



Report of: Executive Member for Finance, Performance & Community Safety

Meeting of	Date	Agenda Item	Ward(s)
Policy & Performance Scrutiny Committee	8 March 2018		All

Delete as appropriate	Exempt	Non-exempt
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SUBJECT: CORPORATE PERFORMANCE REPORT – Quarter 3 2017-18

1. Synopsis

- 1.1 The Council has in place a suite of corporate performance indicators that help us to monitor progress in delivering corporate priorities and services, and working towards our goal of making Islington a fairer place to live, work and do business. Progress is reported on a quarterly basis through the Council's Scrutiny function to ensure accountability to residents and challenge performance where necessary.
- 1.2 This report sets out performance against corporate targets as of the end of Quarter 3 (i.e. the period April to December 2017), with detailed commentary on those areas which fall within the remit of the Policy and Performance Scrutiny Committee.

2. Recommendations

- 2.1 To note the position at the end of December 2017 in progress towards achieving the targets we agreed for 2017-18, including more detailed insight into delivering targets relating to Crime & Community Safety, and Resources.

3. Background

- 3.1 The council's performance management framework includes a set of corporate performance indicators which enables us to monitor the outcomes and services that matter most to residents and which will help us deliver our vision around Fairness.
- 3.2 The Policy & Performance Scrutiny Committee (PPS) has overall responsibility for maintaining an overview of the Council's performance, and for more detailed monitoring and challenge around those areas that fall within its remit i.e. Crime & Community Safety, and Resources. The four thematic scrutiny committees – Children's Services, Health and Care, Environment & Regeneration, and Housing – have responsibility for monitoring and challenging performance against those performance indicators within their remit.

3.3 This report sets out the position at the end of December 2017, three quarters of the way through the financial year 2017-18. The body of the report focuses upon those areas which fall within the remit of PPS i.e. Crime & Community Safety and Resources, and includes a short commentary on performance. The tables at Appendix A set out end of year figures for all remaining corporate performance measures.

KEY FOR PI TABLES:

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

4. Crime & community safety

Objective	PI No.	Indicator	Frequency	Q3 actual	Target 2017-18	Are we on target?	Same period last year	Better than same period 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	79%	85%	No	80%	Similar
	CR2	Number of first time entrants into Youth Justice System	Q	44	70	Yes	61	Yes
	CR3	Percentage of repeat young offenders (under 18s)	Q	57%	43%	No	47%	No
	CR4	Number of custodial sentences for young offenders	Q	14	30	Yes	25	Yes
<i>Support offenders into employment</i>	CR5	Number of Integrated Offender Management cohort a) in employment	Q	26	35	Yes	12	Yes
		b) in education and training	Q	7	47	No	13	No
<i>Ensure an effective response for victims of crime and anti-social behaviour</i>	CR6	Number of repeat ASB complainants to Police and Council	Q	60	50	No	60	Same
	CR7	Percentage of ASB reports which are responded to, verified and then repeat over the following three months	Q	55%	38%	No	37%	No
<i>Tackle Domestic Violence</i>	CR8	Percentage of repeat victims referred to the Domestic Violence MARAC	Q	33%	29%	Yes	25%	Yes
	CR9	Number of young victims (aged 16 - 18) referred to the MARAC	Q	11	7	Yes	4	Yes
	CR10	Number of consultations provided by DVIP to Children's Social Care workers	Q	153	150	Yes	100	Yes
	CR11	Rate of domestic abuse sanction detections	Q	19.1%	40%	No	34.0%	No

Objective	PI No.	Indicator	Frequency	Q3 actual	Target 2017-18	Are we on target?	Same period last year	Better than same period last year?
<i>Tackle hate crime through increased reporting and detection (E)</i>	CR12	<i>Homophobic Offences</i>						
		a) Number reported to police	Q	76	99	Yes	77	Similar
	b) Number detected by police*	Q	11	26	No	20	No	
	CR13	<i>Racist Offences</i>						
		a) Number reported to police	Q	411	647	No	515	No
	b) Number detected by police	Q	81	216	No	125	No	
	CR14	<i>Disability Hate Offences</i>						
		a) Number reported to police	Q	14	25	No	38	No
	b) Number detected by police	Q	2	2	Yes	1	Similar	
	CR15	<i>Faith Hate Offences</i>						
a) Number reported to police		Q	99	72	Yes	65	Yes	
b) Number detected by police	Q	22	16	Yes	13	Yes		

**known as sanction detections*

Reduce youth crime and reoffending

- 4.1 There has been significant improvement in the Islington Youth Offending Service (YOS) performance across all four performance measures. Three of these indicators are reported on to the Youth Justice Board and the Triage indicator is a local indicator.
- 4.2 We have achieved a continued reduction in the rates for First Time Entrants to the youth justice system and in the numbers of our young people in custody. Through the sustained effort of our YOS and partners, large numbers of young people are being successfully triaged and diverted away from the justice system. Performance on the triage measure dipped in Quarter 1 of 2017/18 but has since improved and is on course to be above 2016/17 if this trend continues. Provisional data for Quarter 3 suggests a rise in the proportion of reoffenders this year for our local measure. Due to the reduction in the number of young offenders over time, the cohort of offenders this relates to is smaller in previous years, which has caused the rate to increase. There is a lot of work planned to curtail our re-offending rate including more joined up planning with the Police, the allocation of mentors from St Giles Trust to the top 25 young offenders and the offer of Multi-Systemic Therapy to some of the cohort.
- 4.3 In the past year Islington has seen a 13% reduction in knife crime injury victims under 25 whereas the rest of London has seen a 15% increase. The Metropolitan Police are attributing this performance to Islington's partnership approach including the Integrated Gangs Team, and are promoting Islington as an example of good practice due to our success in reducing gang related knife crime.
- 4.4 A small cohort of young people continues to escalate in offending behaviours in a short space of time. Considerable multi agency work is in place addressing prolific offenders and will take time to embed, with mentors linked to these young people. There has been an improvement in theft snatch offences over the past 6 months with the rate dropping from the peak of 600 thefts per month to 300 but it continues to be a major challenge for our borough. We know that theft snatch continues to draw young people into offending and has a significant impact on community confidence and the reputation of the partnership.

Support offenders into employment

- 4.5 Helping offenders into work is a key part of our strategy to reduce reoffending. This measure tracks the number of offenders in the Integrated Offender Management (IOM) cohort who have enrolled into any sort of Education, Training or Employment (ETE) related activity (including helping those who are on benefits such as Jobseekers Allowance and Employment Support Allowance). Many of the cohort are some way from the labour market and thus effort has been focused on getting offenders job ready and into work. Whilst we've seen positive results in terms of numbers into work, there has been little take up of education and training offers. This is mainly due to the current provision not being appropriate for the level and risk of the offenders on the scheme.
- 4.6 However, a new project called Blue Sky has been launched under the Gripping the Offender scheme which focuses on getting offenders into education and training – with a view to longer term employment. It is hoped this will provide a more suitable offer for our current cohort.

Effective response to anti-social behaviour (ASB)

- 4.7 There were 59 Repeat callers who called the council/police 10 or more times during a 6-month period (57 called the council and 2 called the police). A new process for responding to persistent repeat callers was introduced in January 2018. Police now attend, and there are single points of contact within each of the main Housing Associations / Social Landlords in Islington, who have agreed to take ownership of those cases related to their properties. This process is a pre-cursor to cases accessing the Community MARAC (Multi-Agency Risk Assessment Conference), where a range of professionals work together to minimise risk and tackle complex needs.
- 4.8 The Community MARAC is continuing to develop well in Islington with a wide variety of statutory and voluntary support services represented. This pioneering approach to supporting victims has gained recognition for being an effective way to support some of the most vulnerable victims of crime and ASB. The Community MARAC approach has been recognised as best practice by the London Assembly Crime Committee, who have recommended that the Mayor of London seek to promote its use right across London in their recent report in relation to ASB. The link to the report can be found [here](#).
- 4.9 In Quarter 3 (October to December 2017) there were 10 new complex case referrals made to the Community MARAC, which is in line with targeted projections of nine. Furthermore, there were 17 successful case closures in the period from the working caseload. There are now 20 active cases being managed with new referrals being added each month and a total for the year to date of 44.
- 4.10 Some of the positive outcomes from the Community MARAC in Q3 include:
- Referrals to the Personality Disorder Unit
 - Joint home & outreach appointment conducted by Change-Grow-Live, Single Homeless Project, LBI Housing and Clinical Psychologist to engage with victim
 - Referrals to Victim Support
 - Acceptable Behaviour Contract agreed and signed by perpetrator agreeing to stop ASB
 - Crime Prevention Officer visits conducted
 - Block letters sent to area of high ASB
 - Offers of temporary accommodation
 - Referral to supported accommodation
- 4.11 The Psychologically Informed Consultation and Training service (PICT) is part of The Camden & Islington NHS Foundation Trust's Personality Disorder Service that sit within

Community Safety. The remit is workforce development, improving systems capability and supporting staff to work more effectively with personality disorder and other complex and challenging mental health difficulties and presentations.

- 4.12 The Clinical Psychologist has been in post since June 2017 and is co-located in Islington's Community Safety and Housing ASB Teams. Her role is to provide support to staff managing ASB cases. There is a focus on assisting with Community Risk MARAC referrals and repeat caller cases. She does not case hold clients for direct interventions but provides support to staff.
- 4.13 In Quarter 3 we have supported 28 complex cases with a running total of 59 for the year to date. These interventions are made up of:
- Staff case consultation (either individually or in group sessions)
 - Liaison and navigation between different services in the care pathway
 - Training
 - Direct working with service users but jointly with the staff member who keeps case-holding responsibility
- 4.14 This work is being developed further in Quarter 4 with the delivery of six training sessions for staff and partners who attend Community MARAC meetings.
- 4.15 The new Community Safety Partnership Planning meeting is designed to identify new and emerging ASB hotspot locations and, which will then invoke a partnership action plan to tackle these. This is being monitored with regular communications around successes being shared with partners and residents. There are currently five active locations being managed by this process. This will help to reduce callers who are phoning about long standing and repeat problems in the same locations. The council is supporting the police in the roll-out of ASB warning notices, which have proved effective in dealing with low level ASB in Tower Hamlets.
- 4.16 One of the biggest current issues the council has been dealing with is an increase in street population related ASB. This has been most visible in the Stroud Green Road and Upper Street areas. The council provides extensive support provision in a coordinated and partnership led approach. Where support has been refused, the council is exploring the range of enforcement options available to force those most vulnerable to take up the support available. However, enforcement is seen as a last resort. We are working extremely closely with the Media Team to ensure that our staff, partners and members of the public understand the complexities of these challenges and the approach we are attempting to take.
- 4.17 We are about to relaunch the Safe Havens project, whereby members of the public can attend specifically recognised premises in the borough for information, advice and guidance on a range of issues, but focussing on staying safe.

Tackle Domestic Violence

- 4.18 The Islington Violence Against Women and Girls (VAWG) Strategy was launched in February last year and substantial progress has been made in the past year. We have recently re-procured the contracts for our three main VAWG services with the new contracts due to start in April, and were successful in securing funding for the IRIS project for 2018 -19. The IRIS has trained GP surgeries to raise awareness of Domestic Violence Abuse (DVA) and to increase referrals from primary care settings and has supported 155 victims to date. Islington will benefit from two new DVA services that will work with victims with complex needs, both projects started in January 2018 and will target women who have not engaged with support services for an extended period and whose experience of VAWG intersects with severe disadvantage, increasing their vulnerability and risk.

- 4.19 There are a number of other exciting new developments with the council being awarded White Ribbon Status in November; the Anchor DVA One Stop which started in January, and the launch of the new FGM toolkit this spring. In addition, the council has submitted a bid to the Ministry for Housing, Communities and Local Government's Troubled Families department for Earned Autonomy funding and, if successful, this will fund a new and highly innovative multi-agency approach to working with children and families affected by Domestic Violence and abuse and with perpetrators in our borough.
- 4.20 The MARAC continues to achieve the targets for repeat referrals as set out in the Safe Lives guidance and we have seen an increase in the number of new referrals of young people to MARAC this year and have exceeded our annual target. DVIP has exceeded targets for the number of consultations provided to Children's Social Care workers.
- 4.21 We are continuing to work with the police to support their efforts to hold domestic violence perpetrators to account, and with our other partners including housing to use a range of sanctions including tenancy action and domestic violence protection notices etc.

Tackle Hate Crime

- 4.22 In October 2017, Islington ran its most successful Hate Crime Awareness week, building on previous years' successes in line with the national campaign. During this week, there were over 22 events, culminated with an open day at the Emirates Stadium, which attracted 106 school children. The event was attended by a range of partners to promote tolerance and celebrate diversity in information sessions and practical workshops. We used this week to launch the Islington Hate Crime Pledge and the Hate Crime Awareness online training.
- 4.23 Over 170 organisations have signed the pledge and over 450 people have had undertaken the Hate Crime Awareness online training and the number doubled in the last month alone. This promotes the use of the Self-Evident App, which can help secure better outcomes by sending reports directly to the local police including photographic and/or video evidence. We have engaged with London Ambulance Service, Safer Islington Partnership, Adults Safeguarding Board to extend the reach further and will also ensure an increased uptake from children and young people.
- 4.24 Whilst Sanction Detections remain low, the police are now using a range of other interventions, including Community Resolutions and restorative practices to support a more victim focused approach (NB: we may want to reflect this in our performance measures going forward).
- 4.25 In support of this, we have set up the Hate Crime Dip Sampling Panel, where relevant partners help the police scrutinise randomly selected hate crime reports to identify opportunities to develop better ways to support victims and bring perpetrators to justice.
- 4.26 The focus of the work in 2018 will be around improving the identification and support to victims of sexuality and disability hate crime.

5. Resources - Finance, Customer Services and HR

Objective	PI No.	Indicator	Frequency	Q3 actual	Target 2017-18	Are we on target?	Same period last year	Better than same period last year?
<i>Optimise income collection</i>	R1	Percentage of council tax collected in year	M	74.1%	96.7%	Yes	74.2%	Similar
	R2	Number of council tax payments collected by direct debit (average monthly)	M	62,475	62,000	Yes	60,450	Yes
	R3	Percentage of business rates collected in year	M	80.6%	99%	Yes	79.7%	Yes
<i>Improve customer access and experience through appropriate channels</i>	R4	Number of visits in person at Customer Contact Centre	M	101,441	161,000	Yes	138,303	Yes
	R5	Number of telephone calls through Contact Islington call centre	M	311,654	390,000	No	320,490	Yes
	R6	Number of online transactions	M	116,412 (Nov 19)	180,000	No	110,473	Yes
	R7	Percentage of calls into Contact Islington handled appropriately (average monthly)	M	99.0%	97.0%	Yes	99.42%	Similar
<i>Fair and effective management of council workforce</i>	R8	Average number of days lost per year through sickness absence per employee	Q	8.10	6.0	No	7.9	No
	R9	Percentage of workforce who are agency staff	Q	10.9%	10%	Yes	13.8%	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	Q	17.9%	20.6%	No	18.4%	No
		b) Percentage of disabled staff within the top 5% of earners	Q	5.9%	6.5%	No	5.7%	Yes

Income collection

- 5.1 Collection performance in the first nine months of this year for both Council Tax and Business Rates continues to be strong and we are on track to meet our 2017-18 targets.
- 5.2 Forthcoming changes to funding for local government in London due to be implemented from April 2018 will see an end to the annual government grant. Instead Islington will be able to retain an increased proportion of Business Rates collected. This means that Council Tax and

retained Business Rates will account for the vast majority of the non-ringfenced funding we receive as a council. Maintaining our current collection rates is essential to maximise the funding available to deliver services for Islington residents.

- 5.3 Where possible, we encourage residents to pay their Council Tax by direct debit as the easiest way to ensure payments are made on time and to avoid falling into arrears. Monthly payments made by direct debit continue to grow. In the first nine months of this year, the average number of Council Tax payments made by direct debit each month was over 62,475, well on target and an increase of over 2,000 per month compared to the same period last year. We're exploring the potential to also report the proportion of Council Tax payments made through direct debit (as well the number) to provide a better sense of the shift towards direct debit.
- 5.4 We are continuing our efforts to recover 'older debt' from unpaid Council Tax and Business Rates arrears. So far this year (April to December 2017), we have recovered a further £2.9m Council Tax debt, plus arrears of Business Rates (NB: data for the latter still needs to be verified so we will provide an update in the Quarter 4 report).

Improve customer access through appropriate channels

- 5.5 The numbers of residents visiting or phoning the council continues to decrease and figures are significantly lower than this time last year. The data relating to visitor numbers includes an element of manual recording of customers, so is prone to under-reporting in busy times. We continue to explore the potential for customer centre staff to use tablets to record visitors as this would be quicker for them and provide more reliable data. A product is now available via QMATIC, who provide the queuing system. Shared digital are looking at the software and supporting tablet.
- 5.6 Whilst calls and visits to the council are falling, the number of online transactions continues to grow, albeit slowly. There are still IT issues related to the new online Repairs service. Whilst these are being resolved, tenants are unable to request repairs online. There has also been a reduction in online applications for Bulky Waste removals since the charging policy was introduced.
- 5.7 Schools Admissions are now 100% online, and account for a large volume of total online transactions. However, figures are on-track to be very close to target by year end. Admissions are concentrated at certain points in the school year (typically Autumn and Spring terms), in line with application deadlines. The online transactions for October were over 3,000 higher than the same period last year (18,523, compared to 15,335).
- 5.8 Since December 2017, electronic visitor parking vouchers have been launched across all zones. This should reduce footfall at our Customer Centre and increase the volume of transactions online.

Fair and effective management of council workforce

- 5.9 The average days lost through sickness per employee is currently 8.1 days. This is a slight increase on the figure reported at Quarter 2. The median number of staff sickness days compared to the average is 2.5 days - again, an increase on the figure of 2 days reported for the last three quarters.
- 5.10 However, it is anticipated that sickness figures will reduce over the next quarter as active measures to reduce absences start to show results. These include regular reporting to senior management and targeted support in areas that have high levels of sickness absence.
- 5.11 The picture of sickness absence varies across the Council. The table below shows the top five reasons for sickness and the breakdown by department.

Reasons for sickness absence	Chief Exec's	Children, Employment & Skills	Environment & Regen	Housing & Adult Social Services	Public Health	Resources	LBI TOTAL
Stress/Depression/Anxiety/Mental Health	0.64%	20.63%	26.75%	26.38%	3.45%	18.08%	23.86%
Other Musculo-skeletal	0.64%	5.22%	20.12%	14.12%	0.57%	17.38%	14.84%
Back & Neck Problems	3.86%	12.07%	11.91%	10.80%	2.30%	7.63%	10.84%
Infections	14.79%	10.26%	8.61%	9.34%	43.10%	8.78%	9.28%
Stomach/liver/kidney/digestion	9.97%	10.10%	7.92%	8.79%	8.05%	6.99%	8.46%

5.12 Work across the council and with Comensura to reduce the number of agency workers is on track. The proportion of the workforce who are agency staff is 10.9%, a significant reduction on the figure for this time last year (13.8%) and on track to meet our target of 10%. A new Agency provider will be in place from March 2018 and we will continue to work with them to further reduce the numbers of agency worker assignments.

Progression of BME and disabled staff

5.13 The aim is to achieve even progression across all groups by 2019 and to increase the proportion of BME and disabled staff in Senior Management roles. Analysis of the Gender Pay Gap report is currently underway and actions will be put in place to address any areas of concern or requiring further consideration. HR are working with the recruitment system provider to develop in-depth equalities analysis that will provide insight into variations in success rates at every stage of the recruitment process for BME and Disabled candidates. This will enable informed actions to be taken to address barriers to recruitment and progression.

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Final Report Clearance

Signed by
 Date

Received by
 Date

Adult Social Care

Objective	PI No.	Indicator	Frequency	Q3 actual	Target 2017-18	Are we on target?	Same period last year	Better than same period 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	tbc	525.9	Yes	941.27	Yes
	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	96.96%	95.0%	Yes	95.7%	Yes
	ASC3	Percentage of service users receiving services in the community through Direct Payments	M	31.2%	35.0%	No	30.9%	Yes
<i>Support those who are no longer able to live independently</i>	ASC4	Number of new permanent admissions to residential and nursing care	M	92	130	Yes	137	Yes
<i>Tackle social isolation faced by adult social care users (E)</i>	ASC5	The percentage of working age adults known to Adult Social Care feeling that they have adequate or better social contact (E)	A	74.0% (2016/17 Next survey due July 18)	73.0%	Yes	70.8%	Yes

Children's Services

Objective	PI No.	Indicator	Frequency	Q3 actual	Target 2017-18	Are we on target?	Same period last year	Better than same period last year?
<i>Improve access to and uptake of good quality Early Years provision</i> Equalities objective: <i>Increase take up by under-represented groups</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	67% (Autumn term 2017)	75%	No	69%	No
	CS2	Percentage of families with under-5s registered at a Children's Centre <i>NB: targets for registration of specific groups will be introduced for 2018-19. *See latest data below)</i>	T	85% (Summer term 2017)	95%	No	91%	No
	CS3	Uptake of funded early education places for 2 year olds among Turkish / Kurdish families (E)	A	42 (Jan 2017)	50	Awaiting data for Jan 18	30 (Jan 2016)	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	Minimum 2 claims Oct 17 & Spring 18 tbc	357 (Sep 2017 claim)	260	Yes	N/A cumulative	N/A
<i>Safeguard vulnerable children</i>	CS5	Number of children missing from care for 24+ hours	M	9	20	Yes	N/A Change in indicator	N/A
<i>Ensure all pupils receive a good education in our schools</i>	CS6	Percentage of primary school children who are persistently absent (below 90% attendance)	T	9.4% (16/17 prov)	At or below Inner London average	tbc	9.2%	No
	CS7	Number of children in Alternative Provision	Q	45	90	tbc	112	Yes
	CS8	Average Attainment 8 score	A	45.6 2016/17	48.2 Inner London ave 2016/17	No	N/A Change in measure	N/A
	CS9	Average Progress 8 score	A	0.13 2016/17	0.21 Inner London ave 16/17	No	N/A Change in measure	N/A

*Reach of Children's Centres as measured through registration of families – as of Summer 2017:

- 81% of families living in social housing
- 78% of Black and Minority Ethnic families
- 81% of lone parent families
- 87% of families living in overcrowding
- 80% of families known to be workless households

Objective	PI No.	Indicator	Frequency	Q3 actual	Target 2017-18	Are we on target?	Same period last year	Better than same period last year?
Equalities objective: <i>Improve attainment rates for under-performing groups (E)</i>	CS10	Gap in attainment between Black Caribbean pupils and the LA average for all pupils at:	A	16.0%	14.99%	No	15.0%	No
		a) Key Stage 2 (expected standard in Reading, Writing and Maths)	A	0.22	<0.24	Yes	N/A Change in measure	N/A
	CS11	Gap in attainment between White British pupils eligible for Free School Meals and the LA average for all pupils at:	A	20.0%	<12%	No	12.0%	No
		b) Key Stage 4 (Progress 8)	A	0.64	<0.59	No	N/A Change in measure	N/A
<i>Ensure suitable pathways for all school leavers</i>	CS12	Percentage of Islington school leavers in Year 11 who move into sustained education or training	A	97.3% 2016 leavers	98%	No	96.8% 2015 leavers	Yes

Employment

Objective	PI No.	Indicator	Frequency	Q3 actual	Target 2017-18	Are we on target?	Same period last year	Better than same period 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	862	1,250	No	718	Yes
		b) Islington parents of children aged 0-15	Q	289	385	Yes	157	Yes
		c) Young people aged 18-25	Q	308	325	Yes	185	Yes
		d) Disabled people / those with long term health conditions (E)	Q	160	200	Yes	118	Yes
	E2	Percentage of residents supported into paid work* through council activity, who remain in employment for at least 26 weeks	Q	No data	70%	tbc	No data	tbc
<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	20.3% 2016/17	13.5%	No	15.1% 2015/16	No
	E4	Number of Islington working age residents claiming Employment Support Allowance or Incapacity Benefit (E)	Q	11,548 (May 2017)	11,460	No	11,540	Similar
<i>Lead by example in promoting apprenticeships</i>	E5	a) Council apprenticeships	Q	39	50	Yes	32	Yes
		b) Apprenticeships with external employer	Q	70	75	Yes	48	Yes
	E6	Percentage of Council apprentices who move on to further employment or training within 3 months of completing their apprenticeship	Q	67%	70%	Yes	N/A New measure	N/A

Objective	PI No.	Indicator	Frequency	Q3 actual	Target 2017-18	Are we on target?	Same period last year	Better than same period last year?
<i>Promote social value through our contracts</i>	E7	Number of Islington residents:						
		a) Supported into jobs with Council contracted suppliers	Q	43	30	Yes	N/A New measure	N/A
		b) gaining apprenticeships with council contracted suppliers	Q	8	10	Yes	N/A New measure	N/A
<i>Promote employability skills and lifelong learning</i>	E8	a) Number of learners doing an accredited course through Adult & Community Learning	T	327 (Autumn 2017)	1,200	No	N/A New measure	N/A
		b) Percentage of these learners who achieve an accreditation	T	50% (Autumn 2017)	90%	No	N/A New measure	N/A
	E9	Number of library visits	Q	782,136	1,081,049	No	802,698	No

Environment & Regeneration

Objective	PI No.	Indicator	Frequency	Q3 actual	Target 2017-18	Are we on target?	Same period last year	Better than same period last year?
<i>Effective disposal of waste and recycling</i>	ER1	Percentage of household waste recycled and composted	Q	29.7% (Q1&Q2)	35.6%	No	31.6%	No
	ER2	Number of missed waste collections - domestic and commercial (monthly average)	M	586	450	No	475	No
<i>Deal promptly with planning applications</i>	ER3	a) Percentage of planning applications determined within 13 weeks or agreed time (majors)	M	100%	90%	Yes	100%	Similar
		b) Percentage of planning applications determined within the target (minors)	M	89.3%	84%	Yes	87.7%	Yes
		c) Percentage of planning applications determined within the target (others)	M	93.2%	85%	Yes	89.4%	Yes
<i>Promote and increase use of leisure centres</i>	ER4	Number of leisure visits	Q	1,813,227	2,188,359	Yes	1,749,539	Yes
<i>Tackle fuel poverty</i>	ER6	Residents' energy cost savings (annualised)	Q	£163,939	£182,500	Yes	£276,888	No

Housing

Objective	PI No.	Indicator	Frequency	Q3 actual	Target 2017-18	Are we on target?	Same period last year	Better than same period 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	57 Q2	250	No	72	No
	H2	Number of severely overcrowded households that have been assisted to relieve their overcrowding	Q	81	108	Yes	99	No
	H3	Number of under-occupied households that have downsized	Q	100	163	No	118	No
<i>Ensure effective management of council housing stock</i>	H4	Percentage of LBI repairs fixed first time	M	85%	85%	Yes	84.8%	Yes
	H5	a) Major works open over three months as a percentage of Partners' total completed major works repairs	M	8% Q2	11%	Yes	12.5%	Yes
		b) Satisfaction rate with repairs undertaken by Partners	M	No data	95%	tbc	No data	N/A
	H6	a) Rent arrears as a proportion of the rent roll - LBI	M	2.2%	2.0%	No	2.2%	Similar
b) Rent arrears as a proportion of the rent roll - Partners		M	2.7%	Target tbc	tbc	2.7%	Similar	
<i>Reduce homelessness</i>	H7	Number of households accepted as homeless	M	167	400	Yes	294	Yes
	H8	Number of households in nightly-booked temporary accommodation	M	333	400	Yes	417	Yes

Public Health

Objective	PI No.	Indicator	Frequency	Q3 actual	Target 2017-18	Are we on target?	Same period last year	Better than same period last year?
<i>Promote wellbeing in early years</i>	PH1	Proportion of new births that received a health visit	Q	93% Q2	90%	Yes	94%	No
	PH2	a) Proportion of children who have received the first dose of MMR vaccine by 2 years old	Q	85% Q2	95%	No	92%	No
		b) Proportion of children who have received two doses of MMR vaccine by 5 years old	Q	77% Q2	95%	No	85%	No
<i>Identify and reduce key health risks</i>	PH3	a) Number of four week smoking quitters	Q	256 Q2	800	No	N/A New measure	N/A
		b) Percentage of smokers using stop smoking services who stop smoking (measured at four weeks after quit date)	Q	46% Q2	50%	No	45%	Yes
	PH4	Percentage of eligible population (40-74) who receive an NHS Health Check	Q	12.0%	13.2%	Yes	N/A New measure	N/A
<i>Tackle mental health issues</i>	PH5	a) Number of people entering treatment with the IAPT service for depression or anxiety	Q	3,733	4,655	Yes	3,736	Similar
		b) Percentage of those entering IAPT treatment who recover	Q	47%	50%	No	49%	No
<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% Q2	20%	No	18%	Similar
	PH7	Percentage of alcohol users who successfully complete their treatment plan	Q	34% Q2	42%	No	35%	No
<i>Improve Sexual Health</i>	PH8	Number of Long Acting Reversible Contraception (LARC) prescriptions in local integrated sexual health services	Q	260 Q2	780 (Q2-Q4)	Yes	N/A New measure	N/A

*Improving Access to Psychological Therapies