



Report of: Executive Member for Finance and Performance

Meeting of	Date	Agenda Item	Ward(s)
Policy & Performance Scrutiny Committee	14 March 2017		All

Delete as appropriate	Exempt	Non-exempt
-----------------------	--------	------------

Report: Corporate Performance Report: Quarter 3 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 ensure accountability to residents.
- 1.3 This report sets out progress against indicators and targets to the end of quarter 3 (i.e. 1 April to 31 December 2016).

2. Recommendations

- 2.1 To note the position at the end of quarter 3 against corporate performance targets relating to those areas which fall within the remit of Policy & Performance Scrutiny Committee (i.e. Crime, Employment and Resources).
- 2.2 To note (at Appendix A) latest data for all other corporate performance indicators, which are monitored through the thematic scrutiny committees.

3. Background

- 3.1 The council has in place a suite of corporate performance indicators which collectively provide an indication of progress against key priorities and services which contribute towards making Islington a fairer place and delivering the vision set out in the Corporate Plan.

- 3.2 The Policy & Performance Scrutiny Committee (PPS) has overall responsibility for performance and for more detailed monitoring and challenge around those areas that fall within its remit i.e. Crime, Employment and Resources.
- 3.3 The four thematic scrutiny committees – Children’s Services, Health and Care, Environment & Regeneration, and Housing – have responsibility for monitoring and challenging performance against performance indicators which fall within their remit.
- 3.4 This Quarter 3 report contains detailed feedback on corporate indicators relating to Crime, Employment and Resources, together with latest data (in Appendix A) for all other corporate performance measures.

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

(E) = equalities target

4. Crime & community safety

Objective	PI No.	Indicator	Frequency	Q3 Actual Oct-Dec	Q3 Target Oct-Dec	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	80%	85%	85%	Off	82%	No
	CR2	Number of first time entrants into Youth Justice System	Q	61	71	95 or fewer	On	66	Yes
	CR3	Percentage of repeat young offenders (under 18s)	Q	47%	42%	48%	Off	46%	No
	CR4	Number of custodial sentences for young offenders	Q	25	26	35 or fewer	On	29	Yes
	CR5	Number of Islington residents under 25 who receive a substantive outcome (i.e. charge, caution etc) after committing a violent offence	Q	80	82	329 (55%)	On	123	Yes
<i>Support offenders into employment</i>	CR6	Number of Integrated Offender Management (IOM) cohort in employment	Q	12	6	25	On	6	Yes
	CR7	Number of IOM cohort in education and training	Q	13	6	25	On	6	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	60	53	53	On	59	Yes
	CR9	Percentage of ASB reports which are responded to, verified and then repeat over the following three months	Q	37%	38%	38%	On	41%	Yes
	CR10	Percentage of housing ASB cases that result in enforcement action	Q	56%	35%	35%	Off	31%	No
<i>Tackle Violence against Women and Girls (VAWG)</i>	CR11	Percentage of repeat victims referred to the Domestic Violence MARAC	Q	25%	15%	15%	On	8.3%	Yes
	CR12	Number of young victims (aged 16 - 18) referred to the MARAC	Q	1	3	10	Off	1	Same
	CR13	Number of domestic violence perpetrators with complex needs referred to the MARAC	Q	33	18	72	On	9	Yes
	CR14	Rate of domestic abuse sanction detections	Q	34%	40%	40%	Off	35.5%	No

<i>Tackle hate crime through increased reporting and detection (E)</i>	CR15	<i>Homophobic Offences</i> a) Number reported to police	Q	22	24	96	On	23	Yes
		b) Number detected by police (sanction detections)	Q	7	8	30	On	6	No
	CR16	<i>Racist Offences</i> a) Number reported to police	Q	168	160	638	On	162	Yes
		b) Number detected by police	Q	50	53	210	Off	53	No
	CR17	<i>Disability Hate Offences</i> a) Number reported to police	Q	6	5	19	On	1	Yes
		b) Number detected by police	Q	0	1	3	Off	0	Same
	CR18	<i>Faith Hate Offences</i> a) Number reported to police	Q	20	19	77	On	22	No
		b) Number detected by police	Q	0	5	19	Off	6	No

Reduce youth crime and reoffending

- 4.1 Islington saw a rise in Serious Youth Violence in Quarter 3, particularly towards the end of October and beginning of November. This coincided with the arrest phase of two drugs operations conducted by the police to target two significant rival gangs in the borough. Nearly 40 people were arrested and it is believed that this was linked to the tit-for-tat violent offences that followed between these two gangs.
- 4.2 A significant amount of partnership work was invested in defusing the tension. This included the Integrated Gangs Team working with local parents on the Mayville Estate to set up a parent-led group "T.E.A.M." (Together Everyone Achieves More). The Council is working with T.E.A.M. to develop a community hub to provide support and workshops to local parents and to increase youth provision with the co-location of Targeted Youth Support and new work from Arsenal in the Community. Local neighbourhood policing has also been increased in this area and this resource will be sustained following the merger of Camden and Islington police.
- 4.3 Serious Youth Violence levels have subsequently dropped towards the end of Quarter 3 and at the start of the new year.
- 4.4 The number of First Time Entrants into the Youth Justice System continues to fall. However, we are below target in terms of 10-17 year olds who are triaged and diverted away from the Criminal Justice System. 80% of those triaged did not reoffend, against a target of 85%. However, that means that 1 in 5 of 10-17 year olds triaged did reoffend. The position improved slightly in Quarter 3: 17 of the 22 young people triaged in Quarter 3 were successfully diverted away from offending.

- 4.5 Re-offending levels remain a challenge for the Youth Offending Service. The percentage of repeat young offenders (under 18) is above target and higher than the same period last year. Whilst the actual number in the cohort is decreasing, those that remain have more complex issues and are more likely to reoffend – so the rate is increasing.
- 4.6 The re-offending tracker in the YOS is helping to provide a more detailed real-time picture of the young people, enabling more targeted and timely interventions to be put in place.
- 4.7 Overall, the latest performance data indicates some signs of improvement in the YOS. Three of the five performance measures are on track and an improvement on the position last year. Islington has improved in each of the past three quarters on reducing First Time Entrants. We have also improved on re-offending rates and, for the first time this quarter, the use of custody has gone down.
- 4.8 However, more work is required to address the continued increase of youth crime and gang related violence in the borough. The Islington Youth Crime Strategy is being refreshed and will focus more upon early intervention to tackle the root causes rather than the consequences. There will also be an increased emphasis on vulnerability and exploitation. A series of consultation events during January and February involving frontline practitioners and managers from statutory, voluntary and community sector groups, local parents and young people will inform the new approach. The new action plan for 2017 – 2019 will be published in March 2017. We are also currently looking at different delivery models within local communities to work better with young people.
- 4.9 Full co-location of the police into the YOS has now occurred, meaning there will be a more joined up offer of provision and support to the young people in the YOS cohort.
- 4.10 The merger of Islington and Camden Police Command Units presents both challenges and opportunities for Islington around tackling all crime, and especially youth crime. Discussions are beginning around what a joint gang response might look like in the future.

Support offenders into employment

- 4.11 Both performance measures relating to the Integrated Offender Management (IOM) cohort are on track and better than last year. This is a reflection of the effort and resource the borough has invested in IOM and through participation in MOPAC's Gripping the Offender (GTO) pilot over the last year. The IOM coordinator ensures that all offender managers are notified if their clients meet the IOM criteria and encouraged to referral to the enhanced services offered through the GTO pilot.
- 4.12 The recruitment of an IOM coordinator from the Community Rehabilitation Company (CRC) – the private part of the national probation service – has proved to be very successful. We now have structured meeting arrangement in place with a robust process for selection and deselection from the cohort.
- 4.13 Islington continues to benefit from the additional IOM police resource, with 4 officers in post. This means that 5 home visits to IOM are taking place each day and there is

capacity for officers to respond quickly to information as it comes in (fast time tasking).

- 4.14 We are on course to achieve the key outcomes linked to payment in terms of reducing re-offending and we are exceeding the targets around people in Education, Employment and Training (EET).

Effective response to anti-social behaviour (ASB)

- 4.15 The number of repeat callers (10+ times in a rolling six month period) has increased significantly in Quarter 3. This is in line with the rise in calls to the ASB hotline, placing an ever-increasing demand on services, and is an area of concern.
- 4.16 We are currently reviewing the role of the Community Risk MARAC (CRM) and hope that, going forward, every repeat caller will be referred into this process to ensure robust ownership and response planning. This will also ensure that numbers of referrals to the CRM increase, to reverse the decline seen in Quarter 3.
- 4.17 During Quarter 3 there were 7 referrals to the Community Risk MARAC which is below the quarterly target, but the year-to-date figure exceeds the target. Islington has been part of a London-wide working group looking at best practice with Community MARACs. The current focus is on independent evaluation to demonstrate the value of the panels. This is helping to inform ways of improving ways of working for our own MARAC.
- 4.18 The ASB Clinical Psychologist has been in post for over a year and has established herself as a resource to support officers dealing with ASB cases. Her Quarter 3 report is still being finalised. During Quarter 2, 10 sessions of a three-part training programme were delivered to Housing and ASB leads to develop skills and raise awareness on mental health/personality disorder issues. This includes skills for working with people with these issues as well as self-care. 42 referrals were received, a significant increase on Quarter 1 (27). Most were via the Community MARAC.

Tackle Violence Against Women and Girls (VAWG)

- 4.19 The total number of referrals to the Domestic Violence MARAC continues to rise, which is positive as these multi-agency case conferences facilitate a more intense and tailored support to victims. The referral rate for repeat victims has increased significantly, with 25% of all repeat victims referred in the first three quarter of this year so far this year, compared with only 8.3% for the same period last year.
- 4.20 The number of perpetrators referred to the DV MARAC for support has also increased and is well above target and significantly higher than last year.
- 4.21 However, only one young victim has been referred, below the target of 3. We have recommissioned Domestic Violence and Abuse services to ensure that services work from the age of 16 (previously 18) in line with the government-revised definition of Domestic Violence and Abuse (DVA) which comes into effect from April 2017.
- 4.22 Sanction detection rates remain low, mirroring pan-London trends. The introduction of body worn cameras should help to increase this.

Tackle Hate Crime

- 4.23 We continue to be on target in terms of increasing reports around hate crime, but below target (in three out of four categories) in sanction detections. This has been a pattern across the year.
- 4.24 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.
- 4.25 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.
- 4.26 MOPAC funding has been secured for delivery of an online training package for front line professionals to raise awareness of how to identify, report and deal with hate crime.

5. Employment

Objective	PI No.	Indicator	Frequency	Q3 Actual Apr-Dec	Q3 Target Apr-Dec	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	828	825	1,100	On	896	No
		b) Islington parents of children aged 0-15	Q	207	288	385	Off	337	No
		c) Young people aged 18-25	Q	239	225	300	On	238	Yes
		d) Disabled people / those with long term health conditions (E)	Q	155	150	200	On	153	Yes
	E2	Percentage of residents supported into paid work through council activity, who remain in employment for at least 26 weeks	Q	Data not yet available	N/A	550	N/A	82	N/A
<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	1 year data lag	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	12,050 (Aug 2016)	N/A	12,550	N/A	12,850 (Aug 15)	Yes
<i>Promote and facilitate take up of apprenticeships</i>	E5	a) Number of people placed into council apprenticeships	Q	32	38	50	Off	31	Yes
		b) Number of people placed into external apprenticeships	Q	70	38	50	On	71	No

Support Islington residents into employment

5.1 Overall we are on target for supporting residents into paid employment. Whilst numbers are lower than the same time last year, this should be seen in the context of a reduced iWork team (6 coaches for much of this year against 8 the previous year). Caseloads within the iWork service are now steady at around 40 per coach which, although lower than the desired 50, allows the team sufficient time to support the families identified as affected by the benefit cap; 319 identified to date.

- 5.2 A significant reason for the low caseloads has been the reduced referrals from Job Centre Plus (JCP), which has also impacted upon the number of parents supported into employment. JCP parent advisors traditionally referred high numbers of parents to iWork and these advisor roles were deleted within JCP offices in the summer of 2016. We have now met with JCP to discuss the reduction in referrals, and they have expressed enthusiasm for beginning to refer parents again, as they recognise the benefits of a more tailored offer to these clients. This is profiled to begin in March 2017.
- 5.3 The data presented in this report represents the joint efforts of teams and commissioned services/contractors across the council. However, of the 828 outcomes reported here, only 575 include complete data, including parental status. In general, with the exception of teams in Children's Services, employers and services do not capture whether or not those placed into employment are parents. In response to the low return last quarter, we have begun to raise this issue with partners and commissioners, and as a result, this quarter GLL (our leisure provider), and from Quarter 4 the Mental Health Working, are including this information in their data.
- 5.4 It is worth noting that the adults who are being helped by the iWork employment support team and iWork for Business are increasingly those clients which other agencies do not support. Of 234 adults over 25 supported into work, 66 (28%) had been unemployed for over 5 years and of these 25 (11%) had been unemployed for over 10 years. Stronger Families team referred 2 of these to jobs brokered by iWork for Business and supported an additional resident who had been unemployed over 10 years, into a non-brokered job, making a total of 26 supported into work.
- 5.5 In addition the number of residents on Employment Support Allowance (ESA), which was identified as a concern because it had stayed relatively static, has finally begun to reduce. From January there has been a new service in the borough offering support to this client group, but until then, the key services offering support were iWork and Mental Health Working.

Young people aged 18 – 25

- 5.6 The number of young people helped into work is on target. The number is comparable with the same quarter last year. iWork Youth employment have been focusing more resources on young people with complex support needs, particularly through their contract to deliver the European Social Fund (ESF) Specific NEET programme for City and Islington College. In Quarter 3, 6 young people were supported into work who were care leavers. iWork has also supported 22 young people into part time work in order to develop their employability skills for the future, through the Saturday Jobs programme. 23% of the young people supported were students at New River College Pupil Referral Unit or in Alternative Provision.

Increasing the proportion of disabled people in employment

- 5.7 We are on target on this indicator, but have been asked whether iWork are focusing too much on supporting disabled clients given the volume of resource available in the borough for this client group and whether this is the reason for the drop in parents supported. We have addressed this second query above.

- 5.8 With regard to the focus on disabled clients, it is the case that in 2016/17 iWork Employment Support and iWork for Business have increased their focus on residents with disabilities. Mental Health working, a partnership commissioned by Housing and Adult Social Services (HASS), has always delivered outcomes against this target and this year have reported 90 to date.
- 5.9 However until January, only iWork was able to support residents whose disability was not mental health. Through the work of the Wellbeing and Work partnership, Islington has now managed to attract significant funding to support disabled people into employment and January saw the launch of the Individual placement and support (IPS) trial which seeks to work with 500 residents.
- 5.10 In addition the Shaw Trust is about to launch a new retention pilot - employment support focused on individuals who are currently off work on a sick note, to support them into sustained employment. This will now allow iWork to review its focus to ensure resources are being used to best effect and to avoid duplication.

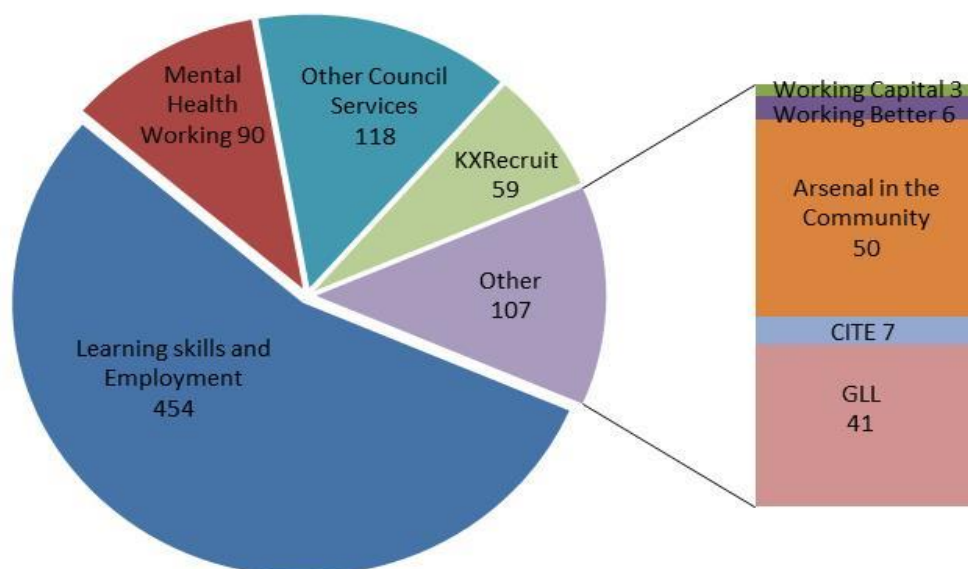
Council apprenticeships

- 5.11 The internal apprenticeship programme has increased its uptake slightly in comparison to this time last year. With the introduction of the apprenticeship levy and public sector target in April 2018 some departments are delaying recruitment to ensure they can meet the increased targets that will be in place from next financial year. Furthermore, departments will not have to pay for apprenticeship training directly from their own budgets from April 2018 as the levy will be paid centrally by the council; departments will then access the funding for training apprentices. It is therefore a better use of departmental resources to slightly delay recruitment.

External Apprenticeships

- 5.12 The target for external apprenticeships has already been exceeded. Numbers remain slightly lower than this time last year. Again, this may be due to some businesses waiting for the apprenticeship levy to come into place in April 2018.

Chart 1 below shows the number of Islington residents supported into work by council service or partner organisation Q3 2016-17



7. Resources - Finance, Customer Services and HR

Objective	PI No	Indicator	Frequency	Q3 Actual Apr-Dec	Q3 Target Apr-Dec	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	74.2%	74.4%	96.5%	On	74.4%	No
	R2	Number of council tax payments collected by direct debit	M	60,450	59,000	59,000	On	57,947	Yes
	R3	Percentage of business rates collected in year	M	79.7%	79%	99%	On	79.0%	Yes
<i>Improve customer access and experience through appropriate channels</i>	R4	Number of visits in person at Customer Contact Centre	M	138,303	138,750	185,000	On	143,080	Yes
	R5	Number of telephone calls through Contact Islington call centre	M	320,490	356,250	475,000	On	370,366	Yes
	R6	Number of online transactions	M	121,832	123,750	165,000	Off	106,075	Yes
	R7	Percentage of calls into Contact Islington handled appropriately	M	99.4%	97%	97%	On	99.0%	Yes
<i>Fair and effective management of council workforce</i>	R8	Average number of days lost per year through sickness absence per employee	Q	7.90	6.3	6.0	Off	6.8	No
	R9	Percentage of workforce who are agency staff	Q	13.8%	12.1%	11.7%	Off	13.9%	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	18.4%	20.3%	20.6%	Off	20.5%	No
		b) Percentage of disabled staff within the top 5% of earners (E)	Q	5.7%	4.5%	4.8%	On	3.5%	Yes

Income collection

7.1 Council Tax collection remains on track to meet the year-end target. The December figure is marginally (0.2%) below target. This has reduced to 0.1% below target in January and is on track to meet the target at year end.

7.2 The number of payments collected by Direct Debit is much higher than last year, and is above target for the current year.

7.3 Business rates collection is 79.7%, marginally 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. This is starting in the last quarter of 2016/17.

Improve customer access through appropriate channels

7.4 Both visits and calls are lower than last year. The number of visits to the contact centre remains on target to be 4,000 lower than in 2015/16 whilst the number of calls is also on target and lower than the same period last year. (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.)

7.5 The work to increase online transactions continues with the online self-booking for 'bulky waste' going live. The number of digital transactions is 14% higher than the same period last year, although currently just below target. At present there is a problem in extracting the figure for a small number of transactions and this is impacting on the overall total. Once these figures are included, it is envisaged that the total will again be in excess of the target. (NB: 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.)

Fair and effective management of council workforce

7.6 Ill health absence has fallen back slightly since Quarter 2, with the average number of days in Quarter 3 at 7.9. This is above target and higher than the same period last year, which was 6.8 days.

	Chief Executive's	Children's Services	E & R	HASS	Public Health	Resources	LBI Total
Average days lost per employee	2.8	6.4	10.2	8.1	1.0	6.8	7.9

7.7 Across council departments there are variances in terms of reasons for ill health absence. In the Chief Executive's Department, the highest percentage of absences is for back/neck problems at 47.5%. This category has the next highest percentage of absences in Environment and Regeneration, where it reached 12.5%.

7.8 The highest percentage in Environment and Regeneration is Other Musculo-Skeletal, at 20.4%. This category has the next highest percentage of absences in Resources, with 17.1%. However, the highest reason for absence in that department is Stress/Depression/Anxiety/ Mental Health, at 21.1%. In HASS the largest category is Infections, at 45.9%.

7.9 Stress/Depression/Anxiety and Mental Health issues are affecting 22.7% of employees across the council with this being the most prevalent reason for absence in the Children's Service at 25.2%.The London Councils' average absence rate for stress, anxiety and depression is 17.0%. This category has witnessed a continued

and marked increase over the last three quarters, from 18.8% in Quarter 1, to 21.0% in Quarter 2, through to this present high.

7.10 Over the last three quarters there has been very little movement in the percentage of agency workers engaged. It has moved from 13.5%, to 13.7% and now to 13.8%. However, there has recently been a greater focus on reducing these numbers, and it remains below the London Councils' average of 14.7%.

Progression of BME and disabled staff

7.11 The proportion of BME staff in the top 5% of employees has risen again this quarter. The level fell from 19.6% in quarter 4, at the beginning of 2016, to 17.8% in Quarter 2, but now stands at 18.4%. The council has recruited the second cohort of its Inspiring Leaders programme, which is a key element of the actions being taken to improve the position of groups underrepresented at a senior level.

7.12 The proportion of disabled staff in the top 5% of employees on the other hand has risen from 3.5% to 5.7%. This increase may be due to programmes to encourage people to complete equalities monitoring and register their disability. This group is also now targeted in the Inspiring Leaders Programme.

Report author:

Name: Jaime Goumal

Job title: Corporate Performance Officer

Tel: 020 7527 2368

E-mail: Jaime.goumal@islington.gov.uk

Final Report Clearance

Signed by Date

Received by Date

Adult Social Care

Objective	PI No.	Indicator	Frequency	Actual Q3 Apr-Dec	Expected profile Q3	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	941	685.5	685.8	Off	N/A	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	89.1%	92.0%	92.0%	Off	89.0%	Yes
	ASC3	Percentage of service users receiving services in the community through Direct Payments	M	30.1%	35.0%	35.0%	Off	30.7%	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	107	78.75	105	Off	87	No
<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	Off	N/A	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%	Off	N/A	N/A

Children's Services

Objective	PI No.	Indicator	Frequency	Q3 Actual Apr-Dec	Q3 Target Apr-Dec	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	189	193	195	Off	192	No
<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	8	9	12	Off	8	Same
	CS6	Number of children missing from care	M	30	10	10	Off	14	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%	On	10.4%	Yes
	CS8	Number of children in Alternative Provision	Q	112	N/A	100	Off	122	Yes
	CS9	Percentage of pupils achieving five or more A*-C grade GCSEs (including Maths and English)	A	58%	N/A	At or above inner London ave	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%	Off	94.4%	Yes

Environment & Regeneration

Objective	PI No	Indicator	Frequency	Q3 Actual Apr-Dec	Q3 Target Apr-Dec	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	31.3% (Q1 & Q2)	35.2%	35.2%	Off	29.4%	Yes
	ER2	Number of missed waste collections - domestic and commercial (per calendar month)	M	475	450	450	Off	417	No
<i>Deal promptly with planning applications</i>	ER3	a) Percentage of planning applications determined within 13 weeks or agreed time (majors)	M	100%	85%	85%	On	86%	Yes
		b) Percentage of planning applications determined within the target (minors)	M	87.7%	84%	84%	On	80%	Yes
		c) Percentage of planning applications determined within the target (others)	M	89.4%	85%	85%	On	86%	Yes
<i>Promote and increase use of libraries and leisure centres</i>	ER4	Number of leisure visits	Q	1.750m	1.576m	2.145m	On	1.690m	Yes
	ER5	Number of library visits	Q	803,904	766,578	1.021m	On	761,221	Yes
<i>Tackle fuel poverty</i>	ER6	Residents' energy cost savings (annualised)	Q	£276,888	£171,250	£223,500	On	£266,304	Yes

Housing

Objective	PI No	Indicator	Frequency	Q3 Actual Apr-Dec	Q3 Target Apr-Dec	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>		Number of affordable new council and housing association homes built	Q	72	345	460	Off	113	No
		Number of severely overcrowded households that have been assisted to relieve their overcrowding	Q	99	45.5	78	On	N/A	N/A
		Number of under-occupied households that have downsized	Q	118	150	200	Off	122	No
<i>Ensure effective management of council housing stock</i>		Percentage of LBI repairs fixed first time	M	84.8%	85.0%	85.0%	Off	83.9%	Yes
		Major works open over three months as a percentage of Partners' total completed major works repairs	M	12.5%	1.0%	1.0%	Off	1.6%	No
		a) Rent arrears as a proportion of the rent roll - LBI b) Rent arrears as a proportion of the rent roll - Partners	M M	2.2% 2.7%	2.0% 2.0%	2.0% 2.0%	Off Off	2.7% 3.2%	Yes Yes
<i>Reduce homelessness</i>		Number of households accepted as homeless	M	294	200	400	Off	266	No
		Number of households in nightly-booked temporary accommodation	M	417	455	400	On	490	Yes

Public Health

Objective	PI No	Indicator	Frequency	Q3 Actual Apr-Dec	Q3 Target Apr-Dec	Target 2016-17	On/Off target	Same period last year	Better than last year?
<i>Promote wellbeing in early years</i>	PH1	Proportion of new births that received a health visit within 14 days	Q	93.8%	92%	90%	On	N/A	N/A
	PH2	a) Proportion of children who have received the first dose of MMR vaccine by 2 years old	Q	92%	95%	95%	Off	91.3%	Yes
		b) Proportion of children who have received two doses of MMR vaccine by 5 years old	Q	85%	95%	95%	Off	90%	No
<i>Reduce prevalence of smoking</i>	PH3	a) Number of smokers accessing stop smoking services	Q	710	550	1400	On	532	Yes
		b) Percentage of smokers using stop smoking services who stop smoking (measured at four weeks after quit date)	Q	43%	54%	54%	Off	46%	No
<i>Early detection of health risks</i>	PH4	a) Percentage of eligible population (35-74) who have been offered an NHS Health Check	Q	27%	16.5%	20%	On	18.3%	Yes
		b) Percentage of those invited who take up the offer of an NHS Health Check	Q	41%	66%	66%	Off	54%	No
<i>Tackle mental health issues</i>	PH5	a) Number of people entering treatment with the IAPT service (Improving Access to Psychological Therapies) for depression or anxiety	Q	3,736	3,491	4,655	On	4,149	No
		b) Percentage of those entering IAPT treatment who recover	Q	48.8%	50%	50%	Off	47.5%	Yes
<i>Effective treatment for substance misuse</i>	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	15.5%	Yes
	PH7	Percentage of alcohol users who successfully complete their treatment plan	Q	35%	42%	42%	Off	37.8%	No
<i>Improve Sexual Health</i>	PH8	Proportion of adults newly diagnosed with HIV with a late diagnosis (CD4 count less than 350 cells per mm).	Q	33%	25%	25%	Off	N/A	N/A