-20 rather than TNO.</p> <p>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.</p> <p>When comparing with neighbouring boroughs and the Met Police Total, in this quarter there has been a general increase in crime and Tower Hamlets is no exception. 4 out of 6 of neighbouring boroughs have experienced an increase [Greenwich, Hackney, Newham and Tower hamlets].</p> <p>The Council continues to fund a team of 5 PC's and 1 Police Sergeant, known as the Partnership Task Force, to tackle key crime and ASB hotspots within the borough. These officers are tasked via the Partnership ASB Operations Group, along with other partnership resources to address the current and emerging community safety issues in the borough. This team also contributes to the wider activity of borough policing and aims to reduce the fear of crime and increase public confidence in both the Police and partner agencies including the Council.</p>							
Working smarter together as one team with our partners and community							
<p>Customer Access Overall Satisfaction (telephone contact)</p> <p>Measured in: % Good Performance: Higher</p>	<p>Strategic Plan activity to support these customer access measures: EOc Deliver an organisational transformation programme to ensure effective responsive front line services and efficient cost-effective support services, enabled by ICT and including a new Civic Centre</p> 	92.00	89.00	93.00	90.00	AMBER	↑
<p>The proposed centralisation/rationalisation of contact centres planned for 2017/18 as part of the Smarter Customer Services programme will bring new services into the contact centre which represents a risk to performance in terms of (a) maintaining call queue/wait times while new staff and services are integrated into the contact centre working environment and (b) evaluating the impact of those services in terms of their existing use satisfaction. Satisfaction has dipped slightly in Q1 along with call queue times in response to further redistribution of staff resources to other services to alleviate budget pressures following termination of the THH SLA for repairs calls.</p>							

Description		Annual Actual (2016/17)	Q1 Minimum Expectation	Q1 Target	Q1 Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
<p>Percentage of contact transactions dealt with online (channel shift)</p> <p>Measured in: Percentage Good Performance: Higher</p>		81.60	83.00	85.00	82.43	RED	↑
<p>Although slightly below the minimum expectation of 83%, the Quarter 1 performance of 82.43% shows an improvement of 4.31 percentage points over performance during Quarter 1 last year, and 0.83 percentage points over the previous quarter.</p>							
<p>Percentage of Council Tax Collected (budgeted)</p> <p>Measured in: % Good Performance: Higher</p>	<p>Strategic Plan activity to support these financial measures: EOc Deliver an organisational transformation programme to ensure effective responsive front line services and efficient cost-effective support services, enabled by ICT and including a new Civic Centre</p> 	101.46	25.00	25.25	26.42	GREEN	↑
<p>Performance is on course to exceed the stretch target</p>							
<p>Percentage of Non-Domestic Rates Collected (budgeted)</p> <p>Measured in: % Good Performance: Higher</p>		102.05	25.00	25.00	30.29	GREEN	↑
<p>Performance is on course to exceed the stretch target</p>							

Description		Annual Actual (2016/17)	Q1 Minimum Expectation	Q1 Target	Q1 Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)																		
<p>Number of working days/shifts lost to sickness absence per employee</p> <p>Measured in: Number (the aggregate of working days lost due to sickness absence divided by the average number of FTE staff) Good Performance: Lower</p>	<p>Strategic Plan activity to support this measure: EOe Develop an effective workforce strategy, with appropriate skills and representative of the community</p>  <table border="1"> <caption>Number of working days/shifts lost to sickness absence per employee</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2012/13</td> <td>7.07</td> </tr> <tr> <td>2013/14</td> <td>6.47</td> </tr> <tr> <td>2014/15</td> <td>8.11</td> </tr> <tr> <td>2015/16</td> <td>9.25</td> </tr> <tr> <td>2016/17</td> <td>10.29</td> </tr> <tr> <td>Jun</td> <td>9.72</td> </tr> <tr> <td>Target</td> <td>8.10</td> </tr> <tr> <td>Minimum</td> <td>9.00</td> </tr> </tbody> </table>	Year	Value	2012/13	7.07	2013/14	6.47	2014/15	8.11	2015/16	9.25	2016/17	10.29	Jun	9.72	Target	8.10	Minimum	9.00	10.29	9.00	8.10	9.72	RED	↓
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<p>Sickness performance at the end of the first quarter 17/18 is 9.72 days. This represents a reduction of 0.57 days against the 10.29 days reported at the end of Q4 of 16/17. This figure is 0.72 days above the higher 9 day target set earlier this year and 1.62 days above the 8.1 day target, which had been based on the 2nd Quartile performance figure across all London Boroughs.</p> <p>HR Business Partners continue to support managers in terms of managing sickness cases and attend SMT and DMT's on a regular basis to update on sickness performance generally and discuss strategies for reducing absence. Additionally sickness performance is regularly reported to the Corporate Director for Resources. Performance Improvement Board (PIB) have held two meetings with Divisional Directors in Place and Adults Social Care. PIB will be inviting other Divisional Directors on a rota basis, to discuss underlying reasons for sickness in their areas and to explore whether any additional measures can be considered which would impact to reduce sickness absence, and agree realistic target reductions in their absence levels.</p> <p>There is a recognition that the measures in place currently are not sufficiently achieving the outcomes expected i.e. sustained reduction in sickness absence, and that a different approach may yield better results. Consequently, sickness management has been selected as a pilot area for review using Outcomes Based Accountability methodology and this work is presently underway. Alongside this, a review of the Council's sickness management procedure is ongoing along with the development of a refreshed Employee Wellbeing strategy and plan.</p>																									