



Report of: Executive Member for Finance and Performance

Meeting of	Date	Agenda Item	Ward(s)
Policy & Performance Scrutiny Committee	26 January 2017		All
Delete as appropriate	Exempt	Non-exempt	

Report: Corporate Performance Report: Quarter 2 2016-17

1. Synopsis

- 1.1 Each year the council agrees a set of performance indicators and targets which, collectively, help us to monitor progress in delivering corporate priorities and working towards our goal of making Islington a fairer place to live and work.
- 1.2 Progress is reported on a quarterly basis through the Council's Scrutiny function to challenge performance where necessary and to ensure accountability to residents.
- 1.3 This report sets out a progress update on corporate performance indicators up to the end of quarter 2 data (i.e. 1 April to 30 September 2016).

2. Recommendations

- 2.1 To note progress to the end of quarter 2 against key performance indicators falling within the remit of the Policy & Performance Scrutiny Committee, together with a summary of latest data for all other PIs at Appendix A.

3. Background

- 3.1 The council routinely monitors a wide range of performance measures to ensure that the services it delivers are effective, respond to the needs of residents and offer good quality and value for money. As part of this process, we report regularly on a suite of key performance indicators which collectively provide an indication of progress against the priorities which contribute towards making Islington a fairer place. The Policy & Performance Scrutiny Committee (PPS) has overall responsibility for monitoring and challenging performance against council priorities.

- 3.2 This year, rather than Policy & Performance Scrutiny Committee (PPS) scrutinising all quarterly performance reporting, a new approach has been agreed whereby each of the four theme based scrutiny committees – Children’s Services, Health and Care, Environment & Regeneration, and Housing – will be responsible for monitoring performance in their own areas.

Frequency (of data reporting): M = monthly; Q = quarterly; T = termly; A = annual

(E) = equalities target

4. Crime & community safety

Objective	PI No.	Indicator	Frequency	Q2 Actual Apr-Sep	Q2 Target Apr-Sep	Target 2016-17	On/Off target	Same period last year	Better than last year?
<i>Reduce youth crime and reoffending</i>	CR1	Percentage of young people (aged 10-17) triaged that are diverted away from the criminal justice system	Q	77%	85%	85%	Off	76%	Yes
	CR2	Number of first time entrants into Youth Justice System	Q	44	47	95 or fewer	On	45	Yes
	CR3	Percentage of repeat young offenders (under 18s)	Q	41%	37%	43%	Off	32%	No
	CR4	Number of custodial sentences for young offenders	Q	22	18	35 or fewer	Off	20	No
	CR5	Number of Islington residents under 25 who receive a substantive outcome (i.e. charge, caution etc) after committing a violent offence	Q	99	82	441 (55%)	Off	99	Same
<i>Support offenders into employment</i>	CR6	Number of Integrated Offender Management (IOM) cohort in employment	Q	11	6	25	On	3	Yes
	CR7	Number of IOM cohort in education and training	Q	11	6	25	On	5	Yes
<i>Ensure an effective response for victims of crime and anti-social behaviour</i>	CR8	Number of repeat ASB complainants to Police and Council	Q	54	53	53	On	59	Yes
	CR9	Percentage of ASB reports which are responded to, verified and then repeat over the following three months	Q	43%	38%	38%	Off	40%	No
	CR10	Percentage of housing ASB cases that result in enforcement action	Q	28%	35%	35%	On	28%	Same
<i>Tackle Violence against Women and Girls (VAWG)</i>	CR11	Percentage of repeat victims referred to the Domestic Violence MARAC	Q	22%	15%	15%	On	8.9%	Yes
	CR12	Number of young victims (aged 16 - 18) referred to the MARAC	Q	3	3	10	On	1	Yes
	CR13	Number of domestic violence perpetrators with complex needs referred to the MARAC	Q	20	18	72	On	9	Yes
	CR14	Rate of domestic abuse sanction detections	Q	37.8%	40%	59%	Off	35.5%	Yes

<i>Tackle hate crime through increased reporting and detection (E)</i>	CR15	<i>Homophobic Offences</i> a) Number reported to police	Q	32	24	96	On	20	Yes
		b) Number detected by police (sanction detections)	Q	8	8	30	On	10	No
	CR16	<i>Racist Offences</i> a) Number reported to police	Q	168	160	638	On	127	Yes
		b) Number detected by police	Q	39	53	210	Off	45	No
	CR17	<i>Disability Hate Offences</i> a) Number reported to police	Q	15	5	19	On	5	Yes
		b) Number detected by police	Q	1	1	3	On	3	No
	CR18	<i>Faith Hate Offences</i> a) Number reported to police	Q	19	19	77	On	13	Yes
		b) Number detected by police	Q	2	5	19	Off	3	No

Reduce youth crime and reoffending

- 4.1 We continue to demonstrate good performance in maintaining the reduction in serious youth violence in Islington. The police recently carried out two operations targeting two Islington gangs, Operations Ragoda and Archduke and this has resulted in a number of arrests of gang nominals. The two gangs targeted were also heavily involved in snatch offences being committed in Islington. It is hoped that their removal from the streets will lead to a decrease in snatch thefts (that are significantly higher than in the past). Op Attrition is continuing to target those involved in this type of offending.
- 4.2 The Integrated Gang Team (IGT) is now into its second full month of operation and the co-location arrangements with the gangs police are continuing to work well. The team is fully staffed and is benefitting from a St Giles worker who is working with non-statutory cases and has supported two young people who have been relocated out of borough to reduce risk by Children Social Care. St Giles and IGT are also providing group work with targeted young people in Islington schools and at the pupil referral unit.
- 4.3 First Time Entry figures remain on target and Quarter 2 was exceptionally low.
- 4.4 Unfortunately youth re-offending figures and triage figures (for Quarter 2) have not been as positive. In terms of triage, this could be linked to natural variance which was seen last year too and still achieved the overall target.
- 4.5 A number of policing operations running over the last few months have contributed to the high re-offending level, as have the breaches of conditions linked to the young offenders. Youth re-offending continues to present a challenge to the borough and it

will be difficult to meet the target set for this year. The Youth Offending Service (YOS) have now adopted a live re-offending tracker recommended by the Youth Justice Board (YJB). This should help provide a more detailed live-time picture of the young people, allowing more targeted and timely interventions to be put in place. Equally Intensive Supervision & Support orders (ISS) as an alternative to custody is being re-introduced to help with the intensive management of key individuals.

- 4.6 A review of the Criminal Behaviour Order application process has taken place and a more robust, joined up approach has been agreed between the YOS and Police in relation to their usage.
- 4.7 Islington is still continuing to experience very high levels of snatch offences despite Op Attrition which has been running on borough for some time now. This continues therefore to be a top priority for the borough. The current Trident operations (mentioned earlier) will hopefully have an impact on the levels seen.

Support offenders into employment

- 4.8 The Integrated Offender Management strand has achieved improved performance on 4 out of 5 key areas with particularly strong performance in employment and training and we are on target to exceed our targets for the year by the end of Quarter 3. The Offender Employment service has a new manager and staff who have provided a greater focus on pro-active outreach with the prisons and Probation Services which has increased the number of referrals and contributed to the improved outcomes in employment. For example the CRES team have been doing more work with Brixton and other prisons outside Islington, as the Islington numbers have decreased in our local prison, Pentonville. However, there were no new referrals for mentoring in Quarter 2. That is due to the complexity of the cases that have been engaging with the Offender Management Service, with those who are “not job ready” needing a focus on support around substance misuse, mental health and accommodation.
- 4.9 The re-offending rate has reduced slightly in Quarter 2 and we are still on course to exceed the annual target, although there was an increase in the percentage of the cohort arrested when compared to Quarter 1.
- 4.10 Islington has recently benefited from 3 new IOM police officers and we now have 4 IOM police in total, located at Highbury Court and with the Integrated Gang Team at the police station. This additional resource should have a marked positive impact in tracking and dealing with prolific and persistent offenders in the borough.
- 4.11 Islington has also seconded an IOM Partnership Support Officer from the CRC who will take the lead on coordinating Islington’s IOM and MOPAC’s Gripping the Offender (GTO) lists and partnership interventions. She replaces our IOM Officer who was based in the council and will have access to CRC and NPS systems and will support Islington further in coordinating the partnership’s work with IOM and GTO and performance management. One of her first tasks will be to update the IOM and GTO list and she will be speaking with offender managers and encouraging them to refer their cases that meet the criteria to increase the number of offenders engaged in IOM as there was a slight reduction in Quarter 2.
- 4.12 We are working with MOPAC regarding our approach to GTO and have arranged for a presentation on GTO at a meeting with the key partners at the end of October.

- 4.13 As reported in the last monitoring report, the existing IOM Coordinator left the council in August and we have seconded a new coordinator from London CRC who has experience in the same role in Camden and comes highly recommended. She started on 10 October and has been able to hit the ground running as she is familiar with Islington probation and IOM police and local arrangements.

Effective response to anti-social behaviour (ASB)

- 4.14 The number of repeat callers (calling the council and/or police over 10 times in a six month period) has stabilised between quarters 1 and 2 but is still way under the figure (67 people) recorded in the baseline year. We are on course to meet the target for 2016/17 of 53 callers. This is mainly due to a much better understanding of who the callers are and the issues they face (joint working between the analyst, ASB manager and clinical psychologist).
- 4.15 The Community Risk Multi-agency Risk Assessment Conference (MARAC) continues to provide the forum to address the issues presented by the repeat callers and other vulnerable victims. The numbers supported by this forum continue to exceed the levels expected.
- 4.16 Housing cases resulting in enforcement action is shown as red and this is linked to a change of approach by the Council's Housing team to focus more on warnings and other positive interventions that will hopefully bring about a behavioural change before enforcement action is required.
- 4.17 There are no significant risks identified in this area above those already listed above. A restructure of the Chief Executive's department in October 2016 meant that the responsibility for Community Safety moved into the Public Protection arena. While there are likely to be some minor issues around changing process etc, there is a great opportunity to further link with the enforcement services carried out by the division.

Tackle Violence Against Women and Girls (VAWG)

- 4.18 There has been some good performance under the VAWG outcomes in Quarter 2, reflecting successful changes to the way our MARAC and Multi-Agency Sexual Exploitation Group (MASE) operate.
- 4.19 The upward trajectory of repeat referrals has continued, now sitting at 22% and meeting Safelives recommendations.
- 4.20 We have reshaped our perpetrator response, bringing the DV Offender meetings into step with MARAC meetings to ensure that the management of perpetrators is timely, duplication is reduced and the risk to survivors, families and the community is well-managed. This is both in line with Safelives recommendations and a pragmatic response to the pressures on partners to attend 2 meetings to discuss the same domestic abuse cases at a time of reduced capacity.
- 4.21 Our MASE receives new cases each quarter in addition to open cases which are discussed at multiple meetings; this performance indicator reflects the number of new referrals. Membership of the MASE has been expanded this quarter to facilitate more strategic discussion of trends and themes within the borough once the case discussions have taken place. This quarter, the themes and trends identified have

been around particular gangs and gang-related offending, the transition of young women aged 17 who remain at high risk of VAWG into adult services and place-based analysis of hotspots.

4.22 There has been very good performance around the number of civil injunctions, home shelter applications installations and special schemes put in place to safeguard victims/survivors of domestic violence (DV).

4.23 Feedback received by our Islington Domestic Violence Advocacy Service on perception of safety following intervention remains high. It is worth noting that the percentage has dropped following changes to the service user questionnaire and analytics used by our IDVA provider, and not because there has been a reduction in outcomes in real terms. The new outcomes measurement system allows for more comprehensive measurement of distance travelled and more nuanced answers from service users on the different outcomes to give a more accurate picture of perceptions of safety.

4.24 Continued low sanction detection rates around domestic violence mirror pan-London trends.

4.25 The peer mentoring project is going very well. As planned, Quarter 2 has been a set-up period for delivery in new educational settings in quarters 3 and 4.

4.26 There are two areas of performance which are currently RAG-rated red:

- Number of young people referred to the MARAC. This is addressed in the MARAC Review, with cases identified at the MASE, Bronze Panel, MARP (YOS Multi-Agency Risk Management Panel) tracked to ensure a joined-up and robust response and avoid duplication of case discussion and effort.

Although the rolling 12 month data indicates that the MARAC is currently below target, the positive performance seen in Quarter 1 indicates that this outcome should achieve the target in the coming months.

- We are unlikely to meet the target for young people (aged 16-17) referred into the Domestic Violence MARAC. While the MARAC has improved its working relationship with the MASE, which we hoped would lead to increased referrals, this has not translated into increased referrals of young people. The reasons for this will be explored in more detail through the review of the MARAC.

It is expected that target outcomes will be exceeded again in 2016-17 as services work proactively to ensure victims/survivors are offered all the appropriate support available in the form of civil injunctions, Home Shelter and Police special schemes.

4.27 It is expected that rates of increased perception of safety will continue to be excellent following support from the IDVA service.

4.28 Police Sanction detection rates remain below target, mirroring pan-London trends. This remains a challenge and Community Safety professionals are working with Police colleagues to understand the reasons for the overall sanction detection rate and rates for specific VAWG crimes.

- 4.29 It is expected that the peer mentoring project will continue to achieve outcomes, expanding its reach into alternative education and youth settings to increase reach.

Tackle Hate Crime

- 4.30 The new Hate Crime strategy has been launched. A corresponding partnership work plan is being drawn up to ensure the coordinated deliver of the strategy.
- 4.31 Hate Crime week ran very successfully between 8 and 15 October. A range of activities were carried out in this week including awareness raising stalls in each ward, art exhibitions and a communications campaign.

5. Employment

Objective	PI No.	Indicator	Frequency	Q2 Actual Apr-Sep	Q2 Target Apr-Sep	Target 2016/17	On/Off target	Same period last year	Better than last year?
<i>Support Islington residents into employment</i>	E1	a) Total number of people supported into paid work through council activity <i>with sub-targets for:</i>	Q	548	550	1,100	On	554	No
		b) Islington parents of children aged 0-15	Q	143	193	385	Off	221	No
		c) Young people aged 18-25	Q	143	150	300	Off	Not available	n/a
		d) Disabled people / those with long term health conditions (E)	Q	117	100	200	Off	42	Yes
	E2	Percentage of residents supported into paid work through council activity, who remain in employment for at least 26 weeks	Q	41%	25%	55%	On	New indicator	New indicator or
<i>Increase proportion of disabled people in employment (E)</i>	E3	Percentage gap between employment rate for residents with long term health conditions and overall Islington employment rate (E)	A	Annual indicator	n/a	14.2%	n/a	n/a	n/a
	E4	Number of Islington working age residents claiming Employment Support Allowance or Incapacity Benefit (E)	Q	12,110 (May 2016)	n/a	12,550 (Nov 16)	n/a	12,910	Yes
<i>Promote and facilitate take up of apprenticeships</i>	E5	a) Number of people placed into council apprenticeships	Q	18	25	50	Off	21	No
		b) Number of people placed into external apprenticeships	Q	37	25	50	On	25	Yes

Support Islington residents into employment

5.1 The results reported include work done by the council's in house iWork services - iWork youth employment, iWork employment support and iWork for business. These services have been focusing their efforts on residents with multiple barriers to employment, and with their partners have supported approximately 281 residents into employment in the first two quarters of this year. The remaining residents reported here were supported by other council services or commissioned partners:

- Adult and Community Learning carried out their annual survey of learners and identified a further 96 residents supported into paid employment.
- Further results were reported by the council's post progression team, mental health working contractors, the family information service, and Stronger Families team.

5.2 In general services are slightly below target, with a larger shortfall in the number of parents supported. The iWork services still offer an outreach service to the borough's children's centres as well as having a presence in job centres. However there has been a change in emphasis in the past year for the service, who are increasingly focusing with partners to support people who are longer term unemployed, or have health conditions, back into work. Such clients require more support and numbers are therefore lower than in previous years. We expect to make up the shortfall in outputs for young people next quarter as the summer is traditionally low for this age group because of academic years and holiday periods.

Increasing the proportion of disabled people in employment

5.3 As stated above, this is increasingly the focus of the council's employment services, who, along with partners on the wellbeing and work partnership, have been trialling new ways of working with health partners to support real change for residents who experience barriers to employment because of long term health conditions or disabilities. The council's services and commissioned partners have overachieved on this target to date.

Promoting apprenticeships

5.4 Although this was off target for Quarter 2, a number of starts were due early in Quarter 3 and have been realised, with a further 8 awaiting start dates and 6 in recruitment this means we are currently on track. We may choose to slow down recruitment in Quarter 4 so that we have a larger number of starts in April 2017 in order to use the apprenticeship levy to pay for new recruits' training and count these recruits towards the public sector target that comes into effect from April.

5.5 We are also considering whether traineeships should be included in this target because without traineeships a number of young people would be excluded from our apprenticeship opportunities. Traineeships have been identified as crucial in supporting some of our hardest to reach young people who are not in employment, education or training (NEET) and at risk of being NEET, who are furthest away from the job market, as a stepping stone to apprenticeships. However, traineeships do use considerable amount of council resource. This year we ran multi-skilled traineeship for the council's Housing Repairs Service which 5 young people completed. We are looking at developing 2 more cohorts, one in repairs and one in accountancy.

External Apprenticeships

5.6 We have exceeded the target for supporting young people into apprenticeships with local employers.

6. Resources - Finance, Customer Services and HR

Objective	PI No	Indicator	Frequency	Q2 Actual Apr-Sep	Q2 Target Apr-Sep	Target 2016-17	On/Off target	Same period last year	Better than last year?
<i>Optimise income collection</i>	R1	Percentage of council tax collected in year	M	51.1%	50.3%	99.0%	On	50.3%	Yes
	R2	Number of council tax payments collected by direct debit	M	59,952	59,000	59,000	On	57,594	Yes
	R3	Percentage of business rates collected in year	M	56.6%	56.2%	99.0%	On	56.2%	Yes
<i>Improve customer access and experience through appropriate channels</i>	R4	Number of visits in person at Customer Contact Centre	M	96,353	92,500	185,000	On	97,892	Yes
	R5	Number of telephone calls through Contact Islington call centre	M	218,389	237,500	475,000	On	250,424	Yes
	R6	Number of online transactions	M	81,544	82,500	165,000	On	71,827	Yes
	R7	Percentage of calls into Contact Islington handled appropriately	M	98.0%	97.0%	97.0%	On	97.0%	Yes
<i>Fair and effective management of council workforce</i>	R8	Average number of days lost per year through sickness absence per employee	Q	8.40	6.50	6.00	Off	6.70	No
	R9	Percentage of workforce who are agency staff	Q	13.7%	12.5%	11.7%	Off	14.7%	Yes
<i>Increased representation of BME / disabled staff at senior level (E)</i>	R10	a) Percentage of BME staff within the top 5% of earners (E)	Q	17.8%	20.1%	20.6%	Off	20.8%	No
		b) Percentage of disabled staff within the top 5% of earners (E)	Q	5.4%	4.2%	4.8%	On	4.0%	Yes

Income collection

- 6.1 Council Tax collection rates continue to hold up. The proportion of Council Tax collected over the first half of the financial year is above target and above that for the same period last year. The number of payments collected by Direct Debit is much higher than last year, and is above target for the current year.
- 6.2 Business rates collection is 57%, ahead of the target for this point in the year (and ahead of where we were at this time last year)We are continuing with our 'Attack

the Arrears' project on Council Tax which has been successful in reducing debt from previous years, and are extending it to include recovering older business rates debt. It is anticipated this will start in the last quarter of 2016/17.

Improve customer access through appropriate channels

- 6.3 Good progress is being made in improving and expanding our online offer, making it easier for residents to access council services digitally, and reducing the need to phone or visit in person. This is reflected in the Quarter 2 figures, with the **number of visits** to our Customer Centre and the **number of telephone calls** to Contact Islington both lower than the same period last year. The number of telephone calls is 10% lower than at this point last year, and continues the downward trend. NB: the number of calls is based on the number answered, rather than the total number of calls made (calls 'offered') which includes some abandoned calls.
- 6.4 There has been a 20% increase in the **number of digital transactions** over the same period. The measure for digital transactions has been changed from My eAccount transactions to all online transactions. This is to reflect the fact that there are now a number of ways (especially through our new website) residents can transact online, in addition to My eAccount.
- 6.5 We anticipate the number of online transactions to increase over the year. The new website went live in September and a number of new services available through it has been communicated to residents and businesses. In particular, the new website allows online council housing repairs to be reported; parking permits to be renewed and council tax to be paid – services that are some of the largest demand areas.

Fair and effective management of council workforce

- 6.6 Sickness absence continues to rise, with the average number of days in Quarter 2 at 8.4 which is above target, and higher than the same period last year which was 6.7 days.

	Chief Executive's	Children's Services	E&R	Finance & Resources	HASS	Public Health	LBI TOTAL
Average days lost per employee	3.0	7.7	10.9	7.2	8.8	0.8	8.4

- 6.7 There are differences across council departments in terms of the reasons for sick leave. In Public Health, 48.44% of sickness is due to infections this has gone up since the first quarter when it was 37.93% and is also an increase on the Quarter 4 which was 43.16%. There has been a change in a couple of areas which contain a large amount of Manual workers, In E&R the main absence reason is still Musculo-Skeletal at 22.14% but in HASS there has been a marked fall in this reason which now stands at 11.5% the main reason for absence in HASS is now Stress related at 21.47%. The stress related absences in E&R has also seen an increase with the figure standing at 19.10%
- 6.8 Stress/Depression/Anxiety and Mental Health issues are affecting 20.63% of employees across the council with this being the most prevalent reason for absence in the Children's Service at 25.69%. The London Councils average absence rate

related to stress, anxiety and depression is 17.03 %. There has been a continued marked increase over the last three quarters from 16.90% in Quarter 4 to 18.81% in Quarter 1 to this present high.

- 6.9 We are making slow but steady progress in reducing the proportion of agency workers in our workforce. At the end of Quarter 2, the figure was 13.7%, better than the same period last year and still below the London Councils average of 14.7%. There is however still work to be done in this area especially where these agency staff have been here on a long term basis.

Progression of BME and disabled staff

- 6.10 The proportion of BME staff in the top 5% of employees has fallen once again this quarter, the levels have fallen from 19.6% in Quarter 4 down to 17.8% in this quarter. The council is currently implementing another round of its Inspiring Leaders programme which is a key element of the actions being taken to improve the position of groups unrepresented at this level.
- 6.11 The proportion of disabled staff in the top 5% of employees on the other hand has risen from 3.5% to 5.4% which could have risen following programmes to encourage staff to register their disability on line. This group is also targeted in the Inspiring Leaders Programme.

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Final Report Clearance

Signed by
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Appendix A

Quarter 2 data for other corporate performance indicators

Adult Social Care									
Objective	PI No.	Indicator	Frequency	Actual Q2 Apr-Sep	Expected profile Q2	Target 2016-17	On/Off target (compared to profile)	Same period last year	Better than last year?
<i>Support older and disabled adults to live independently</i>	ASC1	Delayed transfers of care (delayed days) from hospital per 100,000 population aged 18+	Q	689.6	681.8	685.8	Off	597.8	N/A
	ASC2	Percentage of people who have been discharged from hospital into enablement services that are at home or in a community setting 91 days after their discharge to these services	Q	98.97%	92%	92%	On	84.8%	Yes
	ASC3	Percentage of service users receiving services in the community through Direct Payments	M	30.6%	35%	35%	Off	31.7%	No
<i>Support those who are no longer able to live independently</i>	ASC4	Number of new permanent admissions to residential and nursing care	M	69	58	105	Off	81	Yes
<i>Support carers</i>	ASC5	Carers who say that they have some or all of their needs met (Score out of 12)	A	7.3	N/A	8	N/A	7.3	N/A
<i>Tackle social isolation faced by adult social care users (E)</i>	ASC6	The percentage of working age adults known to Adult Social Care feeling that they have adequate or better social contact (E)	A	64%	N/A	70%	N/A	64%	N/A

Children's Services

Objective	PI No.	Indicator	Frequency	Q2 Actual Apr-Sep	Q2 Target Apr-Sep	Target 2016-17	On/Off target	Same period last year	Better than last year?
<i>Improve access to and uptake of good quality Early Years provision</i>	CS1	Percentage of 2 year old places taken up by low income families, children with Special Educational Needs or Disabilities (SEND) or who are looked after	T (Jul, Nov & Mar)	72%	66%	72%	On	53%	Yes
	CS2	Percentage of families with under-5s registered at a Children's Centre	T (Jul, Nov & Mar)	95%	N/A	92%	On	88%	Yes
	CS3	Number of active childminders	Q	191	191	195	On	191	Yes
<i>Support families facing multiple challenges and disadvantage</i>	CS4	Number of families in Stronger Families programme with successful outcomes as measured by payment by results	Sept and Jan	87	40	100	On	N/A	N/A
<i>Safeguard vulnerable children</i>	CS5	Number of new mainstream foster carers recruited in Islington	M	2	6	12	Off	6	No
	CS6	Number of children missing from care	M	22	10	10	Off	11	No
<i>Ensure all pupils receive a good education in our schools</i>	CS7	Percentage of primary school children who are persistently absent (below 90% attendance)	T (Jul, Nov & Mar)	9.9%	11%	11% or below	On	10.4%	Yes
	CS8	Number of children in Alternative Provision	Q	95	N/A	100 or fewer	N/A	102	Yes
	CS9	Percentage of pupils achieving five or more A*-C grade GCSEs (including Maths and English)	A	58%	N/A	At or above the Inner London average	N/A	56.9%	Yes
<i>Ensure suitable pathways for all school leavers</i>	CS10	Percentage of Islington school leavers in Year 11 who move into sustained education or training	A	96.7%	N/A	98%	N/A	94.4%	Yes

Environment & Regeneration

Objective	PI No	Indicator	Frequency	Q2 Actual Apr-Sep	Q2 Target Apr-Sep	Target 2016-17	On/Off target	Same period last year	Better than last year?
<i>Effective disposal of waste and recycling</i>	ER1	Percentage of household waste recycled and composted	M	31.4% (Q1)	35.2%	35.2%	Off	29.4% (15/16)	Yes
	ER2	Number of missed waste collections - domestic and commercial (per calendar month)	M	498 (Q1+Q2)	450	450	Off	410	No
<i>Deal promptly with planning applications</i>	ER3	a) Percentage of planning applications determined within 13 weeks or agreed time (majors)	M	100% (Q2)	85%	85%	On	83.3%	Yes
		b) Percentage of planning applications determined within the target (minors)	M	91.9% (Q2)	84%	84%	On	84.0%	Yes
		c) Percentage of planning applications determined within the target (others)	M	93.0 (Q2)	85%	85%	On	86.3%	Yes
<i>Promote and increase use of libraries and leisure centres</i>	ER4	Number of leisure visits	Q	1.208m (Q1+Q2)	1.008m	2.145m	On	1.131m	Yes
	ER5	Number of library visits	Q	539,143	511,052	1.021m	On	504,106	Yes
<i>Tackle fuel poverty</i>	ER6	Residents' energy cost savings (annualised)	Q	£71,881 (Q1+Q2)	£60,750	£223,500	On	£108,155	No

Housing

Objective	PI No	Indicator	Frequency	Q2 Actual Apr-Sep	Q2 Target Apr-Sep	Target 2016-17	On/Off target	Same period last year	Better than last year?
<i>Increase supply of and access to suitable affordable homes</i>	H1	Number of affordable new council and housing association homes built	Q	94	N/A	460	N/A	43	Yes
	H2	Number of severely overcrowded households that have been assisted to relieve their overcrowding	Q	40	39	78	On	N/A	N/A
	H3	Number of under-occupied households that have downsized	Q	83	100	200	Off	93	No
<i>Ensure effective management of council housing stock</i>	H4	Percentage of LBI repairs fixed first time	M	84.3%	85.0%	85.0%	Off	85.3%	No
	H5	Major works open over three months as a percentage of Partners' total completed major works repairs	M	16%	1.0%	1.0%	Off	1.0%	No
	H6	a) Rent arrears as a proportion of the rent roll - LBI	M	1.9%	2.0%	2.0%	On	1.7%	No
		b) Rent arrears as a proportion of the rent roll - Partners	M	2.3%	2.0%	2.0%	Off	2.2%	No
<i>Reduce homelessness</i>	H7	Number of households accepted as homeless	M	209	200	400	Off	169	No
	H8	Number of households in nightly-booked temporary accommodation	M	428	470	440	Yes	461	Yes

Public Health									
Objective	PI No	Indicator	Frequen cy	Q2 Actual Apr-Sep	Q2 Target Apr-Sep	Target 2016-17	On/Off target	Same period last year	Better than last year?
Promote wellbeing in early years	PH1	Proportion of new births that received a health visit	Q	94%	90%	90%	On	New indicator	New indicator
	PH2	a) Proportion of children who have received the first dose of MMR vaccine by 2 years old	Q	92%	95%	95%	Off	91%	Yes
		b) Proportion of children who have received two doses of MMR vaccine by 5 years old	Q	85%	95%	95%	Off	90%	No
Reduce prevalence of smoking	PH3	a) Number of smokers accessing stop smoking services	Q	378	350	1,400	On	580	No
		b) Percentage of smokers using stop smoking services who stop smoking (measured at four weeks after quit date)	Q	43%	54%	54%	Off	47%	No
Early detection of health risks	PH4	a) Percentage of eligible population (35-74) who have been offered an NHS Health Check	Q	18%	12%	20%	On	15%	Yes
		b) Percentage of those invited who take up the offer of an NHS Health Check	Q	42%	66%	66%	Off	58%	No
Tackle mental health issues	PH5	a) Number of people entering treatment with the IAPT service (Improving Access to Psychological Therapies) for depression or anxiety	Q	2,485	2,328	4,655	On	2,708	No
		b) Percentage of those entering IAPT treatment who recover	Q	49%	50%	50%	Off	46%	Yes
Effective treatment for substance misuse	PH6	Percentage of drug users in drug treatment during the year, who successfully complete treatment and do not re-present within 6 months of treatment exit	Q	18%	20%	20%	Off	16%	Yes
	PH7	Percentage of alcohol users who successfully complete their treatment plan	Q	35%	42%	42%	Off	38%	No
Improve Sexual Health	PH8	Proportion of adults newly diagnosed with HIV with a late diagnosis (CD4 count less than 350 cells per mm).	Q	49%	25%	25%	Off	New indicator	New indicator