

**a. Ensure the most vulnerable children, young people and adults are appropriately cared for, safeguarding them from harm and abuse**

	Good =	Q2 2013/14			Q1 2014/15			Q2 2014/15		
		Target	Actual	RAG Status	Target	Actual	RAG Status	Target	Actual	RAG Status
Child Protection Plan for 2nd or subsequent time (within two years of last plan)	Lower	6%	2.0%	<b>HG</b>	6%	9.6%	<b>HR</b>	6%	8.5%	<b>HR</b>
First time entrants to Youth Justice System (rate per 100,000 of 10-17 population) 12 month rolling period	Lower	106	62	<b>HG</b> Apr 2012 to Mar 2013	Year on year reduction	80	<b>A</b> Apr 2013 to Mar 2014			None
Care leavers not in education, employment or training (19 - 21 year olds)( <i>amended</i> )	Lower		31.8%	No target	25%	14.3%	<b>HG</b>	25%	21.7%	<b>HG</b>
The extent to which those with long term support had their care needs reviewed during the year (rolling 12 months)	Higher	New in 2014/15	New in 2014/15	New in 2014/15	93%	88.2%	<b>LR</b>	93%	90.3%	<b>A</b>
Percentage of children with Child Protection Plan for over two years	Lower	6%	4.5%	<b>HG</b>	3%	0.9%	<b>HG</b>	3%	0.5%	<b>HG</b>
Stability of placements of Children Looked After (%age of CLA with more than 2 placement moves)	Lower	11%	3.0%	<b>HG</b>	9%	8.1%	<b>HG</b>	9%	4.8%	<b>HG</b>
Repeat referrals to Children's Social Care (within 12 months)	Lower	15%	11.5%	<b>HG</b>	15%	7.6%	<b>HG</b>	15%	11.1%	<b>HG</b>
Timeliness of assessments, percentage completed in 45 working days (year to date) (Children & Families)	Higher	90%	84.0%	<b>LR</b>	90%	85.9%	<b>A</b>	90%	88.2%	<b>A</b>

## Making a Difference for the Vulnerable

### Full Scorecard: Quarter 2 2014/15

#### b. Harrow residents are supported to live as independently as possible and given choice about the services they receive through personalisation

		Q2 2013/14			Q1 2014/15			Q2 2014/15		
	Good =	Target	Actual	RAG Status	Target	Actual	RAG Status	Target	Actual	RAG Status
The Outcome of Short Term Services (sequel to short term support to maximise independence)	tbc	New in 2014/15	New in 2014/15	New in 2014/15	Not set	58.2%	TBD	-	36.7%	No Target
% of social care users with self-directed support taking up a cash payment option	Higher	New in 2014/15	New in 2014/15	New in 2014/15	50%	46%	<b>LR</b>	58%	50.9%	<b>HR</b>
% of carers with self-directed support taking up a cash payment option	Higher	New in 2014/15	New in 2014/15	New in 2014/15	95%	100%	<b>HG</b>	95.0%	100.0%	<b>HG</b>
% of social care users who receive self-directed support	Higher	New in 2014/15	New in 2014/15	New in 2014/15	75%	76.4%	<b>LG</b>	76%	81%	<b>HG</b>
% of carers who receive self-directed support	Higher	New in 2014/15	New in 2014/15	New in 2014/15	95%	100%	<b>HG</b>	95.0%	100%	<b>HG</b>
Council adaptations: average time taken from assessment to completion of works (weeks)	Lower	33	20	<b>HG</b>	30	22	<b>HG</b>	30	20	<b>HG</b>
Disabled Facilities Grants: average time taken from assessment to Disabled Facilities Grant approval (weeks)	Lower	30	8	<b>HG</b>	27	10	<b>HG</b>	27	14	<b>HG</b>

## Making a Difference for the Vulnerable

### Full Scorecard: Quarter 2 2014/15

#### d. Improve life expectancy in the borough and reduce the health inequalities gap

	Good =	Q2 2013/14			Q1 2014/15			Q2 2014/15		
		Target	Actual	RAG Status	Target	Actual	RAG Status	Target	Actual	RAG Status
Number of people setting a quit date with Smoking Cessation services who successfully quit at 4 weeks	Higher	New in 2014/15	New in 2014/15	New in 2014/15	175	175	<b>LG</b>			None
Number of eligible people receiving health checks	Higher	1,650	869	<b>HR</b>	900	1059	<b>HG</b>			None
The percentage of opiate users leaving treatment drug free and not returning to treatment within 6 months	Higher	-	-	Reports in Q1 only	8.2%	12.60%	<b>HG</b>	-	-	Reports in Q1 only
The percentage of non-opiate users leaving treatment drug-free and not returning to treatment within 6 months	Higher	-	-	Reports in Q1 only	40.2%	43.70%	<b>HG</b>	-	-	Reports in Q1 only

#### e. Reduce the gap between educational attainments of the more vulnerable and disadvantaged groups of young people and the general child population

	Good =	Q2 2013/14			Q1 2014/15			Q2 2014/15		
		Target	Actual	RAG Status	Target	Actual	RAG Status	Target	Actual	RAG Status
The % of children with a good level of development. Children are meeting or exceeding the Early Learning Goals in the following areas: 1. Communication & Language; 2. Literacy; 3. Maths; 4. Personal, Social & Emotional Development; 5. Physical Development (Annual)	Higher		45%	No target  Academic Year 12/13			Reports in Q2 only	55%	61.5%	<b>HG</b>  Academic Year 13/14

# Making a Difference for the Vulnerable

## Full Scorecard: Quarter 2 2014/15

	Good =	Q2 2013/14			Q1 2014/15			Q2 2014/15		
		Target	Actual	RAG Status	Target	Actual	RAG Status	Target	Actual	RAG Status
The percentage inequality gap in achievement across all the Early Learning Goals at EYFS (Annual)	Lower		37.9%	No target  Academic Year 12/13			Reports in Q2 only	30%	34.9%	<b>HR</b>  Academic Year 13/14
Percentage of Children Looked After for 1 year plus achieving Level 4+ at KS2 in both English and Maths (annual)	Higher		66.7%	No target  Academic Year 12/13			Reports in Q2 only		0.0%	No target  Academic Year 13/14
Percentage of Children Looked After for 1 year plus achieving 5+ A*-C GCSEs including English and Maths GCSEs at KS4 (annual)	Higher		8.3%	No target  Academic Year 12/13			Reports in Q2 only		0.0%	No target  Academic Year 13/14
Achievement gap between pupils eligible for free school meals and their peers, based on pupils achieving level 4 or above in Reading & Writing and mathematics at Key Stage 2 (annual)	Lower			Reports in Q3 only  Academic Year 12/13			Reports in Q2 only	15.0%	14.0%	<b>HG</b>  Academic Year 13/14
Achievement gap between pupils eligible for free school meals and their peers, based on pupils achieving 5+ A*-C GCSEs including English and mathematics GCSEs at Key Stage 4 (annual)	Lower			Reports in Q3 only  Academic Year 12/13			Reports in Q2 only	19%	21.6%	<b>HR</b>  Academic Year 13/14
Achievement gap between pupils with special educational needs and their peers, based on pupils achieving level 4 or above in Reading & Writing and mathematics at Key Stage 2 (annual)	Lower	(new measure)	48.8%	-  Academic Year 12/13			Reports in Q2 only	39%	52%	<b>HR</b>  Academic Year 13/14

# Making a Difference for the Vulnerable

## Full Scorecard: Quarter 2 2014/15

	Good =	Q2 2013/14			Q1 2014/15			Q2 2014/15		
		Target	Actual	RAG Status	Target	Actual	RAG Status	Target	Actual	RAG Status
Achievement gap between pupils with special educational needs and their peers, based on pupils achieving 5+ A*-C GCSEs including English and mathematics GCSEs at Key Stage 4	Lower			Reports in Q3 only  Academic Year 12/13			Reports in Q3 only	37.0%	47.3%	<b>HR</b>  Academic Year 13/14
Children Looked After: rate of permanent exclusions as percentage of Harrow Children Looked After population	Lower	0%	0%	<b>HG</b>	0%	0%	<b>HG</b>	0%	0%	<b>HG</b>
Percentage of sessions absent from school amongst school age Children Looked After, in school year to date	Lower	10%	6.1%	<b>HG</b>	9%	8.39%	<b>HG</b>	9%	10.64%	<b>HR</b>
Termly rate of Permanent Exclusions as percentage of Harrow school population (Not reported in Q1)	Lower	0.04%	0.03%	<b>HG</b>  Summer Term 12/13			Reports in Q2-Q4	0.02%	0.02%	<b>LG</b>  Summer Term 13/14
Termly rate of Fixed Term Exclusions as percentage of Harrow school population (Not reported in Q1)	Lower	0.85%	0.73%	<b>HG</b>  Summer Term 12/13			Reports in Q2-Q4	0.70%	0.59%	<b>HG</b>  Summer Term 13/14
Termly rate of overall absence in primary schools (Not reported in Q1)	Lower	4.50%	4.11%	<b>HG</b>  Summer Term 12/13			Reports in Q2-Q4	4.5%	3.7%	<b>HG</b>  Summer Term 13/14

## Making a Difference for the Vulnerable

### Full Scorecard: Quarter 2 2014/15

	Good =	Q2 2013/14			Q1 2014/15			Q2 2014/15		
		Target	Actual	RAG Status	Target	Actual	RAG Status	Target	Actual	RAG Status
Termly rate of overall absence rate in secondary schools (Not reported in Q1)	Lower	5.00%	6.10%	<b>HR</b> Summer Term 12/13			Reports in Q2-Q4	5.0%	6.5%	<b>HR</b> Summer Term 13/14

#### f. Reduce incidences of fraud in the borough

	Good =	Target	Actual	RAG Status	Target	Actual	RAG Status	Target	Actual	RAG Status
No. of Housing Benefit/Council Tax Benefit/Council Tax Support fraud sanctions	Higher	-	-	New in 2014/15	8	8	<b>LG</b>	8	4	<b>HR</b>
No. of Corporate fraud sanctions (all types non benefit)	Higher	-	-	New in 2014/15	8	11	<b>LG</b>	8	11	<b>HG</b>

## Making a Difference for Communities

### Full Scorecard: Quarter 2 2014/15

#### a. To become the cleanest borough in London by the Council, residents & businesses working together to keep Harrow's streets, buildings and open spaces clear of litter, fly-tipping and vandalism

	Good =	Q2 2013/14			Q1 2014/15			Q2 2014/15		
		Target	Actual	RAG Status	Target	Actual	RAG Status	Target	Actual	RAG Status
Improved street and environmental cleanliness, litter	Lower	6%	14%	<b>HR</b>	10%	10%	<b>LG</b>	10%	10%	<b>LG</b>
Improved street and environmental cleanliness, detritus	Lower	9%	9%	<b>LG</b>	9%	9%	<b>LG</b>	9%	12%	<b>HR</b>
Improved street and environmental cleanliness, graffiti (excluding private land)	Lower	New in 2014/15	New in 2014/15	New in 2014/15	3%	1%	<b>HG</b>	3%	1%	<b>HG</b>
Improved street and environmental cleanliness, fly posting	Lower	1%	1%	<b>LG</b>	1%	3%	<b>HR</b>	1%	2%	<b>HR</b>

#### b. Encourage greater volunteering and behaviour change so residents make a greater contribution to looking after the local environment

	Good =	Q2 2013/14			Q1 2014/15			Q2 2014/15		
		Target	Actual	RAG Status	Target	Actual	RAG Status	Target	Actual	RAG Status
No. of hours contributed by volunteers supporting the direct delivery of Community & Culture services	Higher	New in 2014/15	New in 2014/15	New in 2014/15	4,950	4,157	<b>HR</b>	6,300	5,707	<b>LR</b>
Participation in cultural services (visits to leisure centre, museum, arts centre, libraries)	Higher	New in 2014/15	New in 2014/15	New in 2014/15	641,000	621,918	<b>A</b>	604,000	645,762	<b>HG</b>

#### c. To become the safest borough in London by reducing the overall level of crime, and incidences of anti-social behaviour and d. Work to reduce the fear of crime in the borough

	Good =	Q2 2013/14			Q1 2014/15			Q2 2014/15		
		Target	Actual	RAG Status	Target	Actual	RAG Status	Target	Actual	RAG Status
Residents who are satisfied with the safety of Harrow Town Centre (Reputation Tracker)	Higher			No survey this qtr	-	-	No survey this qtr			No survey this qtr
Residential burglaries	Lower	344	278	<b>HG</b>	331	208	<b>HG</b>	307	267	<b>HG</b>

# Making a Difference for Communities

## Full Scorecard: Quarter 2 2014/15

	Good =	Q2 2013/14			Q1 2014/15			Q2 2014/15		
		Target	Actual	RAG Status	Target	Actual	RAG Status	Target	Actual	RAG Status
Rate of proven re-offending by young offenders	Lower	33.5%	44.0%	<b>HR</b> Oct 2010 to Sep 2011	Year on year reduction	35.0%	<b>HG</b> Jul 2011 to Jun 2012	Year on year reduction	35.4%	<b>LG</b> Oct 2011 to Sep 2012
First time entrants to Youth Justice System (rate per 100,000 of 10-17 population)	Lower	436	262	<b>HG</b> Apr 2012 to Mar 2013	Year on year reduction	343	<b>A</b> Apr 2013 to Mar 2014			None
The percentage of opiate users leaving treatment drug free and not returning to treatment within 6 months	Higher	-	-	Reports in Q1 only	8%	11.9% (Q4)	<b>HG</b>	-	-	Reports in Q1 only
The percentage of non-opiate users leaving treatment drug-free and not returning to treatment within 6 months	Higher	-	-	Reports in Q1 only	40%	49.4% (Q4)	<b>HG</b>	-	-	Reports in Q1 only
Violence with injury - total offences ( <i>new</i> )	Lower	New in 2014/15	New in 2014/15	New in 2014/15		1,184	No target		1,223	No target
Violence with injury - Domestic abuse ( <i>new</i> )	Lower	New in 2014/15	New in 2014/15	New in 2014/15		483	No target		482	No target
Percentage of food establishments compliant with food hygiene law	Higher	76%	70%	<b>LR</b>	76%	65%	<b>HR</b>	76%	64.6%	<b>HR</b>
Percentage of street lights functioning	Higher	99%	99.6%	<b>LG</b> Actual for Q1 13/14	99.2%	99.4%	<b>LG</b> Actual for Q4 13/14	99%	99.5%	<b>LG</b> Actual for Q1 14/15
Average time taken to repair street lights (days)	Lower	3	1.90	<b>HG</b> Actual for Q1 13/14	3	2.30	<b>HG</b> Actual for Q4 13/14	3	1.50	<b>HG</b> Actual for Q1 14/15



## Making a Difference for Communities

### Full Scorecard: Quarter 2 2014/15

#### e. Encourage a diverse range of voluntary, community and third sector organisations capable of providing local public services and optimising social capital in Harrow

	Good =	Q2 2013/14			Q1 2014/15			Q2 2014/15		
		Target	Actual	RAG Status	Target	Actual	RAG Status	Target	Actual	RAG Status
Percentage of 3rd party contract spend placed with local organisations	Higher		10.6%	No target		17%	No target		19.4%	No target

#### f. Harrow residents feel they can have their say on the issues that matter most to them. They are involved in the development and scrutiny of services, are well informed and make a positive contribution to their community

	Good =	Q2 2013/14			Q1 2014/15			Q2 2014/15		
		Target	Actual	RAG Status	Target	Actual	RAG Status	Target	Actual	RAG Status
Percentage who agree the Council takes account of residents' views when making decisions (Reputation Tracker)	Higher	-	-	No survey this qtr	-	-	No survey this qtr	-	-	No survey this qtr
Percentage who feel that they can influence decisions affecting their local area (Reputation Tracker)	Higher	-	-	No survey this qtr	-	-	No survey this qtr	-	-	No survey this qtr

#### g. People from all backgrounds feel they are respected, treated fairly and get on well together

	Good =	Q2 2013/14			Q1 2014/15			Q2 2014/15		
		Target	Actual	RAG Status	Target	Actual	RAG Status	Target	Actual	RAG Status
Percentage of residents who agree that people from different backgrounds get on well together in their local area (Reputation Tracker)	Higher			No survey this qtr	-	-	No survey this qtr	-	-	No survey this qtr
Equality of service provision (Adults)	In range	0.9 - 1.1	0.99	<b>G</b>	0.9-1.1	0.94	<b>G</b>	0.9-1.1	0.96	<b>G</b>
%age of new starters who completed the mandatory Equality Matters training (either face to face or e-learning module) within the first 8 weeks of their employment	Higher	New in 2014/15	New in 2014/15	New in 2014/15	100%	5%	<b>HR</b>	100%	19%	<b>HR</b>

## Making a Difference for Communities

### Full Scorecard: Quarter 2 2014/15

	Good =	Q2 2013/14			Q1 2014/15			Q2 2014/15		
		Target	Actual	RAG Status	Target	Actual	RAG Status	Target	Actual	RAG Status
% of existing staff (as at April '14) who have completed the mandatory Equality Matters refresher training (either face to face or e-learning module)	Higher	-	-	Reports from Q2	-	-	Reports from Q2	25%	22%	<b>HR</b>

#### h. Ensure that those who play by the rules see benefit to do so, and those who don't are dealt with appropriately

	Good =	Q2 2013/14			Q1 2014/15			Q2 2014/15		
		Target	Actual	RAG Status	Target	Actual	RAG Status	Target	Actual	RAG Status
Number of Council homes retrieved by anti-fraud action (annual)	Higher	New in 2014/15	New in 2014/15	New in 2014/15	-	0	Reports in Q4 only	-	2	Reports in Q4 only
No. of Housing Benefit/Council Tax Benefit/Council Tax Support fraud sanctions	Higher	New in 2014/15	New in 2014/15	New in 2014/15	8	8	<b>LG</b>	8	4	<b>HR</b>
No. of corporate fraud sanctions (all types non benefit)	Higher	New in 2014/15	New in 2014/15	New in 2014/15	8	11	<b>HG</b>	8	11	<b>HG</b>

## Making a Difference for Local Businesses

### Full Scorecard: Quarter 2 2014/15

#### a. Harrow residents and businesses benefit from new housing, training and employment opportunities as a result of investment and growth in the borough

	Good =	Q2 2013/14			Q1 2014/15			Q2 2014/15		
		Target	Actual	RAG Status	Target	Actual	RAG Status	Target	Actual	RAG Status
The percentage of JSA claimants (amended measure 2014/15)	Lower	1.6%	1.3%	<b>HG</b>		1.6%	No target		1.5%	No target
Resident perceptions of town centre and range of shops (Reputation Tracker)	Higher			No survey this qtr	-	-	No survey this qtr			No survey this qtr
Vacancy rates in Town Centre	Lower	8.30%	8.8%	<b>LR</b>	9.41%	9.4%	<b>LG</b>	8.3%	10.6%	<b>HR</b>
Percentage of 3rd party contract spend placed with local organisations	Higher		10.6%	No target		17%	No target		19.4%	No target
Care leavers not in education, employment or training (19 - 21 year olds)(amended)	Lower		31.8%	No target	25%	14.3%	<b>HG</b>	25%	21.7%	<b>HG</b>
16 to 18 year olds who are not in education, employment or training (NEET)	Lower	3.5%	1.9%	<b>HG</b>	3.5%	2.0%	<b>HG</b>	3.0%	2.0%	<b>HG</b>
Number of apprenticeships / work experience places offered by the Council	Higher	-	-	New in 2014/15	10	13	<b>HG</b>	22	22	<b>LG</b>

## Making a Difference for Families

### Full Scorecard: Quarter 2 2014/15

#### a. Harrow residents and businesses benefit from new housing, training and employment opportunities as a result of investment and growth in the borough

	Good =	Q2 2013/14			Q1 2014/15			Q2 2014/15		
		Target	Actual	RAG Status	Target	Actual	RAG Status	Target	Actual	RAG Status
Resident perceptions of town centre and range of shops (Reputation Tracker)	Higher			No survey this qtr	-	-	No survey this qtr	-	-	No survey this qtr
Percentage of 3rd party contract spend placed with local organisations	Higher		10.6%	No target		17%	None		19.4%	No target
Number of affordable homes delivered (gross)	Higher	68	74	<b>HG</b>	0	13	<b>HG</b>	25	25	<b>LG</b>
Number of affordable family homes completed	Higher	8	8	<b>LG</b>	0	3	<b>HG</b>	18	15	<b>A</b>
No of empty private sector properties brought back into use, using Council, West London and HCA grant funds	Higher	20	23	<b>HG</b>	10	12	<b>HG</b>	21	28	<b>HG</b>
Number of social housing homes freed up through Council intervention / Grants2Move	Higher			Reports in Q4 only	14	16	<b>HG</b>	28	28	<b>LG</b>
Total number of households to whom we have accepted a full homelessness duty	Lower	85	73	<b>HG</b>	55	46	<b>HG</b>	105	145	<b>HR</b>
The percentage of JSA claimants ( <i>amended measure 2014/15</i> )	Lower	1.6%	1.3%	<b>HG</b>		1.6%	No target		1.5%	No target
Care leavers not in education, employment or training (19 - 21 year olds)( <i>amended</i> )	Lower		31.8%	No target	25%	14.3%	<b>HG</b>	25%	21.7%	<b>HG</b>
16 to 18 year olds who are not in education, employment or training (NEET)	Lower	3.5%	1.9%	<b>HG</b>	3.5%	2.0%	<b>HG</b>	3.0%	2.0%	<b>HG</b>

## Making a Difference for Families

### Full Scorecard: Quarter 2 2014/15

b. To become the safest borough in London by reducing the overall level of crime, and incidences of anti-social behaviour and

c. Work to reduce the fear of crime in the borough

		Q2 2013/14			Q1 2014/15			Q2 2014/15		
	Good =	Target	Actual	RAG Status	Target	Actual	RAG Status	Target	Actual	RAG Status
Residents who are satisfied with the safety of Harrow Town Centre (Reputation Tracker)	Higher			No survey this qtr	-	-	No survey this qtr			No survey this qtr
Residential Burglaries	Lower	344	278	<b>HG</b>	331	208	<b>HG</b>	307	267	<b>HG</b>
Rate of proven re-offending by young offenders	Lower	33.5%	44.0%	<b>HR</b> Oct 2010 to Sep 2011	year on year reduction	35.0%	<b>HG</b> Jul 2011 to Jun 2012	year on year reduction	35.4%	<b>LG</b> Oct 2011 to Sep 2012
First time entrants to Youth Justice System (rate per 100,000 of 10-17 population)	Lower	436	262	<b>HG</b> Apr 2012 to Mar 2013	year on year reduction	343	<b>A</b> Apr 2013 to Mar 2014			None
Violence with injury - total offences ( <i>new 2014/15</i> )	Lower	New in 2014/15	New in 2014/15	New in 2014/15		1184	No target		1223	No target
Violence with injury - Domestic abuse ( <i>new 2014/15</i> )	Lower	New in 2014/15	New in 2014/15	New in 2014/15		483	No target		482	No target
Percentage of food establishments compliant with food hygiene law	Higher	76%	70%	<b>LR</b>	76%	65%	<b>HR</b>	76%	64.6%	<b>HR</b>

## Efficient and Effective Organisation

### Full Scorecard: Quarter 2 2014/15

	Good =	Q2 2013/14			Q1 2014/15			Q2 2014/15		
		Target	Actual	RAG Status	Target	Actual	RAG Status	Target	Actual	RAG Status
Percentage who agree the Council provides good value for money (Reputation Tracker)	Higher			No survey this qtr	-	-	No survey this qtr	-	-	No survey this qtr
Percentage who feel the Council keeps them informed of services & benefits it provides (Reputation Tracker)	Higher			No survey this qtr	-	-	No survey this qtr	-	-	No survey this qtr
Percentage of residents who are satisfied with the way the Council runs things (Reputation Tracker)	Higher			No survey this qtr	-	-	No survey this qtr	-	-	No survey this qtr
Customer enquiries that should not have been necessary (percentage)	Lower	17%	20%	<b>HR</b>	17%	14.0%	<b>HG</b>	17%	15%	<b>HG</b>
The proportion of enquiries that were resolved at the first point of contact	Higher	90%	90%	<b>LG</b>	90%	93.0%	<b>LG</b>	90%	93%	<b>LG</b>
Proportion of web forms and web visits as a percentage of overall contact	Higher	70%	69%	<b>A</b>	75%	76.0%	<b>LG</b>	75%	75%	<b>LG</b>
Average cost per transaction (£) (Access Harrow)	Lower	£0.80	£0.72	<b>HG</b>	£0.75	£0.61	<b>HG</b>	£0.75	£0.60	<b>HG</b>
Tenant satisfaction with the housing repair and maintenance service (%)	Higher	90%	88%	<b>A</b>	95%	82%	N/A	95%	98.96%	<b>LG</b>
Total debt collected, at year to date, as a % of total debt raised	Higher	70%	71%	<b>LG</b>	70%	52%	<b>HR</b>	70%	78%	<b>HG</b>
Average debtor days, per quarter	Lower	60	26	<b>HG</b>	60	44	<b>HG</b>	60	20	<b>HG</b>
Percentage of Council Tax collected	Higher	57%	56.56%	<b>A</b>	30%	30.06%	<b>LG</b>	57%	56.72%	<b>A</b>
Percentage of non-domestic rates collected	Higher	61%	58.29%	<b>A</b>	34.5%	33.03%	<b>A</b>	60%	58.36%	<b>A</b>

## Efficient and Effective Organisation

### Full Scorecard: Quarter 2 2014/15

	Good =	Q2 2013/14			Q1 2014/15			Q2 2014/15		
		Target	Actual	RAG Status	Target	Actual	RAG Status	Target	Actual	RAG Status
Variation in business rate yield	Higher	2.5%	1.01%	<b>HR</b>	1.5%	0.9%	<b>A</b>	1.00%	-1.60%	<b>HR</b>
Time taken to process housing benefit and council tax benefit new claims and change events (days)	Lower	11	10.08	<b>HG</b>	12	9.41	<b>HG</b>	12	10.29	<b>HG</b>
Staff sickness - average days per FTE excluding schools	Lower	8.18	9.39	<b>HR</b>	8.18	9.38	<b>HR</b>	8.18	9.48	<b>HR</b>
Workforce with appraisal in last 12 months (previously IPAD)	Higher	95%	86%	<b>LR</b>	95%	80%	<b>HR</b>	95%	83%	<b>HR</b>
% of new starters who completed the mandatory Equality Matters training (either face to face or E-Learning Module) within the first 8 weeks of their employment (new)	Higher	95%	86%	<b>LR</b>	100%	5%	<b>HR</b>	100%	19%	<b>HR</b>
% of existing staff (as at April '14) who have completed the mandatory Equality Matters refresher training (either face to face or E-Learning Module) (new)	Higher	95%	86%	<b>LR</b>	-	-	Reports from Q2	25%	22%	<b>HR</b>