

REPORT TO: Policy and Performance Review Committee

MEETING DATE: 9 June 2021

BY: Executive Director for Place

SUBJECT: COVID-19 Performance Indicators

1 PURPOSE

1.1 To provide elected members with information on the range of performance indicators that reflect on the council's performance in respect of COVID-19.

2 RECOMMENDATIONS

Members are asked to:

2.1 Note that the Improvement Service's COVID-19 Dashboard, the Quarterly Performance Indicators report and the Council Plan Top 50 Scorecard provide elected members with a large number and range of indicators that show how the council and council services have been impacted by the pandemic. These indicators provide members with information on how the council has responded to the challenges posed by COVID-19 as well as baselines from which recovery from the pandemic can be measured.

2.2 Note that this year's Annual Performance Report will provide members with a detailed update on the impact of COVID-19 on council performance using the indicators that are already reported to members and the Improvement Service's COVID-19 dashboard.

2.3 Indicate whether there are any particular measures of performance or impact of COVID-19 that are not included in the Improvement Service's COVID-19 Dashboard, the Quarterly Performance Indicators report and the Council Plan Top 50 Scorecard.

3 BACKGROUND

3.1 From late April 2020 the council has been supplying the Scottish Government with weekly data for a COVID Data Dashboard. At one point this included over 20

indicators covering areas such as support for Shielded People, numbers of teachers, children and young people attending children's hubs, number of free school meals being provided in hubs or at home, Business Support Grants and adult and child protection cases.

3.2 With the easing of lockdown, the return of schools and the ending of the Business Grant scheme in August 2020 the amount of weekly data provided by the Council to the Scottish Government reduced significantly. However, the Improvement Service developed a weekly COVID-19 dashboard using national and publicly available data sources as well as council provided data to highlight some key input, output and outcome indicators of the impact of the pandemic. This weekly dashboard includes 25 indicators for which various comparisons are available – Scottish average, Family Group (Deprivation), Family Group (Geography), and Family Group (Vulnerability).

3.3 The 25 indicators reported via the Improvement Service dashboard are:

- Environmental Health and Trading Standards Business Advice and Enforcement Activity
- Number of Test and Protect inbound and proactive outbound calls
- Claimant Count
- Business Start Ups
- Scottish Welfare Fund Community Care Grant Applications
- Scottish Welfare Fund Community Care Grant Spend
- Scottish Welfare Fund Crisis Applications
- Scottish Welfare Fund Crisis Spend
- Discretionary Housing Payment Applications
- Discretionary housing Payment Spend
- Projected Additional Health & Social Care Partnership Spend
- Delayed Discharges
- Homelessness Applications
- Rent Arrears
- Child Protection Registrations
- Face-to-face contact with Social Work
- Adult Protection Investigations
- Adults at Risk Referrals
- Adult Wellbeing Referrals
- Domestic Abuse Incidents
- Retail and Recreation Activity
- Workplace Activity
- Local Authority Staff Absence
- Pupil Attendance during lockdown
- COVID related deaths

3.4 Appendix 1 provides a summary of the Council's performance across these indicators.

3.5 The Quarterly Performance Indicator reports that have been presented to members at PPR Committee and in Members Library over the last year have highlighted the negative impact that the pandemic has had on some council

services. Some services have had to stop due to the lockdown; staff have been diverted to undertake business critical activity or new activity in response to the pandemic (such as administering over £30m of business grants); and the lockdown has had significant negative financial impact on citizens and businesses.

3.6 As the latest report on the pandemic that was presented to Council on 27th April 2021 showed the pandemic has had a significant impact on all council services: front-line services such as, protective services, education and social services; 'back office' services that had to develop new processes and systems to distribute Business Support Grants and bank payments to families eligible for Free School Meals and set up a new COVID-19 helpline; and, services working in partnership with community and third sector groups to provide support and assistance to the over 3,600 people who were 'shielding' and thousands more who required help through lockdown.

3.7 Appendix 2 provides an extract from the 27th April report on just one aspect of the resource intensive impact of responding to COVID-19 which has involved significant input from several services – administering Business Support Grants.

3.8 The quarterly and annual performance indicators that have been most impacted by the pandemic include:

- Number of homelessness cases
- Community Payback Orders
- Number of vehicles accessing recycling centres
- All the economic development indicators
- Attendance at sports centres and pools
- Time taken to process new Housing Benefit claims
- In-year Business rate and Council Tax collections rates.

3.9 A third source of information on council performance are the Council Plan Top 50 indicators that are reported annually. (see Appendix 3) Many of these indicators will provide members with information on the impact of COVID on East Lothian, council services and council performance. They provide a benchmark on the position before the pandemic, on the current 'state of play' and on recovery from the pandemic. Of particular interest to members will be:

- CP1 – CP11: Economic indicators
- CP12 – CP16: Educational attainment
- CP17 – CP27: Indicators relating to the life chances of the most vulnerable`
in society
- CP34: Number of affordable house completions
- CP39: Corporate annual carbon emissions
- CP42 – CP44: indicators relating to digital transformation of services
- CP45 – CP46: Staff absence
- CP47 – CP50: Financial performance

3.10 The 2021 update on the Top 50 Council Plan Indicators is being prepared and will be presented to PPR Committee later this year. It should be noted that most of the Top 50 scorecard indicators are only collected/ reported on annually and

that several use data from the Residents' Survey which was last carried out in spring 2019 and is not due to be carried out again until autumn 2021.

- 3.11 The Improvement Service's COVID-19 Weekly Dashboard, the council's Quarterly and Annual Performance Indicators, and the Council Plan Top 50 Scorecard provide a large number of indicators that show how the council and council services have been impacted by the pandemic. These indicators provide elected members with information on how the council has responded to the challenges posed by COVID-19 as well as baselines from which recovery from the pandemic can be measured.
- 3.12 It is proposed that this year's Annual Performance Report will provide members with a detailed update on the impact of COVID-19 on council performance using the indicators that are already reported to members and the Improvement Service's COVID-19 dashboard.

4 POLICY IMPLICATIONS

- 4.1 Reporting performance helps the Council demonstrate that it is achieving Best Value in regard to 'Commitment and Leadership', 'Sound Governance at a strategic, financial and operational level' and 'Accountability'.
- 4.2 The scrutiny of performance by Elected Members is part of 'Commitment and Leadership'. The Best Value Guidance explains that the scrutiny of performance means 'That members are involved in setting the strategic direction for Best Value and there is a mechanism for internal scrutiny by members of performance and service outcomes.' Reporting the performance indicators for each service every quarter is intended to aid this process.

5 INTEGRATED IMPACT ASSESSMENT

- 5.1 The subject of this report does not affect the wellbeing of the community or have a significant impact on equality, the environment or economy.

6 RESOURCE IMPLICATIONS

- 6.1 Financial – none.
- 6.2 Personnel – none.
- 6.3 Other – none.

7 BACKGROUND PAPERS

- 7.1 Appendix 1: Summary of the Council's Performance Across the 25 Indicators reported via the Improvement Service COVID-19 Dashboard

7.2 Appendix 2: Details of COVID-19 Business Support Provided by East Lothian Council

7.3 Appendix 3: Council Plan Top 50 Performance Indicators

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Appendix 1: Summary of the Council's Performance Across the 25 Indicators Reported via the Improvement Service COVID-19 Dashboard

Indicator	Summary of Council's Performance
Number of Test and Protect calls	<p>East Lothian has had lower than the Scottish average number of calls from people who have been asked to self-isolate through Test and Protect and very few requests for support in recent months</p> <p>Numbers of COVID cases across East Lothian currently are very low and of those few positive people coming forward, very few require assistance – c. 1 or 2 people per week who are self-isolating ask for assistance.</p>
Environmental Health & Trading Standards Business Advice and Enforcement Activity	Significant levels of EH&TS business advice and enforcement activity throughout the last year – peaking at 263 per week in December – and higher than the Scottish average per 1000 population for most of the year
Business Start Ups	The number of business start-ups has been affected by the pandemic and economic downturn and fell from 30 in March 2020 to 0 in April and May 2020 and 0 in the first three months of 2021
Retail and recreation activity	East Lothian has followed the national trend – a massive fall in activity in February, March and April 2020 followed by some recovery through to November, before another significant fall in December and a slow recovery from January 2021. Overall East Lothian has seen a fall in retail and recreation activity of 44% from February 2020 to March 2021, compared to a 45% fall across the whole of Scotland
Claimant Count	<p>The number of people claiming Jobseeker's Allowance plus those who claim Universal Credit and are required to seek work and be available for work has almost doubled from c.1800 in March 2020 to c.3600 in February 2021. This mirrors the increase in claimant count across Scotland so East Lothian's claimant count per working age population (5.32%) has remained below the Scottish average (6.1%)</p> <p>National data shows that on 31 July 2020 there were 8,200 people on furlough in East Lothian, this fell to 3,800 by 31 October but rose again to 7,900 on 21 January 2021 before falling slightly to 7,800 on 28 February 2021. We expect the next set of data to show further falls as shops and hospitality re-open.</p>
Scottish Welfare Fund – Community Care Grants	Spend on Community Care Grants per head of population has been at or above the Scottish average and above the average of Councils in the deprivation family group. Total spend has been c.50% higher than in previous years as funding from the Scottish Government increased

Scottish Welfare Fund – Crisis Grants	Spend on Crisis Grants per head of population has been below the Scottish average but above the average of councils in the deprivation family group. Total spend has been c.50% higher than in previous years as funding from the Scottish Government increased
Discretionary Housing Payments	Both applications for, and spend on, Discretionary Housing Payments has been lower than the Scottish and Family Group averages
Rent arrears	<p>Rent arrears has increase marginally since May 2020 from £1.3m to £1.35m. Current rent arrears as a % of rent due in East Lothian is currently 4.7% (up from 4.5% in May 2020) compared to the Scottish average of 6.9% (up from 5.9%)</p> <p>As reported to PPR Co in February – <i>“The value of current rent arrears decreased from £1.52M to £1.35M in Q3, although this was mainly due to the rent free fortnight in December. Statutory legal enforcement of debt recovery has been suspended, whilst continuing to offer support to residents with outstanding Council Tax or rent arrears”</i>. The measures put in place over the last year or so to reduce rent arrears, is continuing to have a positive impact at a difficult time, this and additional financial support through Discretionary Housing Payment is helping to keep rent arrears down.</p>
Homelessness applications	The number of homelessness applications per month has almost tripled from 23 in May 2020 to 63 in March 2021, and the average per 1000 population has increased from 0.2 (half the Scottish average) to 0.58 (just above the Scottish average)
Delayed Discharges	The number of delayed discharges has been between 0 and 2 for almost the whole of the last year (only once rising to 4). During this time the Scottish average per 1000 population aged 65+ has more than doubled from 0.45 to c.1
Local Authority staff absence	<p>Staff absence levels have fallen consistently since the start of the pandemic. East Lothian’s Council’s staff absence (% of days staff absent on sick or special leave) fell below the Scottish average in September 2020 and is now 4.7% compared to the Scottish average of 5.3%</p> <p>Since July 2020 (from when we have comparable data and very few staff having to self isolate due to having the virus) East Lothian’s absence rate fell from 6.65% to 4.7%.</p>
Pupil Attendance	Pupil attendance has been at around (just below or just above) the Scottish average for most of the pandemic
Domestic abuse incidents	The number of domestic abuse incidents reported to the police has been as high as 32 in one week to a low of 10

	and has averaged around 20 per week. It has not increased over the period of the pandemic
Child protection registrations and face to face contact with Social Worker	The number of new registrations of children in the Child Protection Register has been below the Scottish average for most of the pandemic. An average of around 35 children on the Child Protection Register have face-to-face contact with a social worker each week
Adult protection investigations	The number of adult support and protection investigations started each week per 1000 people aged 65+ (which averaged about 2 per week) has been below the Scottish and family group averages apart from three brief periods
Adults at risk and adult wellbeing referrals	Adults at risk referrals has been above the Scottish and family group averages whereas Adult wellbeing referrals have been below the Scottish and family group averages
COVID related deaths	Apart from a brief period in April 2020 the number of COVID related deaths in East Lothian per head of population has been slightly lower than the Scottish average

Appendix 2: Details of COVID-19 Business Support Provided by East Lothian Council

As at 31 March 2021, the following Scottish Government funded, Business Support Grant activity has been undertaken providing much needed financial support to the East Lothian business community.

Payment	Type	Amount	Comments
Business Support Grants (April to 10 July 2020)	Grant	17,636,250	1,573 organisations supported, funding provided by Scottish Government
Newly Self Employed Hardship	Grant	216,000	108 Sole Traders supported by funding provided by Scottish Government
Hospitality (Scottish Enterprise) (CTHEHF) Hardship & Pivotal (PERF)	Grant	431,995	159 organisations supported, funding provided by Scottish Government
Soft play (One-of award, November 2020)	Grant	45,000	3 organisations supported, funding provided by Scottish Government
Scottish Government – Furlough Support Grant		107,250	65 Organisations supported with one-off £1,650 grants
(Brake period) Business Closure Grants (9 Oct - 3 Nov 2020)	Grant	375,150	123 organisations supported, funding provided by Scottish Government
(Brake period) Business Hardship Grants (9 Oct - 3 Nov 2020)	Grant	56,845	36 organisations supported, funding provided by Scottish Government
Strategic Framework (Closure & Restrictions & sector Top Ups combined) 3 Nov 2020 to date.	Grant	8,593,000	922 applications received 711 organisations currently being supported, funding provided by Scottish Government (Ongoing)
Taxi and Private Hire Driver Grants	Grant	210,000	140 Drivers supported with one-off £1,500 grants
East Lothian Discretionary Support Grant	Grant	618,000	Total 309 x £2k grants paid, (from 2 tranches). Further 70+ to be considered from final Tranche 3.
Contingency Fund Plus (Breweries/Travel Agents & Indoor Football Centres)	Grant	60,000	Self-Declaration applications issued to 5 Breweries and 3 Travel Agents. (Thus far 3 Travel Agents and 4 Breweries paid).
Accommodation Support Grant (Large Self-Accommodation/Exclusive Use/Bed and Breakfast Businesses)	Grant	216,000	17x Small Accommodation (Wave 1,2 & 3) supported with £6k grants 25x Large Self Catering Accommodation supported with £2k grants 6x Exclusive Use Businesses supported with £10k grants, (1x £4k)
TOTAL		£28,565,490	

The introduction of the Level 4 protective measures on 26 December 2020 drove a major increase in demand for the Strategic Framework Business Fund (SFBF) which up until then had been supporting a smaller number of businesses that had been required to either close or operate under restrictions.

A subsequent expansion in Business Support schemes being delivered by local authorities and the Enterprise Agencies to a wider range of business sectors during the following months saw additional temporary staffing resource deployed and existing staff temporarily re-assigned to administer a total of 18 separate grants assigned for Local Government delivery.

As at 31 March 2021 over £28.5M of Business Support has been delivered into the East Lothian economy. Following the First Minister's announcement of the planned easing of COVID-19 restrictions the Economic Development Service is prepared to complete the assessment of the third and final tranche of claims for East Lothian Council's Discretionary Business Support Fund and conclude the administration of the (SFBF) by making a combined final 'Supplementary' and 'Restart Grant' payments on 19 April 2021.

Once completed, the Discretionary Grant will have disbursed a total of over £1.96M in grant awards to small and medium enterprises and whilst the SFBF has been closed to new applications since 22 March 2021, the final Supplementary and Restart payments due in April are expected to provide a further £6.4M in business support to the retail, hospitality and leisure sectors. The final Business Support Grants total paid to East Lothian Businesses since the start of the pandemic is likely to exceed £36.3M.

The Scottish Government initially provided support that would provide the Retail, Hospitality and Leisure sectors with 100% relief from Business Rates for the full financial year 2020/21 and the first 3 months of 2021/22. More recently, Scottish Government have confirmed that this relief will be extended for the duration of 2021/22. These relief schemes have been deployed and administered through the Council's Revenues Team.

As the protective measures are progressively relaxed over the coming weeks, our multi-agency Connected Economy Group, from a multi-agency and partnering perspective and supported by Protective Services, Economic Development Services and Finance Services, will continue to ensure that local businesses have timely and accurate information and advice in compliance with the COVID-19 restrictions and Public Health operating requirements.

Active promotion of 'Stay Safe, Support Local, Love East Lothian' will continue to encourage local people to remain within East Lothian for all their retail and leisure needs, actively promoting good behaviours, helping businesses deliver safely – and in so doing supporting our local economy.

Appendix 3: Top 50 Council Plan Performance Indicators

Growing our Economy						
Strategic Goal/ Outcome	Indicator		Baseline 2016/17	2017/18	March 2020 (or 18/19 latest data)	Target 2022
Reduce Unemployment (SG1)	1.	Job density – proportion of people of working age (16-64) in employment in East Lothian (including employed and self- employed) (2016 – 35,000 / 65,000)	0.55 (2016)	N/A	0.56	0.60
	2.	Claimants in receipt of out of work benefits (% of pop aged 16-64)	N/A	2.9% (Mar 2018) (S. av: 2.5%)	2.6% (S. av: 3.1%)	0.5% below Scottish average
	3.	Number of businesses accessing (assisted by) support services; including Business Gateway, East Lothian Works, SDI, and SDP	237	350	429	400
Improve the employability of East Lothian’s Workforce (SG2)	4.	Number of people participating in EL Works operated or funded employability programmes	520	384	554	400
	5.	% of people that have participated in Council operated/ funded employability programmes who have progressed into employment	21.3%	19%	14.4%	19%
	6.	Business base – number of businesses	3,135 (2016)	N/A	3,800	3,300

Support the growth of East Lothian's economy	7.	Business Gateway start-ups per 10,000 pop	21.7	19.55	24	210
	8.	% of procurement spent on local small/ medium enterprises	23.1%	21%	25%	22%
	9.	Town Centre vacancy rate	5.6%	6.1%	9.2%	5%
Maximise use of land identified for business growth	10.	Land supply immediately available for business growth (sqmt)	55,000	55,000	141,200	155,000 as identified in LDP
Support the faster roll out of Superfast Broadband	11.	% of East Lothian properties with Superfast Broadband (30Mbps - National target)	85%	88%	91%	100%
Growing our People						
Reduce the attainment gap (SG3)	12	% of pupils from deprived areas gaining 5+ awards at level 5	35%	31%	27% (18/19)	S. Average (42%)
Raise the attainment of our children and young people (SG4)	13.	% of school leavers attaining literacy and numeracy at SCQF Level 5 or above	63.2%	61.3%	63.5% (18/19)	S. Average (67.1%)
	14.	% of school leavers attaining 3 or more SCQF at Level six	50.4%	50.4%	54% (18/19)	S. Average (50.3%)
	15.	School exclusion rate per 1,000 pupils – Secondary and Primary	35.9	34.14	16.8 (18/19)	S. Average (26.8)
Meet stretching positive destination targets	16.	% participation rate for 16-19yr olds	93.1%	94.7%	94.5%	95%
Improve the life chances of the most	17. (T.4)	The % of young people receiving After Care, for whom a destination is	N/A	49%	84%	53% (2020)

vulnerable people in our society – vulnerable children (SG5)		known, who are in a positive destination (i.e. Employment, Training or Education)				
	18.	% of Looked After Children who feel settled where they live (8-17yr olds)	N/A	72%	93%	85% (2020)
Improve the life chances of the most vulnerable people in our society – vulnerable adults (SG5)	19.	% of under 65 with long-term care needs receiving personal care at home	N/A	78%	78.9%	Target to be agreed by IJB
	20.	% of all under 65 non-residential service users receiving care under SDS Options 1, 2 and 3	N/A	65%	72.3%	Target to be agreed by IJB
Improve the life chances of the most vulnerable people in our society – older people (SG5)	21. (T.5)	% of 65+ with long-term care needs receiving personal care at home	63.5%	63.9%	59.1%	Target to be agreed by IJB
	22.	% of all 65+ non-residential service users receiving care under SDS Options 1, 2 and 3	N/A	21%	21.8%	Target to be agreed by IJB
Enable provision of 1140 hours of early learning and childcare for all 3 & 4 yr olds	23.	% of eligible 3 & 4 yr olds accessing 600 hours of early learning and childcare (1140 hours from 2020)	N/A	99%	98% (18/19)	99%
Take concerted action to tackle obesity in children	24.	% of children in Primary 1 who are overweight or obese using epidemiological ('at risk') and clinical ('critical') measurements	At risk: 21.9% Critical: 15.7%	At risk: 21.8% Critical: 14.1%	At risk: 21.8% Critical: 14.8%	At risk: 18% Critical: 13% (2020)
	25.	% of primary school pupils benefitting from at least 2 hours per week of physical education and	100%	100%	100%	100%

		% of secondary school pupils (S1 to S4) benefitting from two periods of P. E. per week				
Continue to develop services that aim to reduce hospital admissions and delayed discharge of older people	26.	Number of days people spend in hospital when they are ready to be discharged (18+) The published information by ISD for 2018/19 is provisional as a result of information not being fully verified. As the information is verified, this information will be updated in due course	14,762	10,688 (Target: 9,677)	7,839 (18/19)	7,381 (Proposed 2019/20)
	27.	Emergency/ Unplanned hospital admissions (18+)	7,650	8,242 (Target: 7,268)	6,640 (18/19)	7,268 (Proposed 2019/20)
Reduce Inequality/ Poverty	28.	% of children in families with limited resources 'living in a household whose income is less than 70% of median net household income and experiences material deprivation'	N/A	8% (2014-16)	5% (2014-17)	6.5% (2023) National targets – 8% by 2023; 5% by 2030
	29.	% of children living in households with less than 60% of median net household income after housing costs	N/A	18.9% (Sept 2017)	17% (March 2018)	16% (2023) National targets – less than 18% by 2023; less than 10% by 2030
Growing our Communities						
Extend community engagement and	30. (T.6)	% of citizens who 'Strongly Agree' / 'Tend to Agree' My Council is good at listening to people's views before it	47% (Feb 2017)	N/A	60% (June 2019)	50% (2021)

decision making (SG6)		makes decisions (excluding Don't Knows)				
Increase community and individual resilience (SG7)	31. (T.7)	% of citizens who say their neighbourhood is a 'Very Good' / 'Good' place to live	98% {VG: 74.3% G: 23.6%} (Feb 2017)	N/A	98% {VG: 73.3% G: 24.6%} (June 2019)	Maintain levels
	32.	Proportion of Community Councils with local Community Resilience Plans	10%	25%	60%	75%
	33.	% of citizens who 'Strongly Agree' and 'Tend to Agree' they can rely on a friend/ neighbour to help	91% (Feb 2017)	N/A	95% (June 2017)	Maintain levels
Maximise opportunities to increase the supply of affordable housing	34. (T.8)	Number of affordable house completions and Open Market Acquisitions	628 (2012-2017)	294 (2017/18)	279	945 (2018-2023)
	35.	Average number of days taken to re-let properties	N/A	28.1	30.8	24
	36.	Average time taken to complete non-emergency repairs	12.8	7.2 days	7.2	7.2 days (2018/19)
Better and more effective public transport	37.	Number of bus service routes and timetabled journeys	N/A	36 routes and 2,949 timetabled journeys	36 routes and 2,949 timetabled journeys	Maintain number of routes and journeys
Increase waste recycling to meet the 2025 target	38.	% of total household waste that is recycled (national targets)	51.8%	53.1%	53.3%	70% (2025)
Work closely with partners to meet our commitment to	39	East Lothian Council's corporate annual carbon emissions (tonnes CO2e)	17.610 tonnes CO2e	17,204 tonnes CO2e	15,007 tonnes CO2e (including	To be confirmed in the Climate

Climate Change targets		Note this dataset does not include Fleet data which will be added in future years	(Does not include Fleet data)	(Does not include Fleet data)	fleet data) (18/19)	Change Strategy
Support initiatives to reduce crime and anti-social behaviour	40.	% of citizens who feel 'Very Safe' and 'Fairly Safe' walking alone in their local area after dark	85% {VS: 51% FS: 34%} (Feb 2017)	N/A	94% {VS: 64% FS: 30%} (June 2019)	Maintain levels
	41.	Number of anti-social behaviour complaints reported to Police Scotland and the Council	N/A	6,850	6,711 (18/19)	7,625 (2018/19) 2% reduction each year
Growing our Capacity						
Deliver transformational change (SG8)	42. (T.9)	Proportion of non-Direct Debit payments, including school payments, undertaken online (at 31 st March) Target to be determined following introduction of new Online Customer Portal	27.2%	34.73%	69.8%	To be determined
Harness the opportunities technology offers in the provision of services (SG9)	43.	Number of on-line form transactions completed on Council website Target to be determined following introduction of new Online Customer Portal	N/A	6798 (Apr-Dec 2018)	9,400	To be determined
	44.	Number of care at home clients with Community Alarm, telecare or stand alone telecare devises	N/A	N/A	2,715 (Jan 2019)	Target to be agreed by IJB
Adopt a Workforce Plan / improve attendance	45.	% of employees agreeing that the Council is a great place of work	77.6% (Feb 2017)	76.7% (Oct 2018)	81% (Nov 2019)	80%

management (reduce staff absence)	46.	Days lost due to absence (FTE)	9.74	10.57	8.16	9.5
Maintain the current rigorous approach to controlling expenditure, ensuring that it continues to 'live within its means' by operating as efficiently as possible	47.	% of income due from Council Tax received by the end of the year	97.6%	97%	96.8%	97%
	48.	Gross rent arrears (<i>all tenants</i>) as at 31 March each year as a percentage of rent due for the reporting year	9.4%	9.3%	6.2%	9%
	49. (T.10)	% of citizens who 'Strongly Agree and 'Tend to Agree' that My Council does the best it can with the money available (excluding Don't Knows)	84% (Feb 2017)	N/A	84% (June 2019)	Maintain level (2021)
	50.	Budget out-turn within 1% of budget	N/A	0.2% underspend	0.4% underspend	1%