
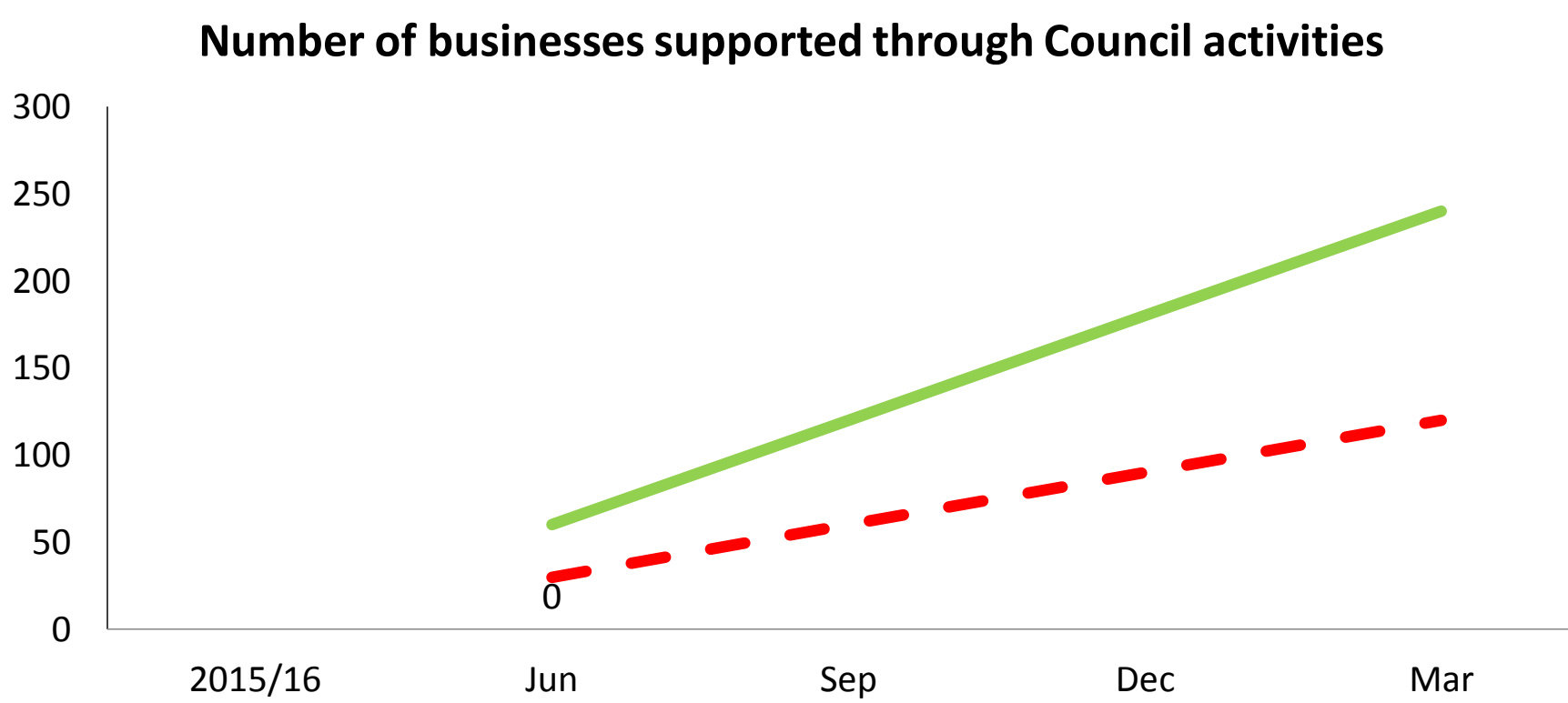
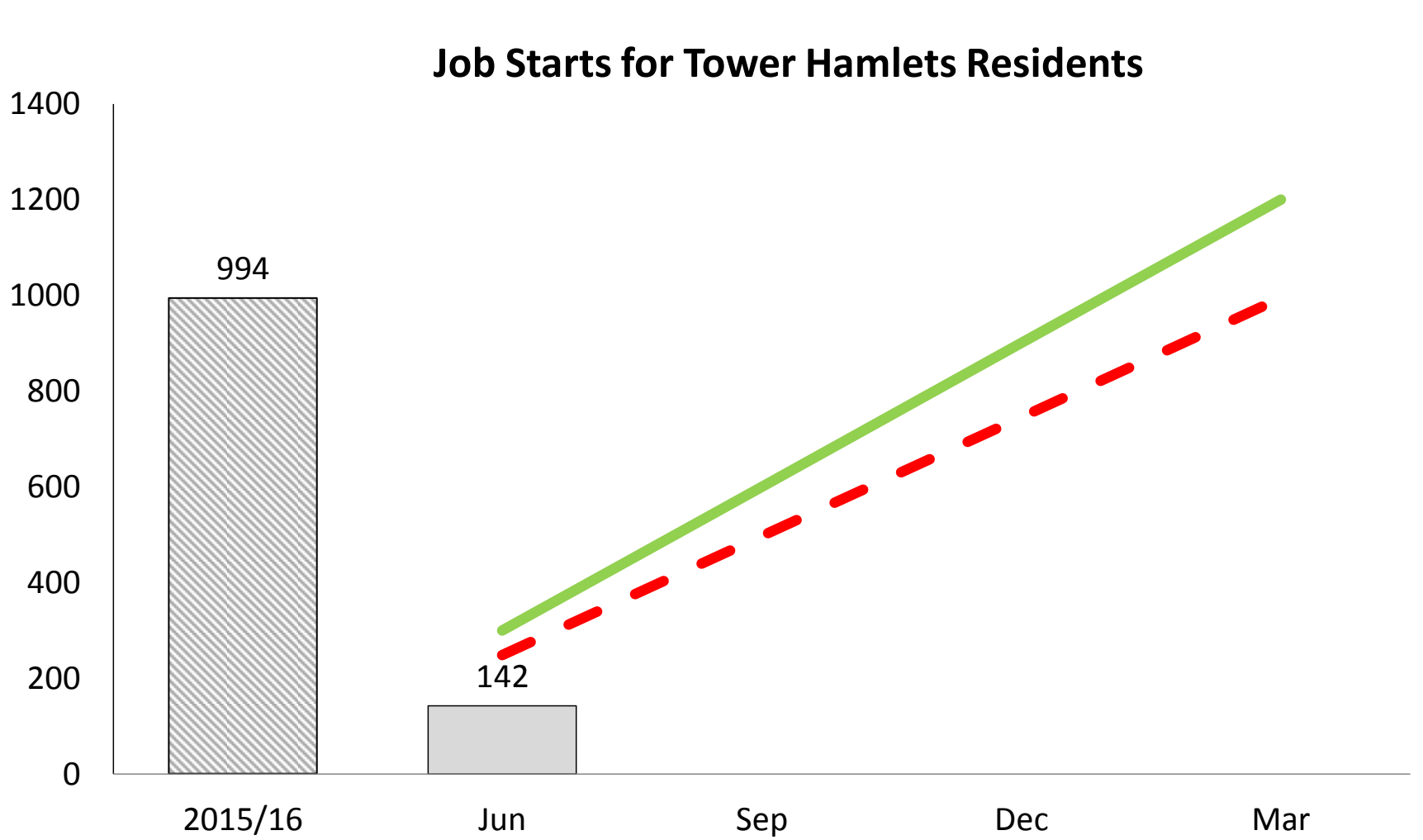

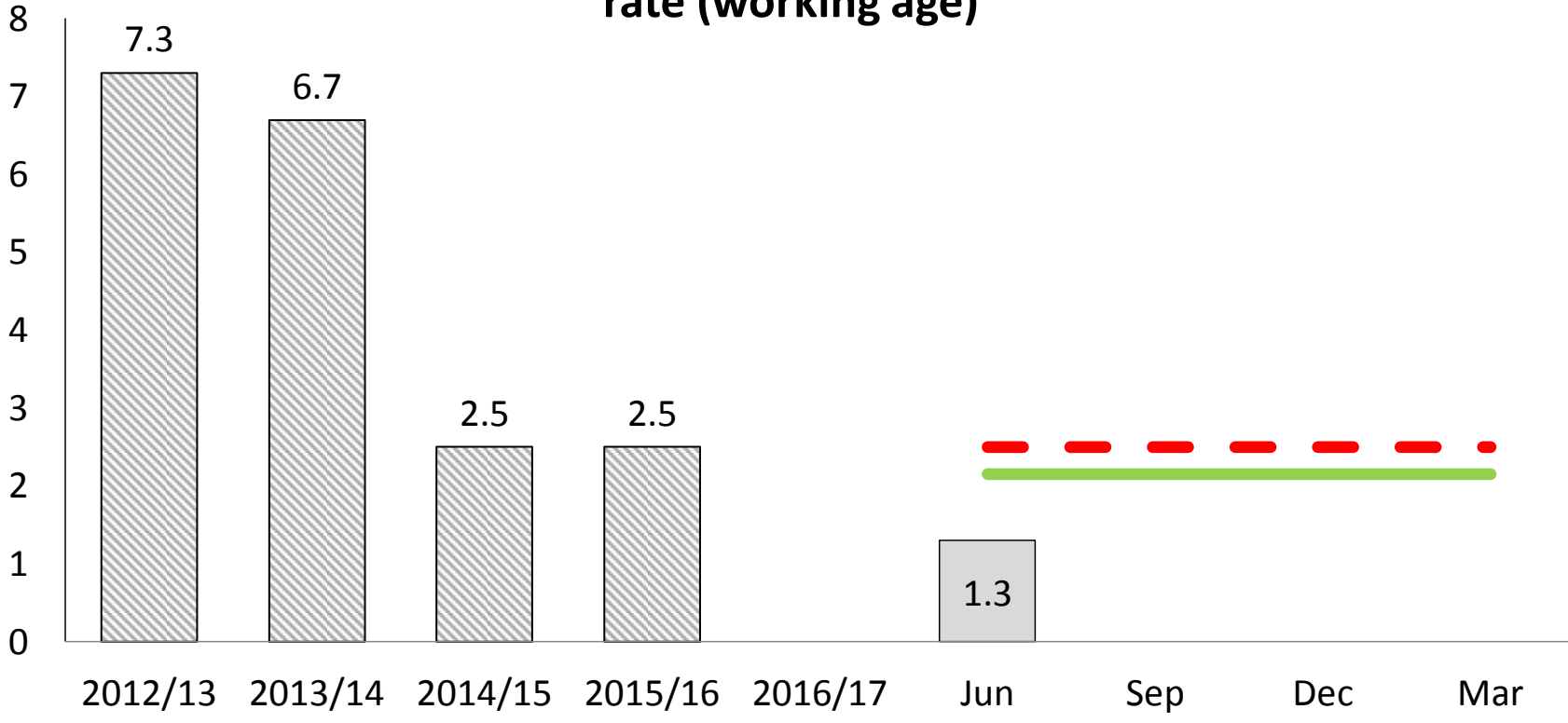
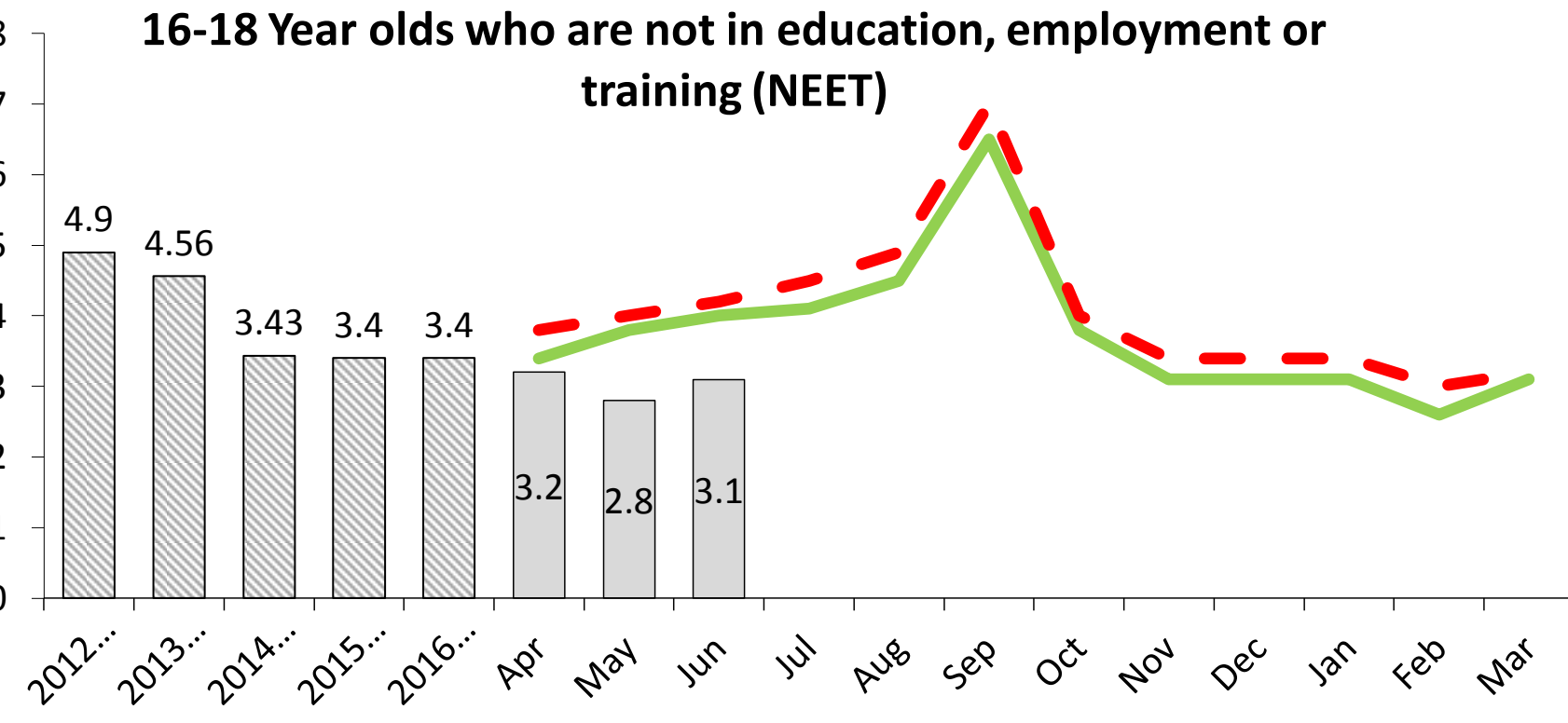
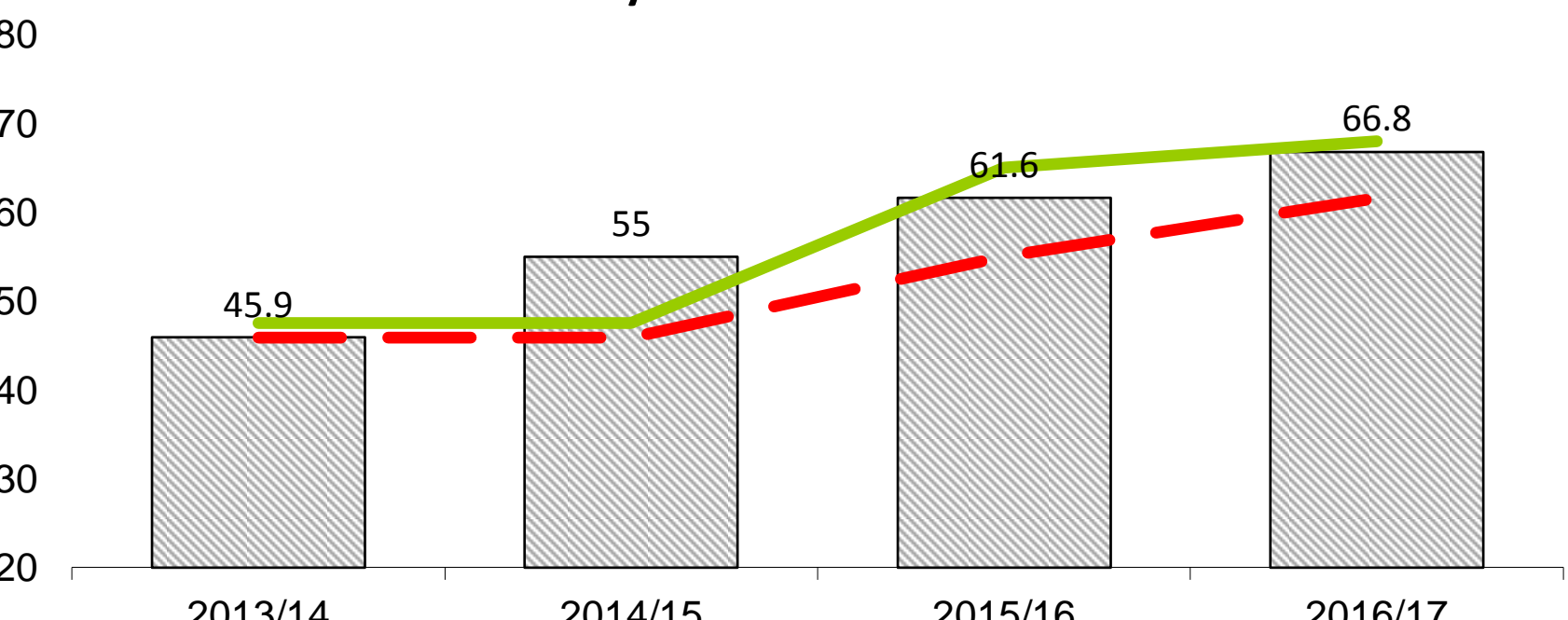


Description		Annual Actual (2015/16)	Minimum Expectation	Target	Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
Creating opportunity by supporting aspiration and tackling poverty							
A dynamic local economy with high levels of growth benefiting us							
Number of businesses supported through Council activities Measured in: Number Good Performance: Higher		N/A	30	60	0	RED	N/A
Due to the delayed start of the relevant projects, we have nil response for this indicator in this quarter. Procurement processes have caused some delay in delivery, but are now moving ahead successfully. The programme has been re-profiled accordingly and the NHB programme delivery has been extended for a year to March 2019. It is anticipated that once contract(s) have been awarded, the year end target will be achieved. New enterprise and business support activities through the high street fund are also in progress. Whitechapel will be a primary focus for the achievement of targets in the NHB projects relating to Growth Sectors, New Enterprise Support and Retail Marketing.							
A dynamic local economy with high levels of growth benefiting us							
Number of residents supported into sustainable jobs through the employment & skills programme Measured in: Number Good Performance: Higher		994	248	300	142	RED	N/A
The Raising Aspirations delivery model and ESF programme was implemented January 2016. The Employment Service focus has therefore shifted to economically inactive and long-term unemployed (residents furthest from the Labour Market, potentially with multiple barriers to employment). In addition the service has experienced difficulties with recruitment of suitable staff into vacant posts. The service however expects to be up to full capacity by Q2. A series of targeted programmes are also being developed and profiled to take into account Integrated Employment Service (IES) development work with services and departments across the Council and key providers to maximise the engagement of women, disabled and BAME residents. The refocus takes account of targeting of identified benefit cap clients affected from Oct 2016. The Working Start Programme is also being rescheduled to align support for specific groups. Quarter 1 has been spent introducing and training staff from other services and departments across the council on systems and assessment tools developed for IES. It is expected that Q2 reports will show a positive trend upwards in job starts achieved, with a yearend outrun closer to target levels.							


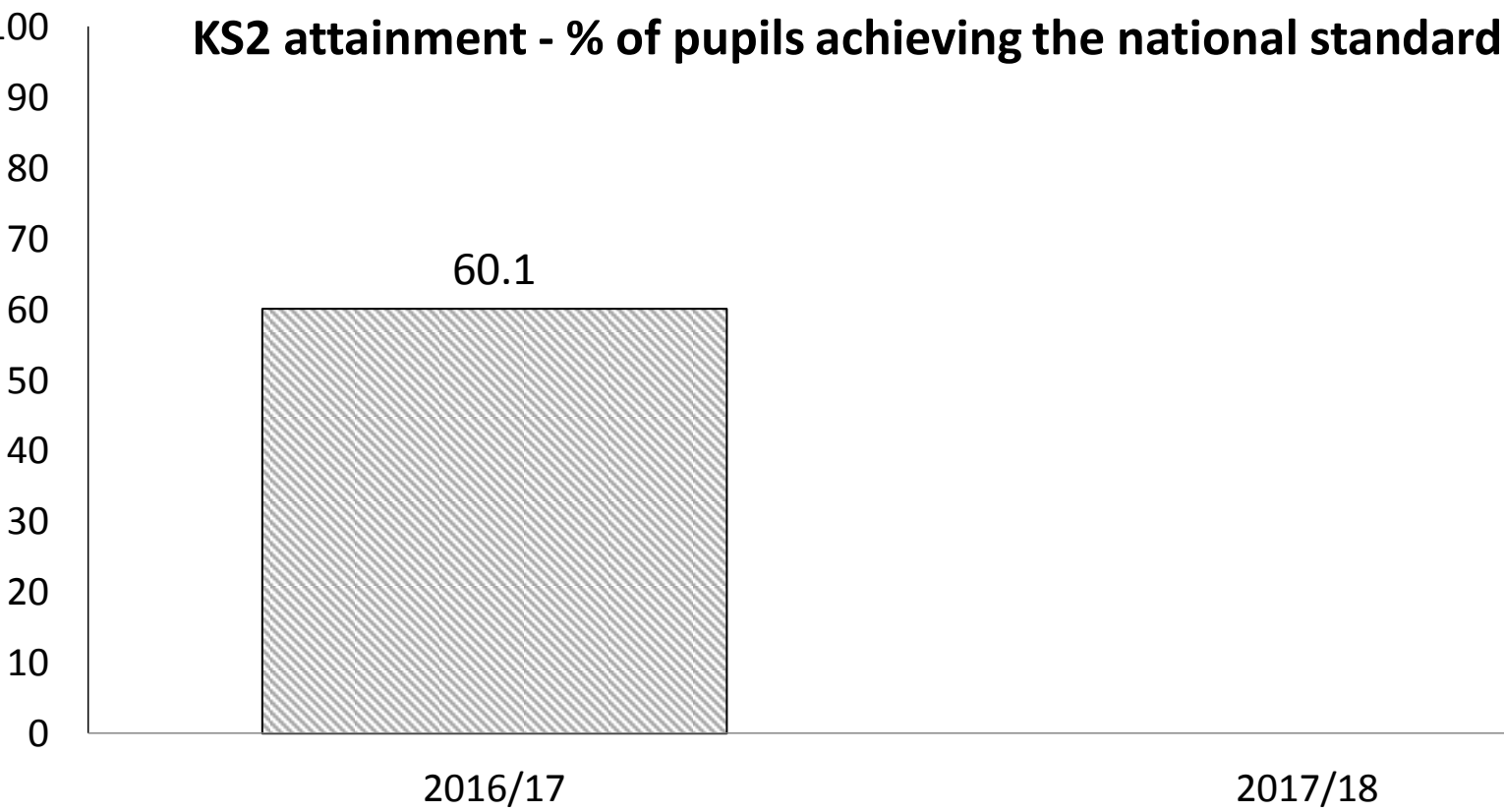
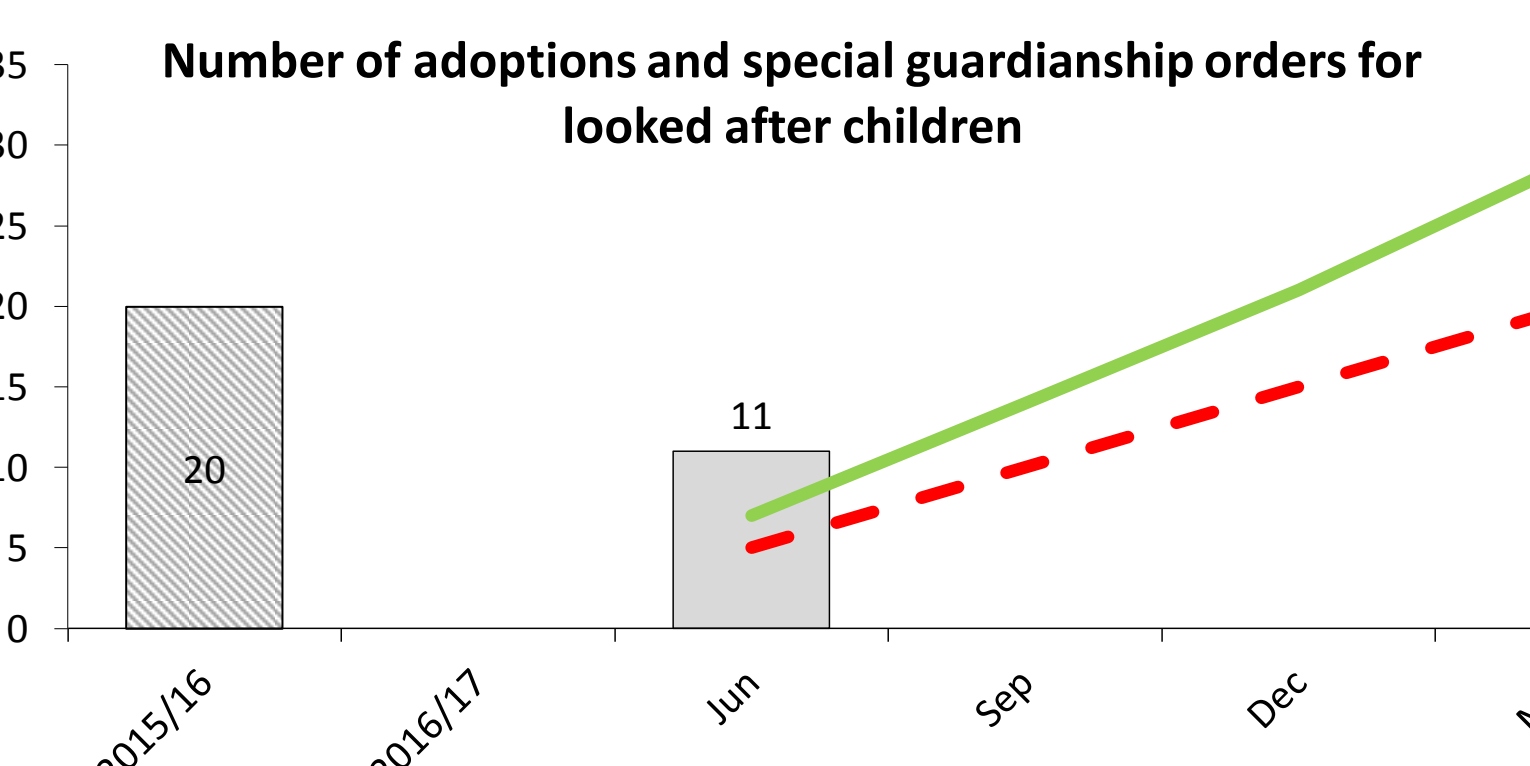
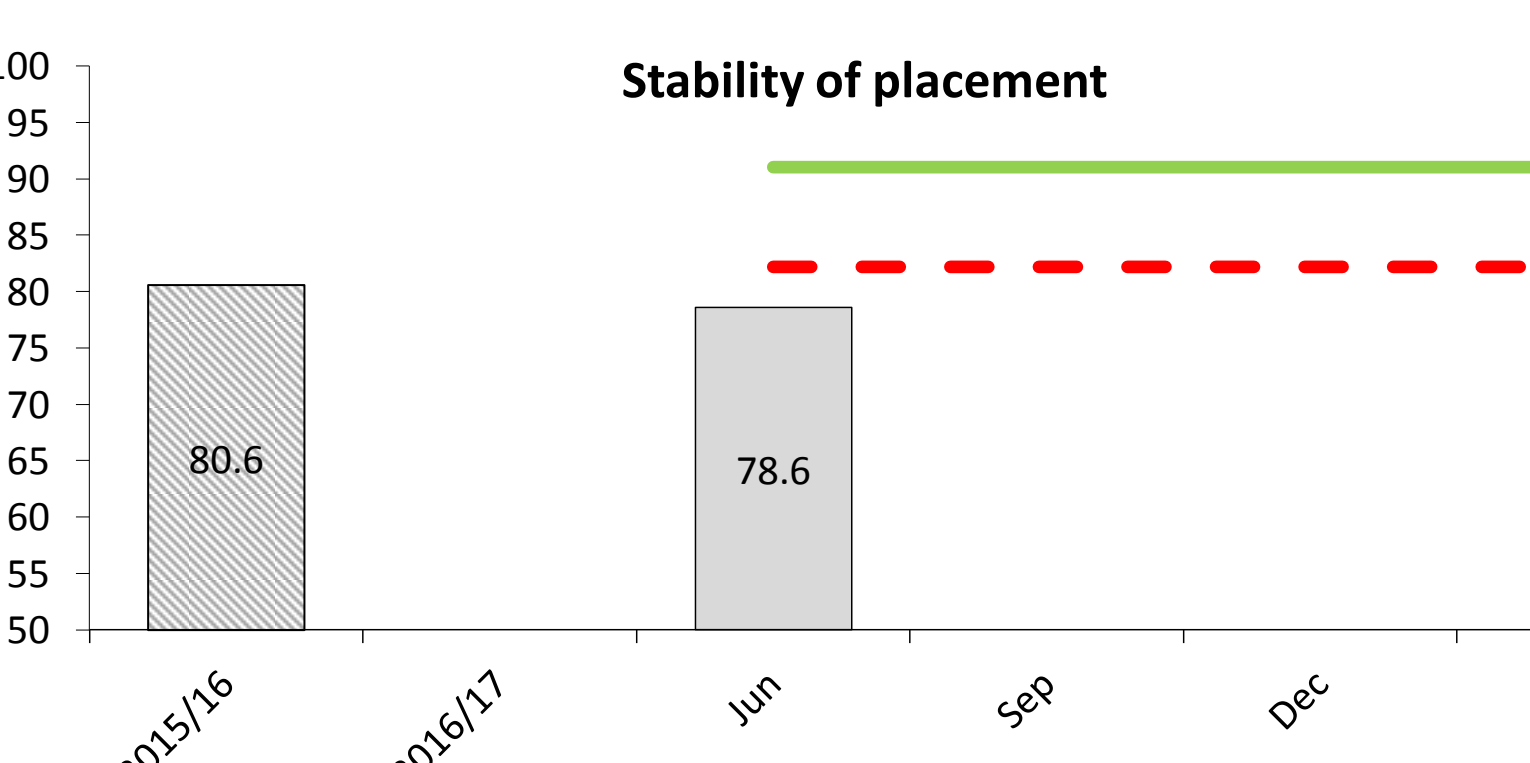
Description		Annual Actual (2015/16)	Minimum Expectation	Target	Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
<p>Overall employment rate - gap between the Borough and London average rate (working age) (ppts)</p> <p>Measured in: percentage points Good Performance: Gap - Lower</p>	<p>Gap between the Borough and London average employment rate (working age)</p> 	2.50	2.50	2.15	1.30	GREEN	↑
<p>16 to 19 year olds who are not in education, employment or training (NEET) (%)</p> <p>Measured in: % Good Performance: Lower</p>	<p>16-18 Year olds who are not in education, employment or training (NEET)</p> 	3.40	3.40	3.10	3.10	GREEN	↑
<p>Early Years Foundation Profile - achievement of a good level of development</p> <p>Measured in % Good performance: Higher</p>	<p>Early Years Achievement</p> 	61.60	61.6	68.0	66.8	AMBER	↑

Monthly Performance: Overall Employment rate:
TH: 71.9
London average:73.2
Gap between TH & London average rate: 1.3ppts


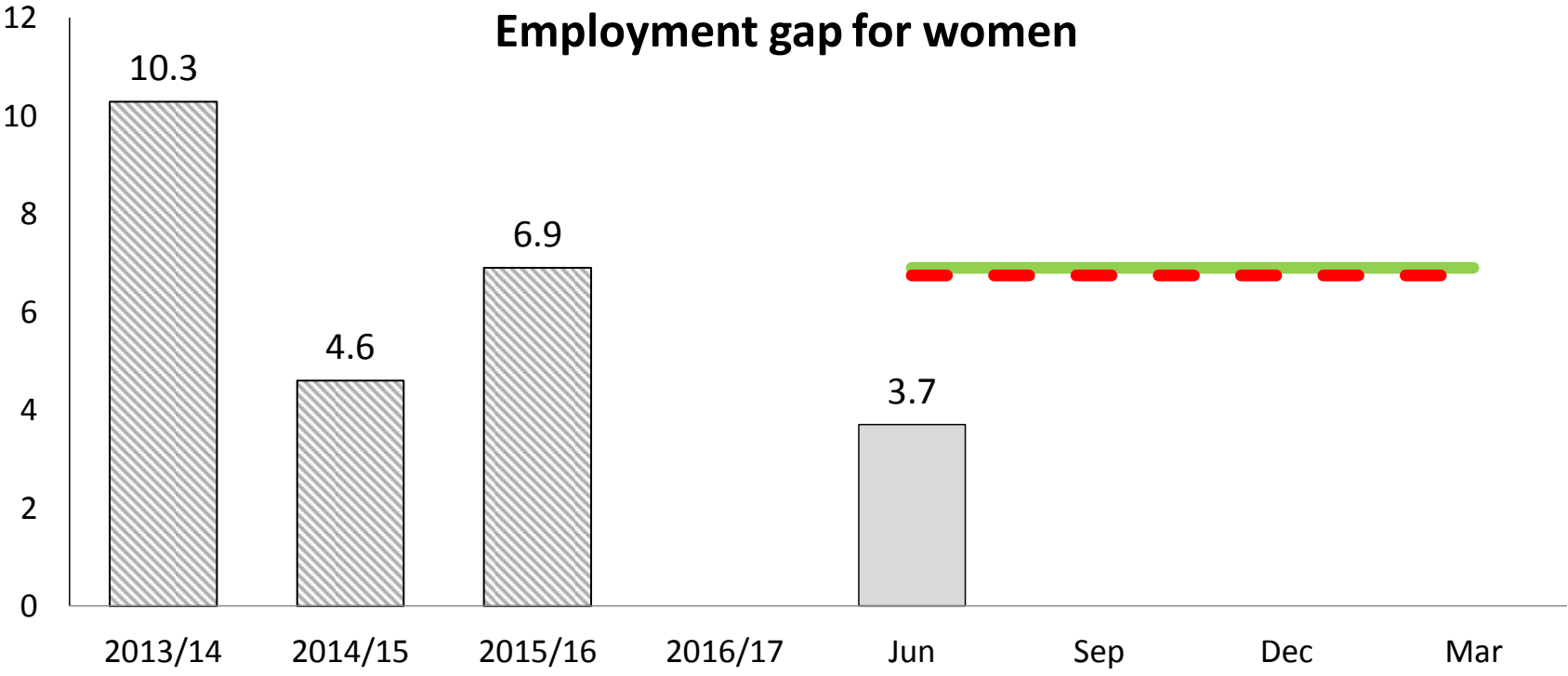
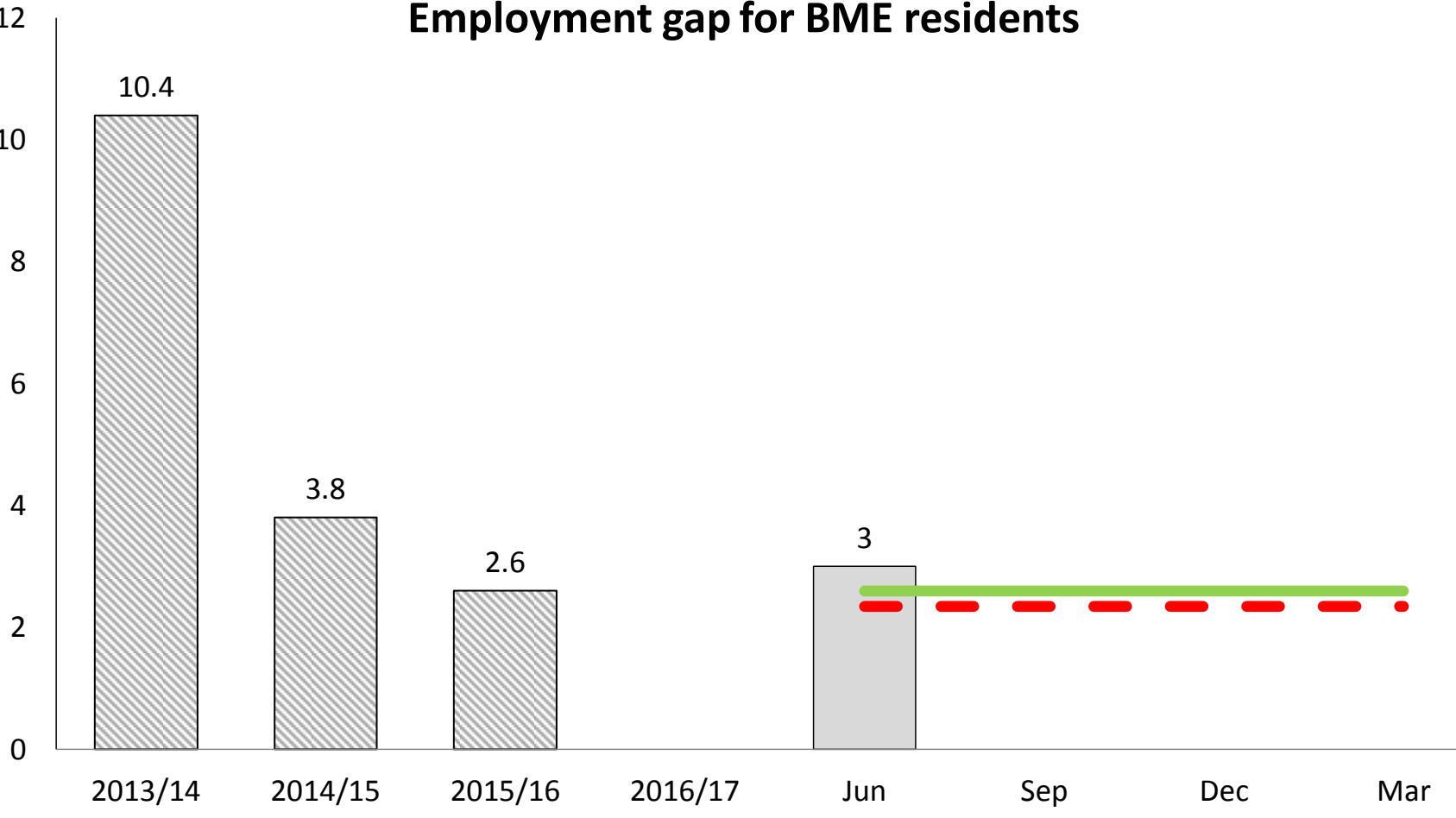
Target met. The Tower Hamlets employment rate has increased to 71.9% since last quarter's reporting, narrowing the gap with London further, to 1.3ppts. The employment rate for the borough is also 2.4ppts higher than this time last year, although the London average rate has only increased 1.4ppts. The net increase in employment since this time last year is 8,900. When comparing TH performance against the East London Growth boroughs employment rates, TH has the 3rd highest employment rate and the second highest increase since the previous quarter. TH also has the highest employment rate increase of 3.1ppts over the 6 month period.

Target achieved. The number of young people who are NEET naturally fluctuates depending on the time of year and in-year targets have been set accordingly.

Provisional annual outturn relating to assessments taken in Summer 2016. 66.8 percent of pupils achieved the 'good level of development' standard. This is another large improvement on the previous year, following successive years of improvement, and close to the target set. It is also higher than the provisional national average of 64.9 percent.

Description	 Minimum Target	Annual Actual (2015/16)	Minimum Expectation	Target	Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
Key Stage 2 Achievement: Percentage of children achieving the national standard (all children) Measured in: Percentage Good Performance: Higher	 <p>KS2 attainment - % of pupils achieving the national standard</p>	N/A	Above national & London Ave	N/A	60.10	GREEN	N/A
Provisional annual outturn relating to assessments taken in Summer 2016. Tower Hamlets is on target to be above the national average for Key Stage two attainment. Tower Hamlets borough average was 60.1 percent compared to the national average of 52 percent and London average of 57 percent (for state funded schools). The borough is above the national and London average. The national floor standards for schools remain unchanged at 65% (based on last year's performance measure) meaning that only one TH school is currently above the floor standard. However, the expectation is that the DFE will be adjusting the floor standards for this new measure in light of the change in methodology and the new national average.							
Number of adoptions and special guardianship orders granted for looked after children Measured in: Number Good Performance: Higher	 <p>Number of adoptions and special guardianship orders for looked after children</p>	20.00	5.00	7.00	11.00	GREEN	↑
Positive first quarter performance towards an overall target of 29 adoptions or special guardianship orders.							
Percentage of looked after children in the same placement for two years or more Measured in: Percentage Good Performance: Higher	 <p>Stability of placement</p>	80.6 (P)	82.20	91.00	78.60	RED	↔
Performance for Q1 is off target and will be monitored through the Children's Service DMT and Children's Social Care management team performance monitoring on a monthly basis. There have been a number of challenges in maintaining some placements this year, often because of a carer's inability to manage fairly extreme behaviour (fire setting, physical altercation, allegations against the carers). We have a better track record of stability with local in-house provision and have increased our support to these placements by using the new onsite CAMHs team and investing in the Mockingbird initiative. This initiative supports foster carers to work as a community to support each other including giving respite and peer support. In order to better track placement stability this year, a quality assurance tracking meeting (template to be completed quarterly) will be established for children who have moved twice to prevent them triggering the third placement.							

Description		Annual Actual (2015/16)	Minimum Expectation	Target	Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)	
<p>Average time between a child entering care and moving in with adoptive family (Time to adoption)</p> <p>Measured in: Days Good Performance: Lower</p>		630	630	610	634	RED	↑	
<p>In the 2016-2017 cohort, Quarter 1 figures, there have been 4 adoptions. Of these, 2 of the children, have a long gap between entering care and moving in with their adoptive family. This sibling group were abducted to Thailand by their parents, during which time they remained "looked after". After considerable efforts a family was identified who took these siblings and a third sibling, the responsibility of another LA. Support has been provided to this family prior to the adoption application being made by PAC (Post-Adoption Centre).</p> <p>There are currently 17 children on a care plan for adoption. It is anticipated that of the 17, 6 will be adopted in this year. In terms of the impact of the figures for 2016-17 these adoptions could improve our figures slightly. At this juncture it is impossible to quantify accurately. Currently the PAST (Permanency & Adoption Support Team) managers are looking to place children with adopters as quickly as possible from the date of the placement order. We are also working with adopters to consider the fostering to adopt option now available.</p>	<p>Proportion of people over 65 receiving long term support, per 10,000 population</p> <p>Measured in: Percentage Good Performance: Lower</p>		1536	1485	1470	1415	GREEN	N/A
<p>Based on rolling year data to end of June 2016. 2,502 actual service users aged 65+ received a long term service, which is a reduction from the 2015/16 period when 2,626 received the service. Revised Office for National Statistics mid-year population figures, showing a slight increase in the 65+ age group, has had some positive impact on the rate. We are on target to meet the target set for this measure.</p>	<p>Reducing inequality and embracing diversity</p>							
<p>Key Stage 2 Achievement: Percentage of children achieving the national standard (attainment gap for White British children)</p> <p>Measured in: Percentage Good Performance: Higher</p>		N/A	Not Set	Not Set	3.70	N/A	N/A	
<p>This is a new measure.</p> <p>The gap between White British children's attainment at Key Stage Two and all other ethnic groups was 3.7 percentage points. 57.1 percent of White British children achieved the national standard, compared to 60.8 percent of non-White British children.</p> <p>Nationally 53.7 percent of White British children achieved the national standard, compared to 52.6 percent of non-White British children. Tower Hamlets white British pupils are performing better than white British pupils nationally (+3.4 percentage points).</p>								


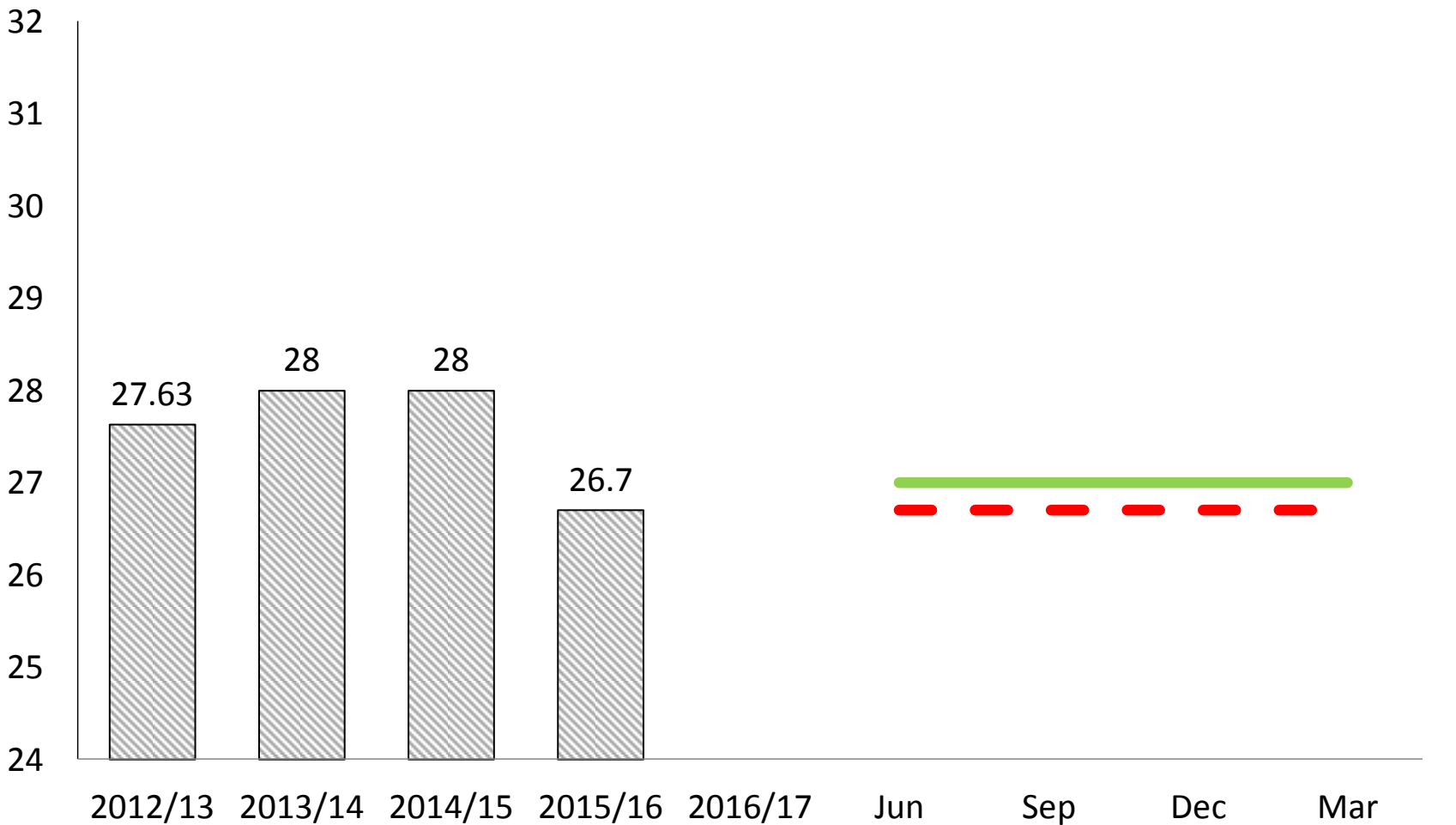
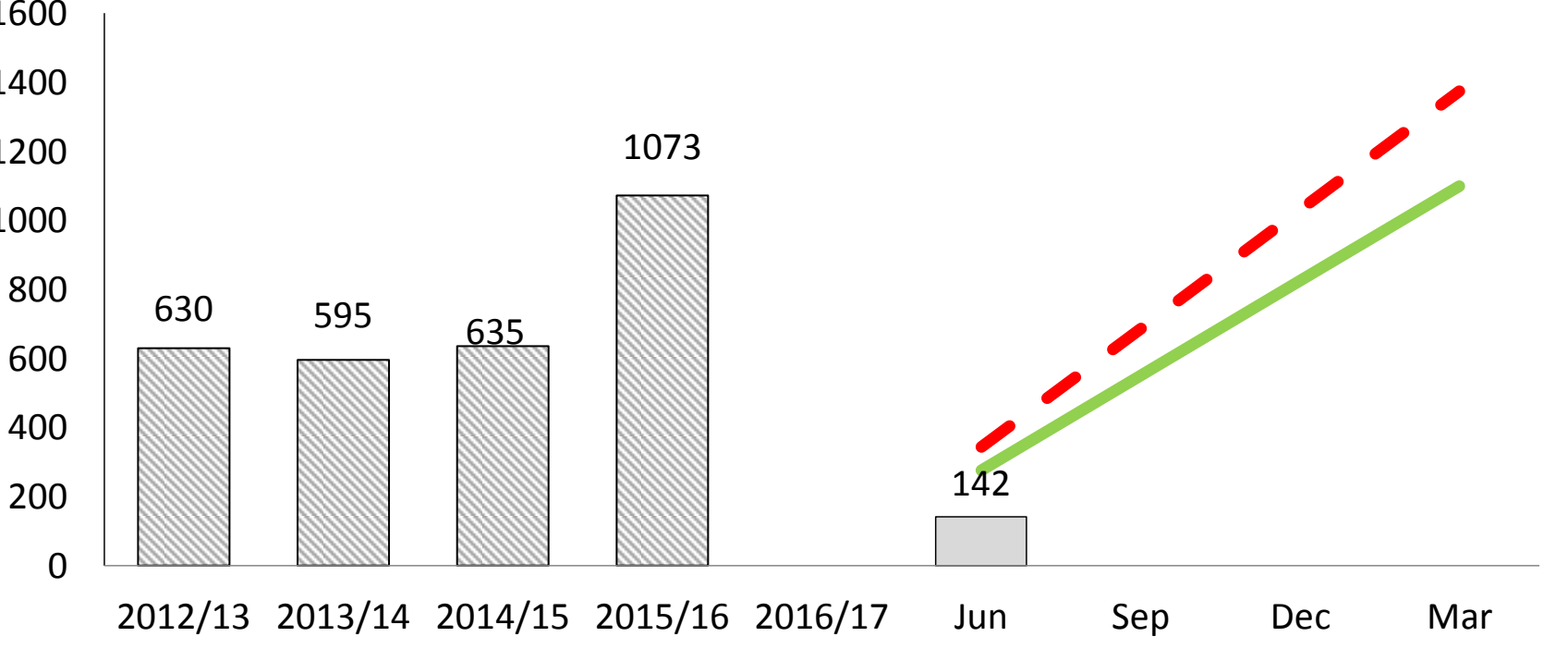
Description		Annual Actual (2015/16)	Minimum Expectation	Target	Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
<p>Employment gap for <u>women</u>: reducing the gap between the Borough employment rate and employment rate for women</p> <p>Measured in: percentage points Good Performance: Gap - Lower</p>		6.9	6.9	6.8	3.7	GREEN	↑
<p>Employment gap for <u>BME residents</u> 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>		2.60	2.60	2.35	3.00	RED	↓

Monthly Performance, employment rate females:
TH: 62.9%
London Average Rate: 66.6%
Gap between TH and the London average rate: 3.7ppts


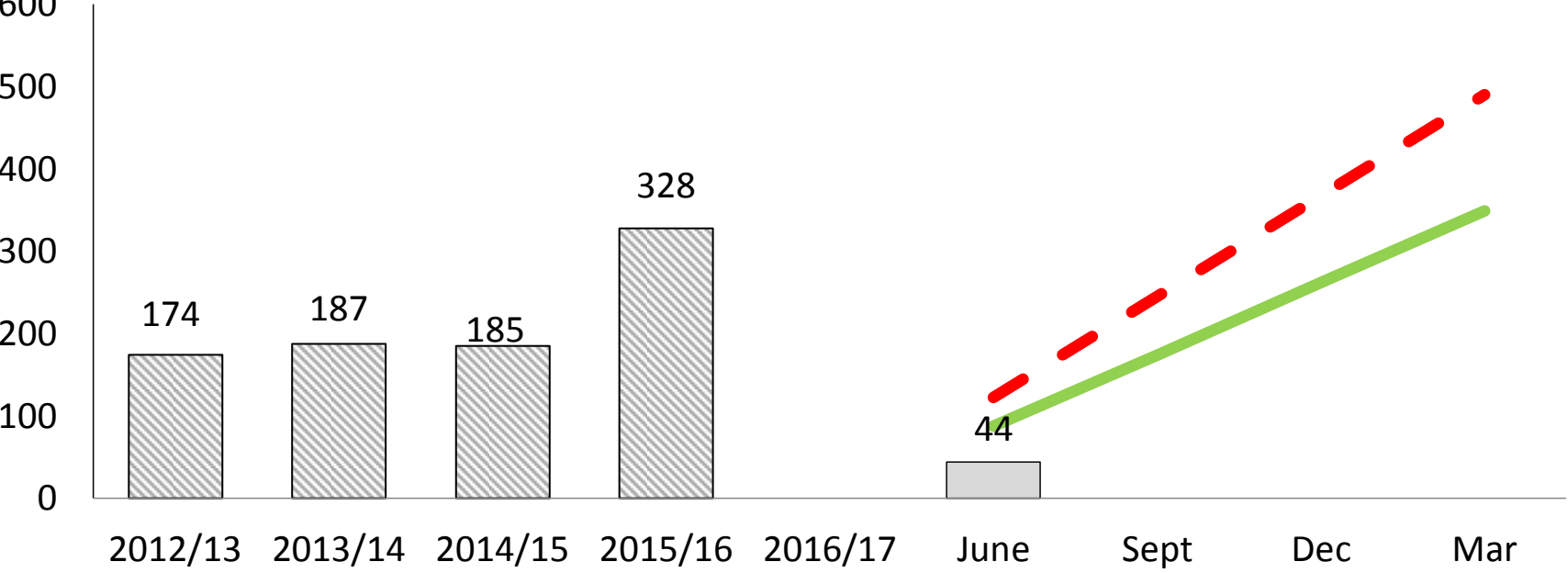
Target Met. The Tower Hamlets employment rate for women has increased to 62.9% since last quarter's reporting, narrowing the gap with London further, to 3.7ppts. The employment rate for women in the borough is also 3.9ppts higher than this time last year while the London average rate only increased 2.2ppts. When comparing TH performance against the East London Growth Boroughs, TH has the 4th highest employment rates for women, but has the highest increase over the 3 month period of 3.4ppts, Newham following with the 2nd highest increase of 1.4ppts .


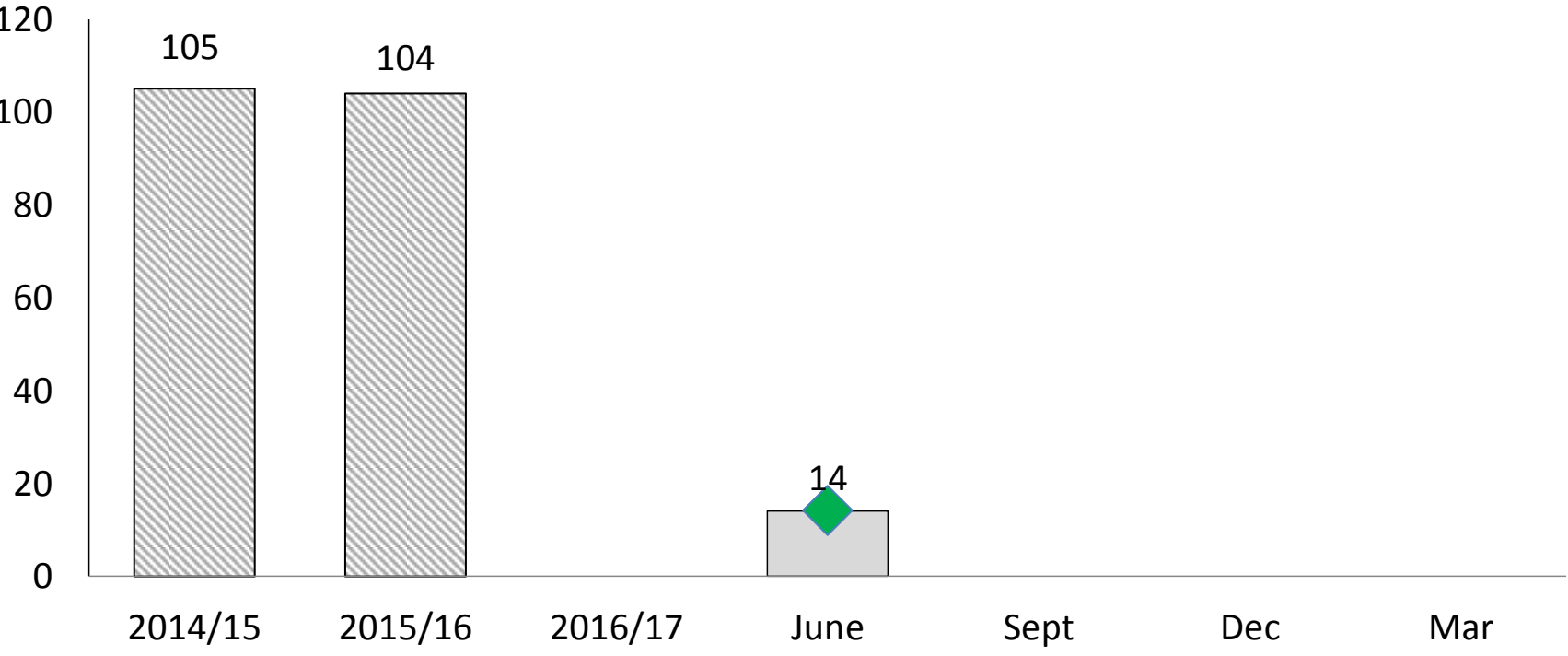
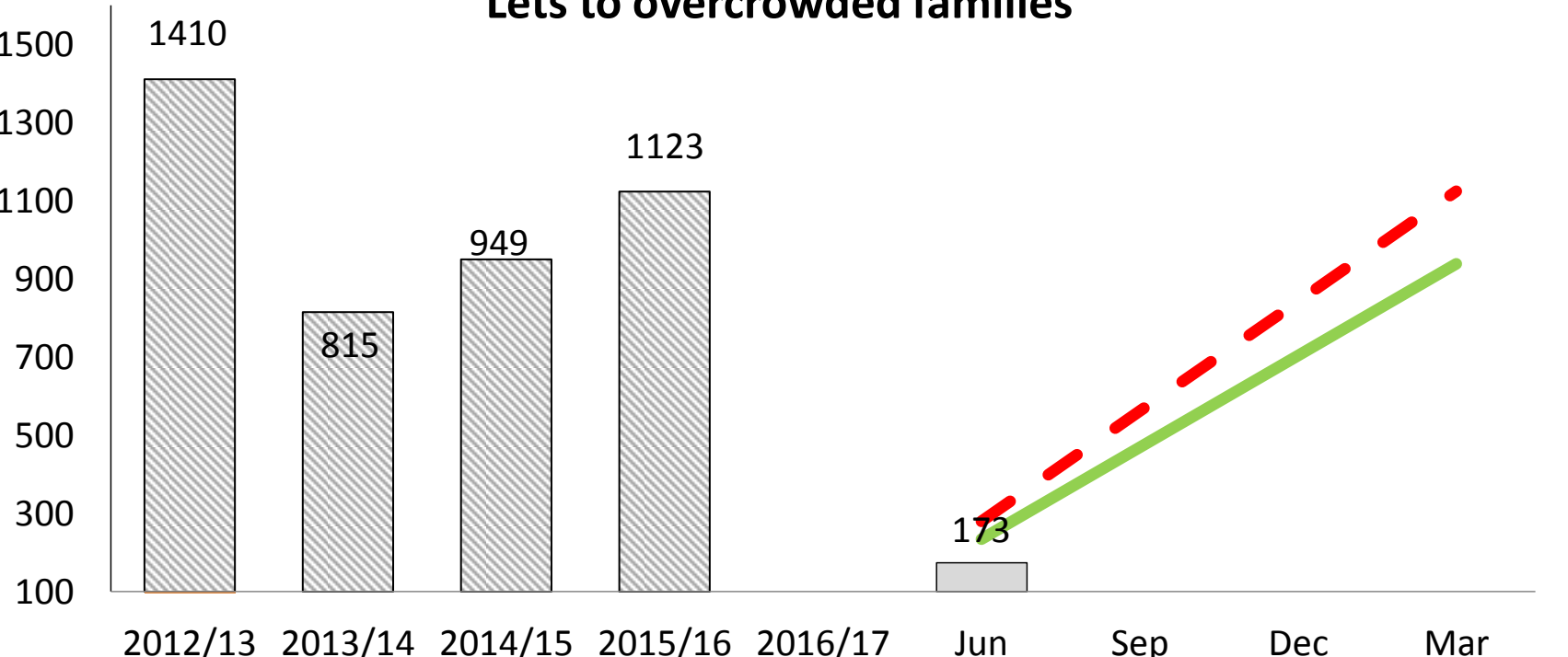
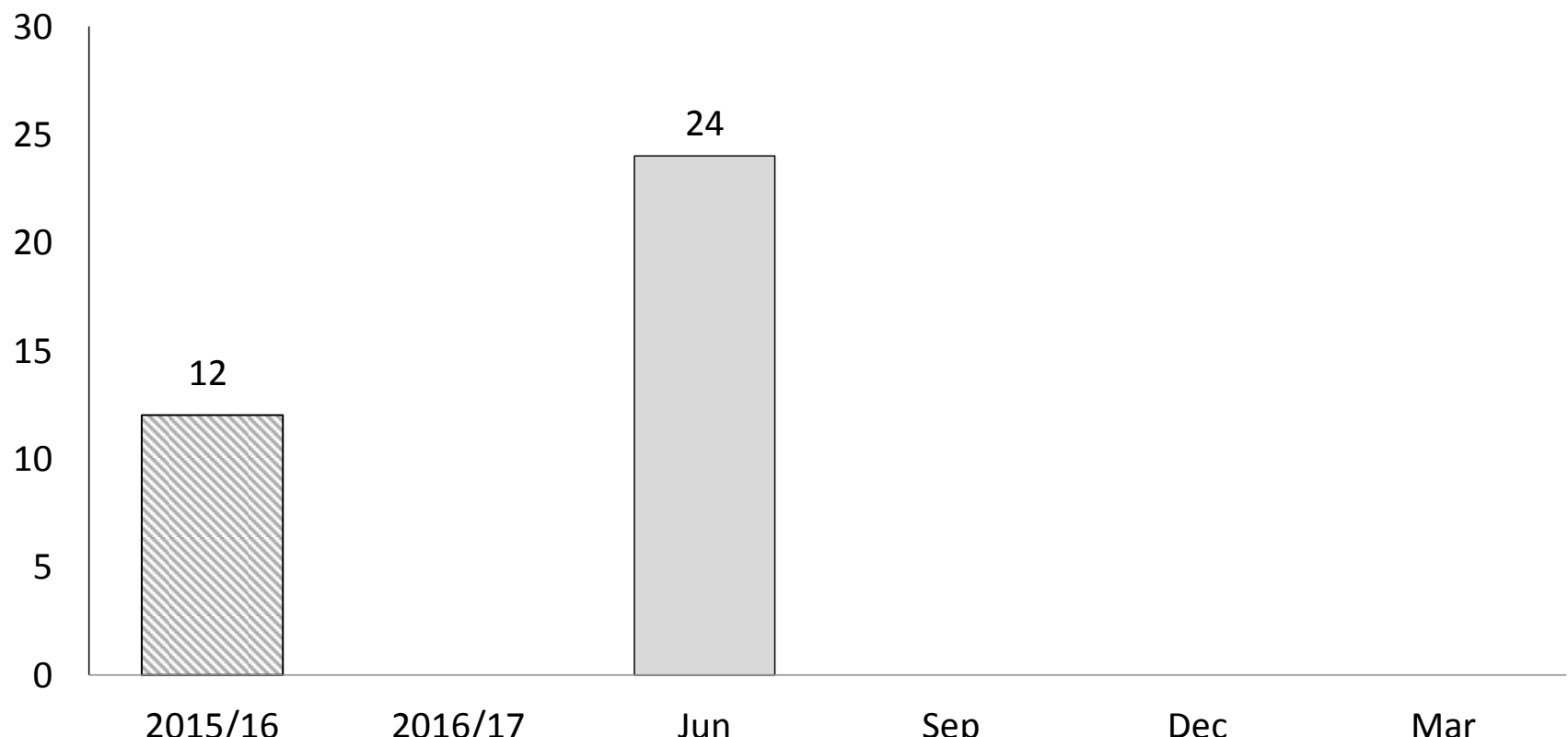
Monthly Performance, employment rate BME residents:
TH: 62.5%
London average rate: 65.5%
Gap between TH and the London average rate: 3.0ppts

The Tower Hamlets employment rate for BME residents has increased to 62.5% since last quarter's reporting, the gap with London remains and is 3.0ppts. The employment rate for BME residents in the borough is 1.9ppts higher than this time last year while the London average rate increased 2.1ppts. Whilst the rate has improved, the revised Local Economic Assessment suggests that BME residents (particularly amongst Women) are still over represented in both unemployment and benefit claims statistics. There are a range of different barriers to work associated with BME clients including English language skills, basic skills and access to networks. Long term and economically inactive BME residents will continue to be a focus for the Employment & Skills delivery service and will form part of the focus of the new integrated service development. With a top bandwidth target of supporting 1,000 residents into employment through Council activities, an 850 net increase of BME residents into work would represent a closing of the gap by 0.15pp.

Description		Annual Actual (2015/16)	Minimum Expectation	Target	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	<p style="text-align: center;">Percentage of household waste sent for reuse, recycling & composting</p>  <table border="1"> <caption>Percentage of household waste sent for reuse, recycling & composting</caption> <thead> <tr> <th>Year</th> <th>Percentage (%)</th> </tr> </thead> <tbody> <tr> <td>2012/13</td> <td>27.63</td> </tr> <tr> <td>2013/14</td> <td>28</td> </tr> <tr> <td>2014/15</td> <td>28</td> </tr> <tr> <td>2015/16</td> <td>26.7</td> </tr> </tbody> </table>	Year	Percentage (%)	2012/13	27.63	2013/14	28	2014/15	28	2015/16	26.7	26.70	28.00	29.00	26.70	RED	↔
Year	Percentage (%)																
2012/13	27.63																
2013/14	28																
2014/15	28																
2015/16	26.7																
<p>The final outturn of 26.7 percent has been confirmed. The downward travel and plateauing rates are a current trend on a national scale, not just within TH or London. Despite the downward trend TH is still recognised as one of the best performing recyclers of dry recyclables in inner London. Tower Hamlets has the challenge of high density housing with 86% high rise properties with limited space for recycling receptacles. There is also low participation in the recycling of green waste due to the proportion of high rise housing within the borough. New legislation covering Materials Recovery Facility (MRF) operations and the quality of recyclable materials produced by MRFs, making operators more vigilant about the quality of the recyclable material they are receiving from local authorities, has impacted on performance.</p> <p>A campaign was launched back in November 2015 around recycling and the impact of contamination (Lets Sort It), the campaign focused on how to correctly recycle and improvements have been observed at the MRF with the acceptable tolerances. The council continues to work with local Registered Providers to look at recycling points and centres on estates as well as rebranding communications to give clear messages on what can and cannot be recycled. The Council will work with developers in the long term to incorporate innovative general waste and recycling waste management systems. Qtr. 1 figures will be submitted to the Waste Data Flow system in September and a provisional figure published; a final figure is anticipated at the end of October 2016.</p>																	
Number of affordable homes delivered (gross) Measured in: Number (the sum of social rent housing and intermediate housing - low cost home ownership and intermediate rent) Good Performance: Higher	<p style="text-align: center;">Number of affordable homes delivered (gross)</p>  <table border="1"> <caption>Number of affordable homes delivered (gross)</caption> <thead> <tr> <th>Year</th> <th>Number</th> </tr> </thead> <tbody> <tr> <td>2012/13</td> <td>630</td> </tr> <tr> <td>2013/14</td> <td>595</td> </tr> <tr> <td>2014/15</td> <td>635</td> </tr> <tr> <td>2015/16</td> <td>1073</td> </tr> </tbody> </table>	Year	Number	2012/13	630	2013/14	595	2014/15	635	2015/16	1073	1073	275	343	142	RED	↓
Year	Number																
2012/13	630																
2013/14	595																
2014/15	635																
2015/16	1073																
<p>Tower Hamlets has a strong track record of housing delivery and continues to provide among the highest numbers of affordable homes in the country. 142 affordable homes have been delivered in Q1 against our target of between 277 and 344 units. However, it is anticipated that the end of year total will be within the target range. Our current prediction is for the completion of 1,340 affordable units in this financial year. Performance for quarter 1 was expected to be higher, as several schemes due for completion in quarter 4 of last year were reported as having slipped into quarter 1. However, there are a number of schemes which are substantially complete, perhaps even achieving technical completion for the purposes of GLA grant claims, but still not ready for occupation, which is the completion requirement for LBTH monitoring. These delays are expected to be resolved soon and should lead to a higher outturn for quarter 2. As is regularly reported, there can be no action plan to remedy quarterly underperformance, as the distribution of completions will never fall into an equal four quarter split and there is nothing that the Council can do to influence the actual date of handovers.</p>																	
Number of affordable social rented housing completions for family housing (gross)	<p style="text-align: center;">Social rented housing completions for family housing (gross figures only)</p>	328	87	122	44	RED	↓										

STRATEGIC MEASURES


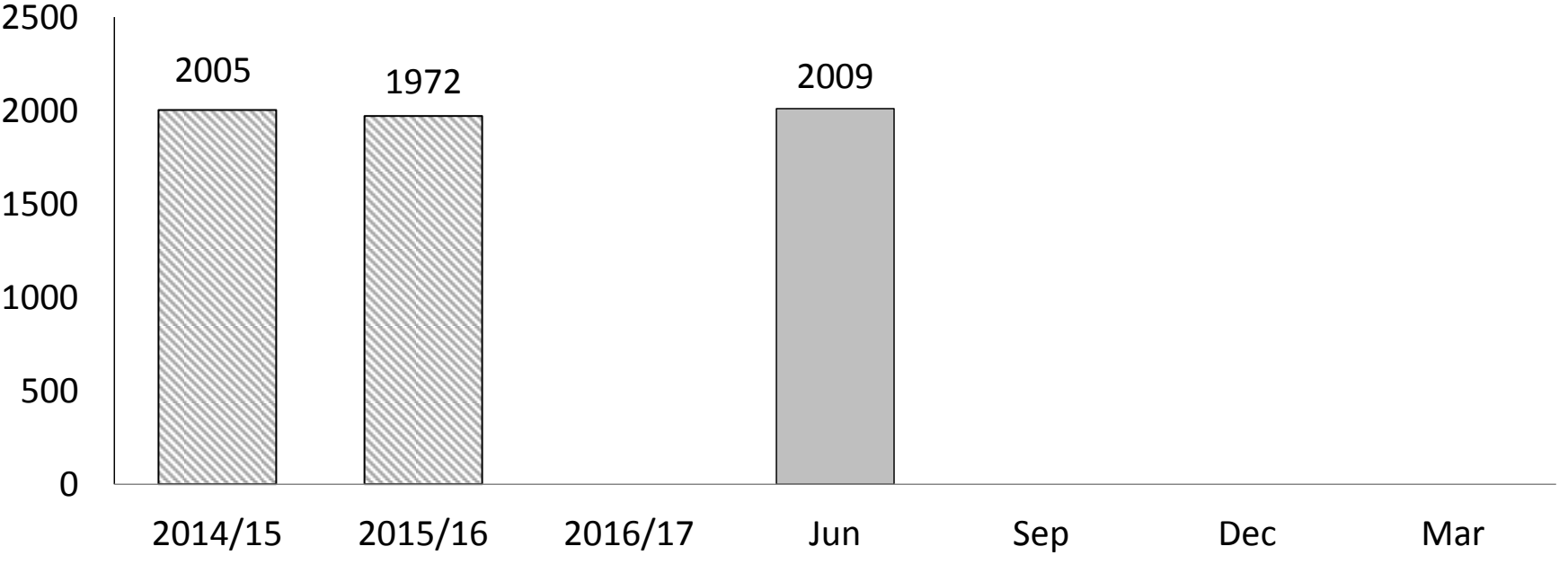
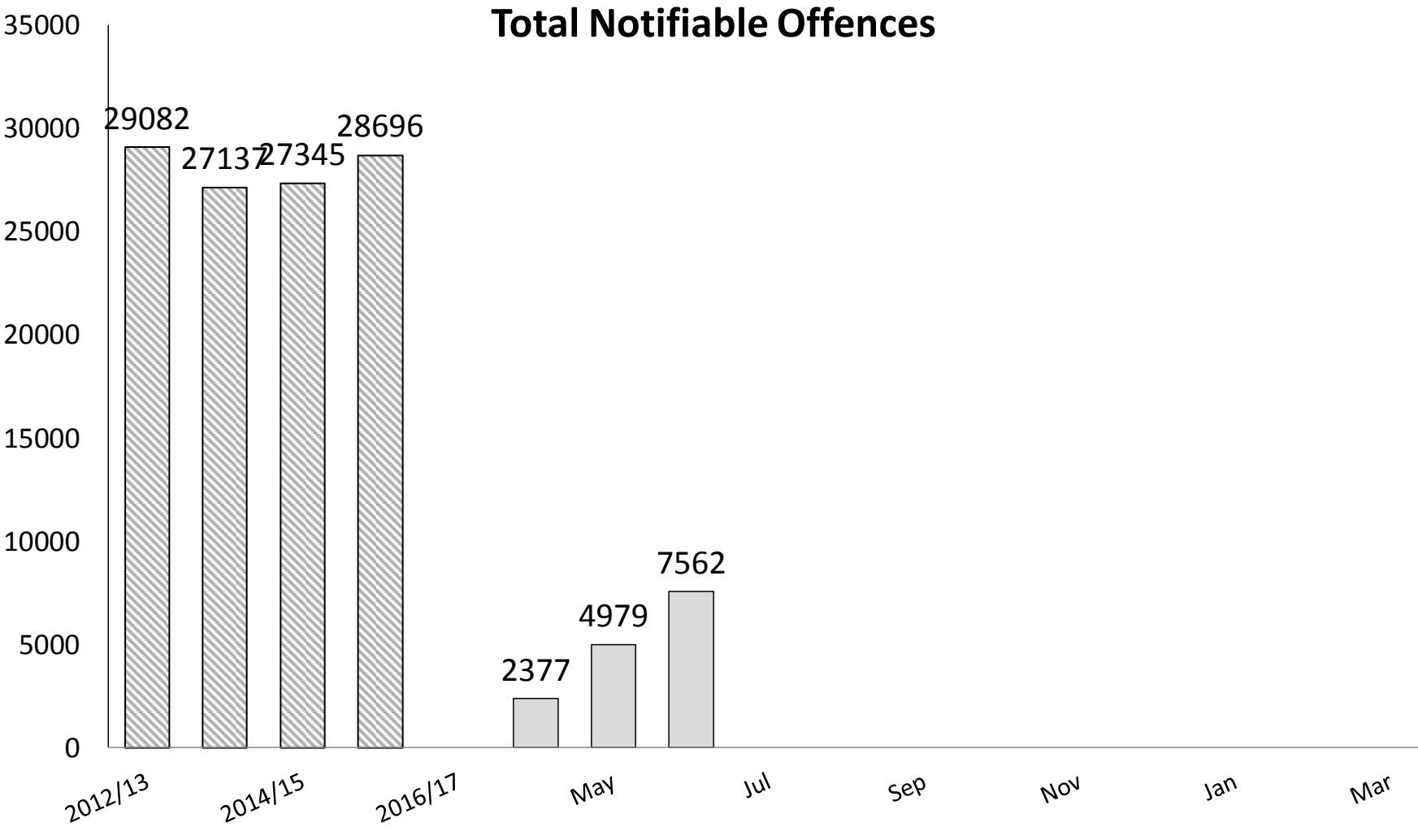
Description		Annual Actual (2015/16)	Minimum Expectation □	Target	Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)																																			
<p>Family Housing (gross)</p> <p>Measured in: Number (a count of the number of affordable housing - local authority, housing associations, and co-operative tenants. Family housing is 3 bedrooms or more) Good Performance: Higher</p>	 <table border="1"> <caption>Family Housing Data</caption> <thead> <tr> <th>Year/Period</th> <th>Actual</th> <th>Minimum</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>2012/13</td> <td>174</td> <td>-</td> <td>-</td> </tr> <tr> <td>2013/14</td> <td>187</td> <td>-</td> <td>-</td> </tr> <tr> <td>2014/15</td> <td>185</td> <td>-</td> <td>-</td> </tr> <tr> <td>2015/16</td> <td>328</td> <td>-</td> <td>-</td> </tr> <tr> <td>2016/17 (June)</td> <td>44</td> <td>~120</td> <td>~100</td> </tr> <tr> <td>2016/17 (Sept)</td> <td>-</td> <td>~180</td> <td>~160</td> </tr> <tr> <td>2016/17 (Dec)</td> <td>-</td> <td>~240</td> <td>~220</td> </tr> <tr> <td>2016/17 (Mar)</td> <td>-</td> <td>~300</td> <td>~280</td> </tr> </tbody> </table>	Year/Period	Actual	Minimum	Target	2012/13	174	-	-	2013/14	187	-	-	2014/15	185	-	-	2015/16	328	-	-	2016/17 (June)	44	~120	~100	2016/17 (Sept)	-	~180	~160	2016/17 (Dec)	-	~240	~220	2016/17 (Mar)	-	~300	~280	The number of family units for rent falls below our target, at 44 units delivered. However, this does represent 42% of the rental delivery in Quarter 1, so is acceptably close to our 45% policy target.				
Year/Period	Actual	Minimum	Target																																							
2012/13	174	-	-																																							
2013/14	187	-	-																																							
2014/15	185	-	-																																							
2015/16	328	-	-																																							
2016/17 (June)	44	~120	~100																																							
2016/17 (Sept)	-	~180	~160																																							
2016/17 (Dec)	-	~240	~220																																							
2016/17 (Mar)	-	~300	~280																																							


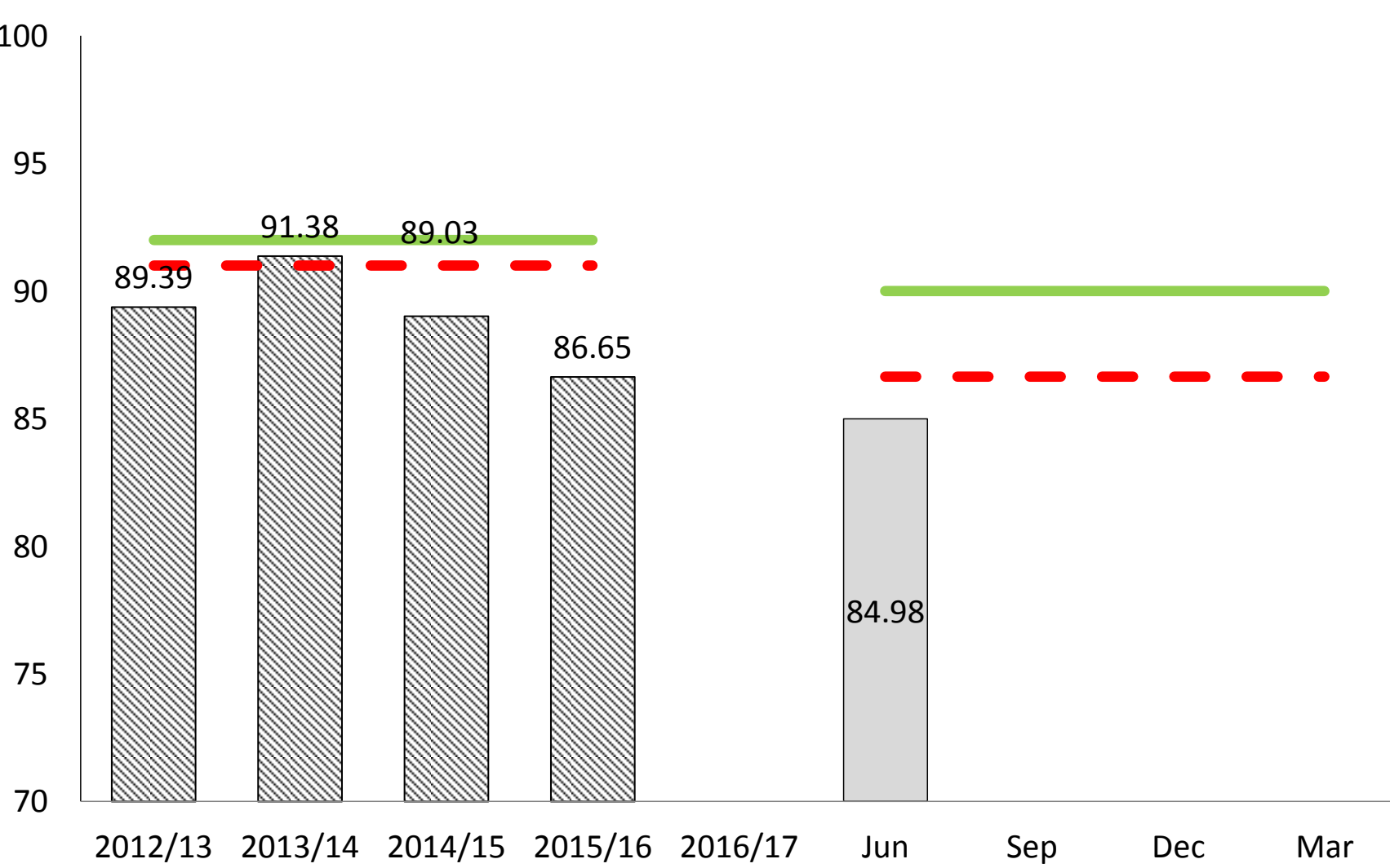
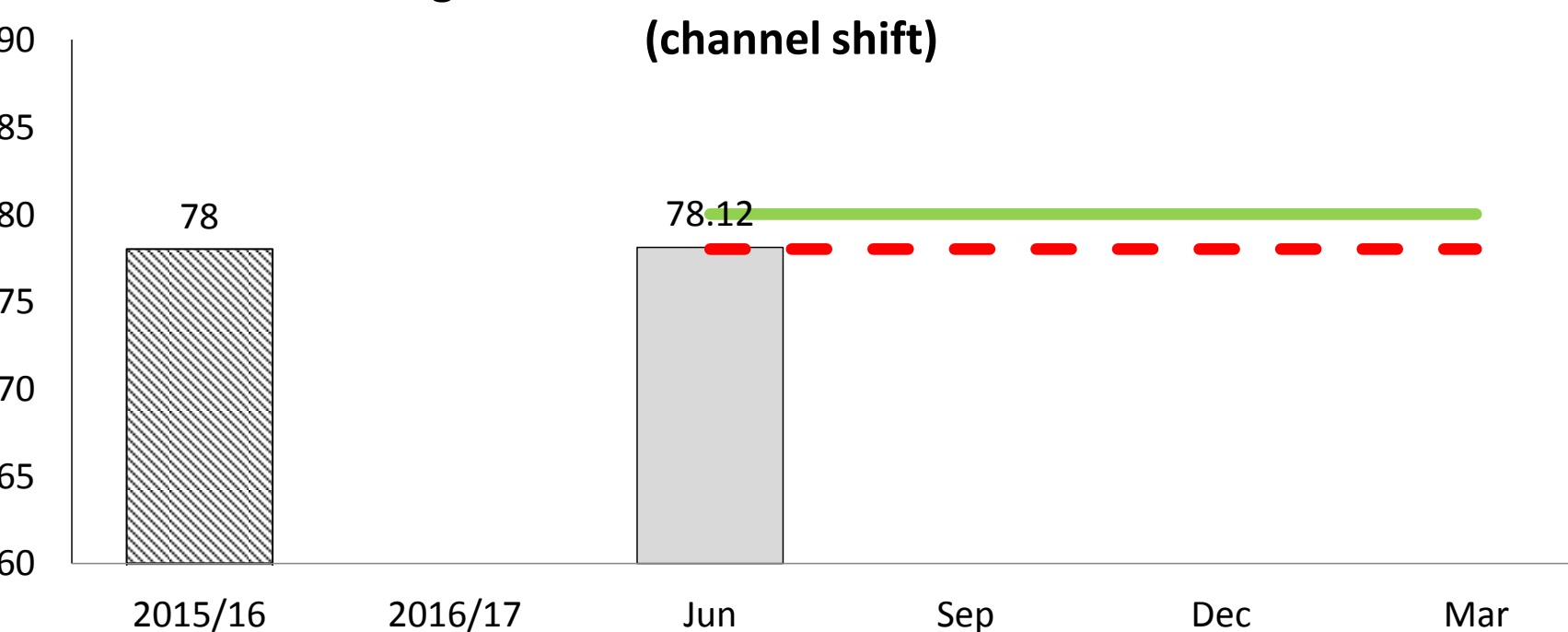
Description		Annual Actual (2015/16)	Minimum Expectation	Target	Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
<p>Number of affordable units provided as wheelchair accessible or adaptable (10% of affordable homes delivered)</p> <p>Measured in: Number Good Performance: Higher</p>	<p>Number of affordable units provided as wheelchair accessible / adaptable</p> 	104	N/A	14.2 (10% of Affordable Homes)	14	GREEN	↓
<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>Lets to overcrowded families</p> 	1123	235	281	173	RED	↓
<p>Number of homeless households in B&B >6 weeks</p> <p>Measured in: Number Good Performance: Lower</p>	<p>Number of homeless households in B&B >6 weeks</p> 	12	N/A	N/A	12.00	N/A	↑


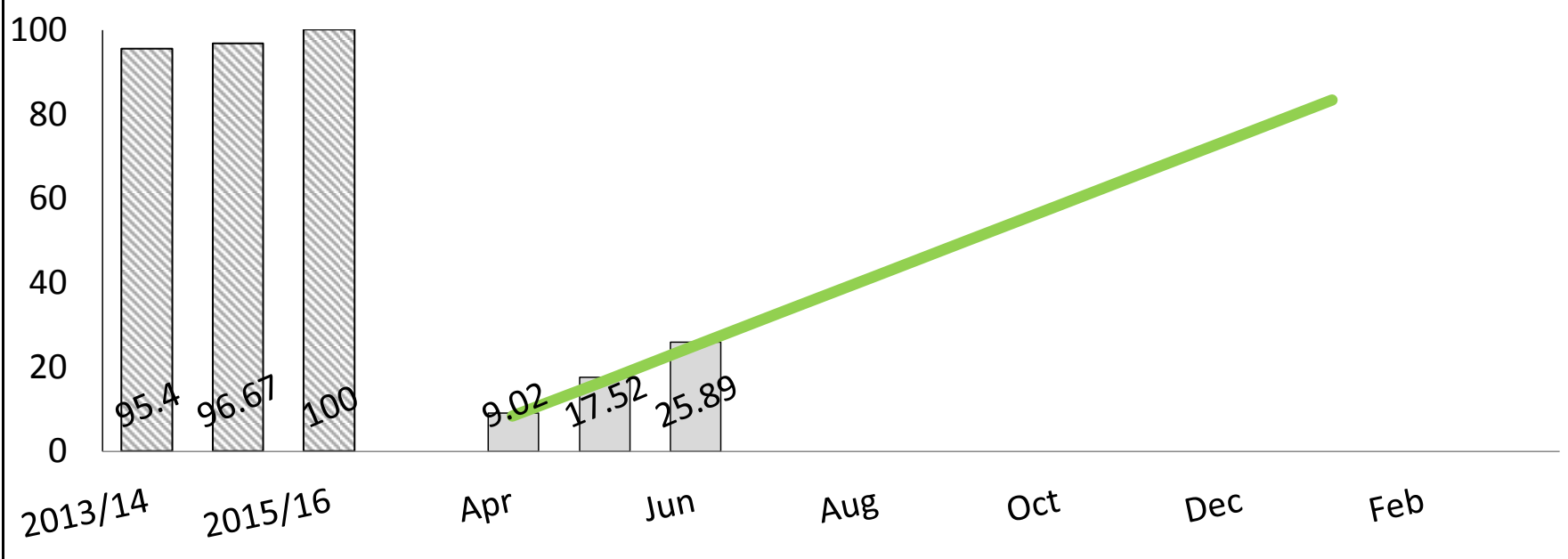
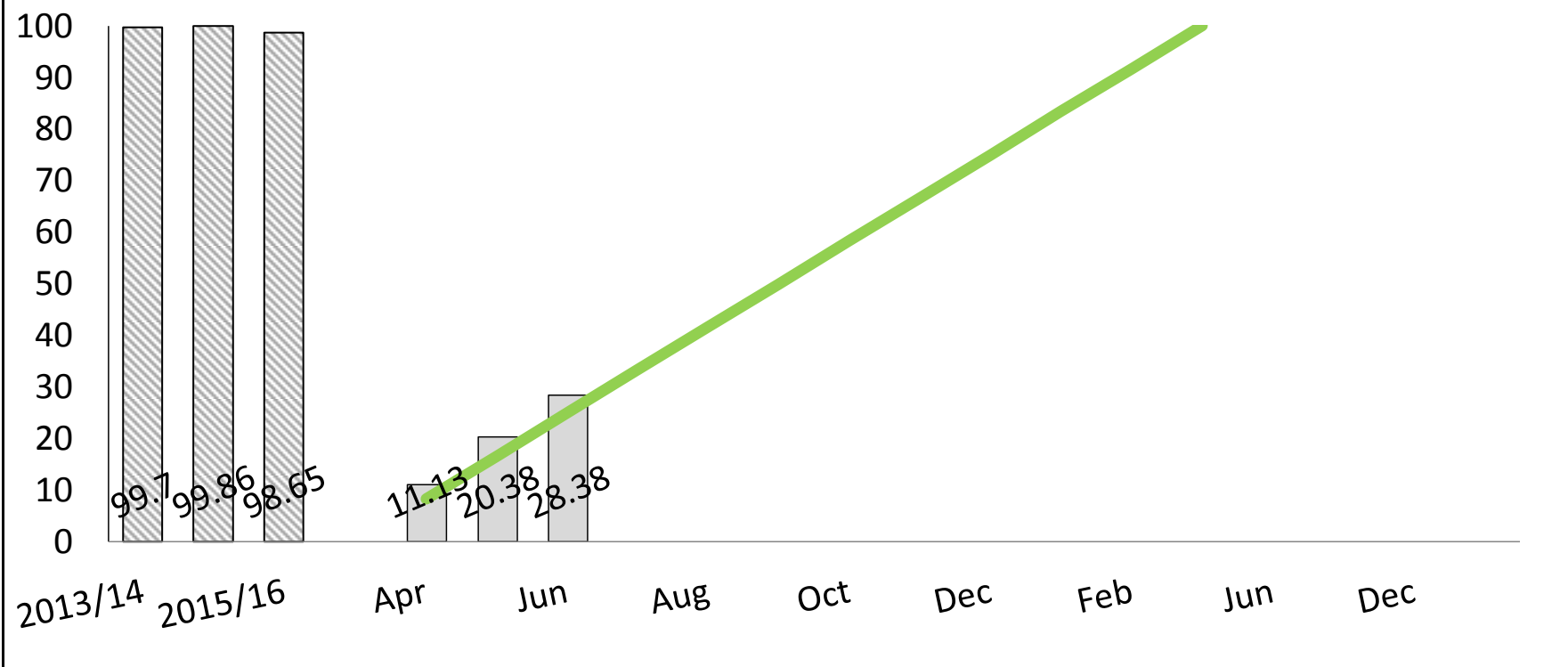
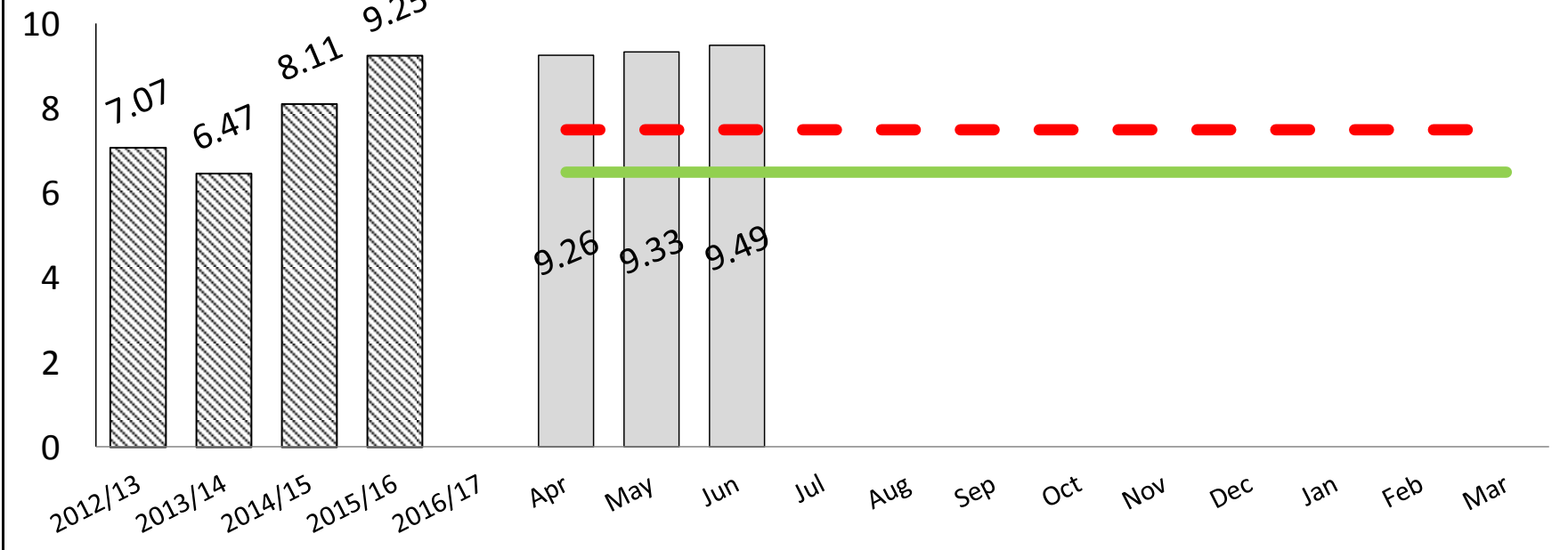
The number of affordable housing units provided this quarter was 142. The number of wheelchair units completed in Quarter 1 is 14, which represents 10% of the delivery in the quarter. The target has been met. In quarter 1 last year (2015/16), 43 affordable homes were delivered which were wheelchair accessible.

173 overcrowded families have been rehoused in Q1, which is below the Q1 minimum expectation of 235. This is due to the number of total lets being low for the quarter at 393 but there were a number of outstanding offers to people on the housing register at the point of reporting, on which a decision to take or reject the let had not yet been taken. It is anticipated that the number of units becoming available to let will increase towards the end of the year due to handover of the new build units and, if outstanding offers to those on the housing register result in lets, it is likely we will see an increase in lets to overcrowded households. However, the fact that we operate a choice based lettings scheme and have no control over bidding preferences - who and how applicants bid - it is not possible to accurately predict lets outcomes.

The number of families in B&B>6weeks is 24. This is an increase from 12 at the end of Q4 14/15, but an 85% reduction on the same quarter last year – down from 166. The increase this quarter has been due to the supply of self-contained accommodation not matching demand – with 272 properties being available for transfers in the previous quarter against 190 in the last quarter. This is in part due to delays in the delivery of pipeline non-secure tenancies and a reduction in the number of private sector voids being offered to the service for re-letting (down from an average of 48% in the previous quarter to 38% in April & May). The Council has a substantial pipeline of non-secure tenancies and is considering a number of options for developing its own Temporary Accommodation portfolio and utilising more social housing stock as TA. Proposals for a rent increase for private sector temporary accommodation are close to being finalised which it is anticipated will assist with developing new supply and retaining current properties. This indicator is subject to considerable fluctuation based on demand for the service caused by an increase in homelessness, and on the supply of self-contained accommodation. Supply has improved considerably, but demand continues to be significant. The aim is zero, which is challenging but reflects the statutory imperative not to have any families in B&B for longer than 6 weeks. It is, therefore, not possible to say when or if the target will be achieved.

Description		Annual Actual (2015/16)	Minimum Expectation □	Target	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> 	1972	Not Set	Not Set	2009	N/A	↔
<p>There are a total of 2,130 families in temporary accommodation, of which 2,009 are owed a statutory homeless duty, the remainder being accommodated under the Council's discretionary powers. In terms of trends this represents an increase on the last quarter. For those households owed a statutory duty this is 28 fewer than the total accommodated in June 2015. Numbers accommodated on a discretionary basis have increased by 38 on June 2015.</p>							
Less crime and ASB							
<p>Total Notifiable Offences (number)</p> <p>Measured in: Number Good Performance: Lower</p>	<p>Total Notifiable Offences</p> 	28,618	Not Set	Not Set	7,562	N/A	↓
<p>Latest available data is for <u>June 2016</u> [Data taken from the met.police.uk website]. Data published identifies 7,562 total notifiable offences to June 2016/17 compared to 6,996 in the same period last year.</p> <p>This TNO indicator now replaces the previous MOPAC 7 indicators as a measure against the new Priority Outcomes. This is a general marker for total crime in the borough.</p> <p>Whilst the responsibility to tackle and reduce crime lies with the Metropolitan Police Service, the Council has is funding an additional number of Police officers to address key crime and disorder priorities for the Council and residents.</p> <p>At present, the Council funds a team of 5 PCs 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. It is hoped that this team will also contribute to the wider activity to reduce the fear of crime and increase public confidence.</p>							

Description		Annual Actual (2015/16)	Minimum Expectation	Target	Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
A transformed council, making best use of resources with an outward facing culture							
<p>Customer Access Overall Satisfaction (telephone contact)</p> <p>Measured in: % Good Performance: Higher</p>	<p>Customer Access Overall Satisfaction</p> 	86.65	86.65	90.00	84.98	RED	↔
<p>Monthly figures (April 86%/May 86%/June 83%) show the adverse impact in June of longer queue times for the Contact Centre as a result of staff shortages and peak demand periods. This dip in June has brought down the quarterly average figure. Customer satisfaction with the contact centre's advisers remains higher than the overall figure (customers rating advisers "interested & helpful" 91%, "polite" 95%). There is also variation in satisfaction with different services, varying from Pest Control at 91% to Housing Repairs at 84%, which suggests service delivery is also a factor in determining overall satisfaction.</p> <p>Every effort continues to be made to reduce wait times by maximising staff resources, including managing sickness absences. The change in contact centre opening hours to 9-5 from 3rd October will also increase staffing at peak times. We continue to work with back office services to improve delivery and reduce avoidable calls and thus reduce call volumes. Thirdly, we continue to monitor adviser performance to improve satisfaction with call handling.</p> <p>Overall satisfaction in July returned to 86% suggesting that Q2 will see an improvement in performance. The transfer of repairs call handling from the Contact Centre to Tower Hamlets Homes from October 1st will also reduce call volumes and queue times, which should encourage further improvement in Q3.</p>							
<p>Percentage of contact transactions dealt with online (channel shift)</p> <p>Measured in: Percentage Good Performance: Higher</p>	<p>Percentage of contract transactions dealt with online (channel shift)</p> 	78.00	78.00	80.00	78.12	AMBER	N/A
<p>This new indicator benchmarks performance at the start of the Council's digital and customer services transformation programmes. As increasing numbers of services are fully digitally enabled and as existing digital processes are improved, this indicator will enable tracking of progress and a measure of customers shifting to digital channels to access services.</p>							

Description		Annual Actual (2015/16)	Minimum Expectation	Target	Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
<p>Percentage of Council Tax Collected (budgeted)</p> <p>Measured in: % Good Performance: Higher</p>	<p>Percentage of council tax collected (budgeted)</p> 	100.00	Not Set	25.00	25.89	GREEN	↔
<p>Percentage of Non-Domestic Rates Collected (budgeted)</p> <p>Measured in: % Good Performance: Higher</p>	<p>Percentage of non-domestic rates collected (budgeted)</p> 	98.65	Not Set	25.00	28.38	GREEN	↓
<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>Number of working days/shifts lost to sickness absence per employee</p> 	9.25	9.25	7.00	9.49	RED	↓
<p>Both short term and long term absence has risen over recent years. A programme has commenced to address the rise and manage sickness absence back to the previously lower rates. The approach will be to focus on:</p> <ul style="list-style-type: none"> • Clear policies • Consistently applied return to work meetings • Management confidence in medical referrals • Focused attention on teams with higher absence rates • A positive employee wellbeing environment <p>HR resources have been identified to implement the programme and progress will be closely monitored by the Corporate Management Team.</p>							