

Chief Executive's Department Town Hall, Upper Street, London N1 2UD

Report of: Executive Member for Finance and Performance

Meeting of	Date	Agenda Item	Ward(s)
Policy & Performance Scrutiny Committee	17 September 2015		AII

Delete as	Exempt	Non overnot
appropriate	Exempt	Non-exempt

1. Council Performance 2015/16: Quarter 1 Update

- 1.1 Each year the Council agrees a set of performance indicators and targets which, collectively, help us to monitor progress in delivering our corporate priorities and working towards our goal of making Islington a fairer place for all residents.
- 1.2 This report looks at performance over the first three months of 2015-16 (i.e. 1 April to 30 June 2015). All figures quoted are cumulative to the end of June 2015, unless otherwise stated.

2. Recommendations

- 2.1 To note progress against key performance indicators for Quarter 1 2015-16, set out in sections 5 to 11 and summarised at Appendix A.
- 2.2 To note the updates to 2014-15 Quarter 4 performance data listed in section 4.

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 and Performance Scrutiny Committee (PPS) has responsibility for monitoring overall performance against Council priorities.
- 3.2 In June 2015, the proposed list of performance indicators for 2015-16 was presented to PPS together with the Quarter 4 2014-15 report. This report provides the first opportunity for PPS to assess progress against the revised performance measures. NB: There are a small number of indicators which are reported on an annual basis so we will not be able to report in-year figures. However, we will aim to provide

information where possible on what is being done to ensure we achieve these targets.

4. Updates to Quarter 4 (2014-15) performance report

Outstanding data

- 4.1 In the Q4 report there were a number of indicators still awaiting end of year figures:
 - Year 11s moving into sustained education (provisional figure to be confirmed)
 - Stop and Search of young black people
 - Recycling rate (provisional figure to be confirmed)
 - MMR vaccinations
 - Smoking cessation
 - Drug and Alcohol treatment programmes
- 4.2 Final figures for all of these datasets, other than for Stop and Search, are provided in the relevant sections of this report. End of year figures for Stop and Search are not available but as of September 2014 the target had been met and indeed exceeded.

Corrections

- 4.3 'Number of households accepted as homeless' was incorrectly stated as not meeting the target because the actual end of year figure of 396 was lower than the target of 500. However, as the aim was to reduce the number of homeless households (so lower is better) the Council comfortably met and exceeded its end of year target.
- 4.4 There was a discrepancy in the Quarter 4 report around the number of young people supported into employment. The table stated 237 whilst the text had 194. The correct figure was 237 against a target of 250 (still missing the target but to a lesser extent).

5. Adult Social Services

Objective	PI No.	Indicator	Frequency	Actual Q1 Apr-Jun	Expected profile Q1	Target 2015-16	On/Off target (compared to profile)	Same period last year	Better than last year?
Support older and disabled	1	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	86.1%	93%	93%	Off	85.4%	Yes
adults to live independently	2	Percentage of service users receiving services in the community through Direct Payments	М	30.3%	N/A	40%	Off	28.8%	Yes
Support those who are no longer able to live independently	3	Number of new permanent admissions to residential and nursing care	М	34	26	105	Off	27	No
Support carers	4	Percentage of carers who say that they have some or all of their needs met	Annual (July)	7.3 (Survey 2015)	N/A	7.6 (Survey 2016)	On	7.1	Yes
Tackle social isolation faced by older and disabled people (E)	5	a) Percentage of service users from specific groups (tbc following further analysis of the annual service user survey) who say they have adequate social contact (E)	Annual (July)	N/A	N/A	TBC	N/A	N/A New indicator	N/A New indicator

Frequency (of data reporting): M = monthly; Q = quarterly; T = Termly; A = Annual

(E) = Equalities target

Supporting independent living

- 5.1 We want to quickly support people to regain independence after an illness, deterioration in their condition or stay in hospital. Our enablement services do this. This indicator gives a rough measure of whether we are effectively helping to keep people living at home in the community after enablement. The target is set automatically by NHS England as part of the Better Care Fund. Islington always had a very high outturn (around 90% in 2013/14) and the high target of 93% was profiled against this.
- 5.2 We have reorganised services to provide enablement for people with much more complex needs than previously. We were previously supporting people who could be as effectively supported by a lighter touch service provided by the voluntary sector. This does mean, however, that it is more difficult to retain a very high performance against this target. This is because more people in the complex needs group are likely to be readmitted to hospital due to medical complications, or to have to move into a nursing home, or to die. All of these factors would count against this indicator.
- 5.3 Islington successfully supports a high proportion of people with direct payments, which means that they receive a cash payment and can choose how they arrange their care to meet agreed outcomes. We aim to increase the proportion of people getting support this way to 40% of all people supported. This is an ambitious target.

New ways of providing direct payments such as prepaid cards are proving successful. Progress has been made in Q1, and a project is being launched to streamline the way direct payments are organised. A profiled target for quarters 2, 3 and 4 will be provided in the next report.

Admissions into residential or nursing care

- 5.4 We want to reduce the number of older people moving into residential or nursing home care. Whilst a home setting is appropriate for some people with very complex needs, we want to support more people to live in their own home wherever possible. The target is set automatically by NHS England as part of the Better Care Fund.
- 5.5 Good progress was made in 2014/15 to reduce admissions and support people in different ways, such as extra-care sheltered housing. There has been a slight increase in the number of older adults (aged 65+) who have been permanently admitted to residential and nursing homes, compared to the same time last year. This is due to significantly increased pressures through hospitals. More people with very complex needs, including advanced dementia, are being discharged and can only be supported in nursing home care. We do not think that the target of 105 will be met for 2015/16, as pressures are likely to increase over the winter months. However, we are working actively to keep the number as low as possible all requests for nursing homes are subject to careful scrutiny, and are only agreed when there are no other viable alternatives.

Supporting carers

5.6 Carers reported quality of life is a new indicator for 2015/16 and is a measure based on responses to the annual Adult Social Care Survey. It is a composite measure using responses to survey questions covering the eight domains identified in the Adult Social Care Outcomes Framework (ASCOF): control, dignity, personal care, food and nutrition, safety, occupation, social participation and accommodation. Carers have reported an increase in their quality of life since 2014/15. This helps us to broadly measure the impact of our investment in carers' services. Islington is committed to supporting carers, who provide the bulk of care for adults with health and care needs.

6. Children's Services

Objective	PI No.	Indicator	Frequency	Q1 Actual Apr-Jun	Q1 Target Apr-Jun	Target 2015-16	On/Off target	Same period last year	Better than last year?
	6	Number 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 Nov & Mar	634 (Snapshot Summer Census)	N/A	840	N/A	N/A New indicator	N/A New indicator
Improve access to and uptake of good quality Early Years	7	Percentage of families with under-5's registered at a Children's Centre	T Jul, Nov & March	88% (14/15)	N/A Termly	97%	N/A	91%	Similar
provision	8	Number of active childminders	Q	192	192	195	On	192	Similar
	9	Percentage of childminders with good or better inspection outcomes in their most recent Ofsted inspection	Q	86.8%	86.8%	90%	On	70.6%	Yes
Support families facing multiple challenges and disadvantage	10	Percentage of families in Stronger Families programme with successful outcomes as measured by payment by results	tbc by DCLG	100% (At end of Phase 1)	N/A (next claim end Sept)	25% (Phase 2)	N/A	N/A claim dates vary	N/A
Safeguard vulnerable	11	Number of new mainstream foster carers recruited in Islington	М	1	4	15	Off	2	Similar
children	12	Number of children missing from care	М	14	10	10	Off	N/A New indicator	N/A New indicator
	13	Percentage of primary school children who are persistently absent (below 90% attendance) in prior term	Т	10.5% (Spring term 14/15)	11%	11%	On	N/A New indicator	N/A New indicator
Ensure all pupils receive a good education in	14	Number of children in Alternative Provision	Q	106	130	130	On	N/A New indicator	N/A New indicator
our schools	15	Percentage of pupils achieving five or more A*-C grade GCSEs (including Maths and English)	А	57% (14/15 – snapshot from results day)	N/A (Prov. data available October)	At or above the Inner London average	N/A	59.9% (13/14)	No
Ensure suitable pathways for all school leavers	16	Percentage of Islington school leavers in Year 11 who move into sustained education or training	А	94.4% (April 15)	N/A (Annual indicator)	98%	N/A	N/A New indicator	N/A New indicator

Early Years – quality of and access to provision

- 6.1 The Department for Education (DfE) has calculated Islington's take-up of funded early education for 2 year olds for summer term 2015 to be 53% of the eligible cohort, down by 2% from spring 2015. This places Islington 6th out of 11 statistical neighbours and 14th out of 33 for regional take-up in London, where the average take-up was 51%. The drop is thought to be seasonal with more eligible families wanting to start their 2 year olds in new provision in the autumn rather than the summer term. Numbers are, however, below Islington's own target.
- 6.2 The capital works now needed to develop new places are more extensive and all parts of the process now take longer. While there is a shortage of 2 year old places against the current DfE target of 1,101 (this figure changes termly according to DWP eligibility list) there are still some vacancies in group settings including schools and with childminders. A new bus-stop campaign to promote the offer has just been launched and the Family Information Service and children's centres are also responsible for encouraging take-up among eligible families.
- 6.3 Children's Centre reach is a key indicator in the children's centre Ofsted inspection with 65-79% required to achieve a "good" judgement and 97%+ to achieve 'outstanding'. The Islington target is challenging to ensure that nearly all families in the borough are aware of and receive information about the integrated services at children's centres. Reach for the 2014/15 was at 88%. Although this was marginally lower than the previous year, it was equal with the reach recorded in 2012/13 and above the reach levels in the two years prior to this (65% in 2010/11 and 74% in 2011/12).
- 6.4 The number of childminders is currently 192. There have been five new childminders registered in Quarter 1 of 2015/16, whilst one childminder resigned their registration and two had their registrations cancelled. The majority of childminders whose registrations have ended over the last year had inspections judgements below 'Good'. 10 childminders have been trained over the last quarter, but there can be a lengthy period between training and registration owing to a number of factors including the costs involved to become registered as a childminder (health check, DBS check, Ofsted fee, training fee, etc.). The recent increase in the government grant to childminders may help to address this in the next 12 months.
- 6.5 Percentage of childminders with 'good' or 'better' inspection outcomes in their most recent Ofsted inspection is now at 86.8%. This represents a significant increase of over 15 percentage points compared to the same time last year. In part due to the large increase in the number of inspections of Islington childminders that Ofsted undertook, nevertheless this figure indicates the step change in quality of Islington childminders, whose inspection judgements are above the national average of 84.4%.

Support families facing multiple challenges and disadvantage

6.6 We achieved our target of 'turning around' 100% of families known to the Stronger Families programme. This means that 815 Islington families have improved outcomes in relation to offending and anti-social behaviour, school attendance, or employment. We have achieved this by improving mainstream services including Families First and Islington Intensive Intervention Service (IFIT). Our independent early help evaluation has confirmed that our services are reaching 12% of the population and that the outcomes are positive for those families in greatest need.

Safeguarding vulnerable children

- 6.7 We have now had five new foster care households recommended by the Fostering panel. Staff are out in the community over the summer at weekends, spreading the message that we need more foster carers. We have also improved our social networking including Facebook to attract a wider audience. We are planning a September campaign to attract carers for unaccompanied asylum seeking teenagers, followed by a Consortium campaign to attract specialist carers for challenging teenagers.
- 6.8 The figures for children missing from care in each month have been 19, 15 and 14 for April, May and June 2015. This increase, compared to the end of 2014/15, is largely due to improved reporting of children missing from care as a result of the increased awareness of the risks faced by children that go missing. We are aware of the need for rigorous recording of missing episodes in order that we can make sure that we are responding to each child that goes missing from care and are working with them to reduce the risk of them going missing again. Accurate recording of missing episodes also allows us to identify and analyse any significant patterns of missing episodes. Missing episodes are very often linked to risks of child sexual exploitation and gang/criminal activity and we have a number of initiatives in place to reduce risks of CSE and gang activity for our young people.

Supporting vulnerable pupils

- 6.9 The DfE has set out a new challenge for school attendance by further raising the level at which a child is deemed persistently absent. From September 2015 persistent absence (PA) data will include all pupils whose attendance is 90% or less. PA will be assessed on a cumulative basis so a pupil can come in and out of the category but in real terms, a child or young person who misses 19 or more days over a full academic year will be classed as persistently absent. (Pupils taking unauthorised leave of absence early in the year could be categorised as persistently absent well into half term five but have perfect attendance from their return date onwards.) The DfE will publish PA rates at both 15% and 10% for the current academic year, enabling schools to begin to monitor and track data into the academic year 2015/16.
- 6.10 We are supporting school to prepare by making sure that consistent messages are sent to parents on the detrimental effect that absence has on their child's educational progress and attainment. Over a five year period, a child whose attendance is at 90% will miss a half of a school year. We are also sharing the message that to improve and maintain good attendance successfully, a whole school approach is vital. Where attendance data is scrutinised, patterns identified and a clear structure is in place to plan ahead and support families, schools will be well prepared to address the challenge ahead.
- 6.11 We are aware that the best place for the majority of students is to remain in mainstream school, and aim to do everything possible to minimise the number of referrals for Alternative Provision. A detailed plan is also in place to improve outcomes for all young people who do attend Alternative Provision. Actions include:
 - A Service Specification between Islington schools and Islington Council to identify clearly the roles and responsibilities of each
 - Revised arrangements for referral by school to Alternative Provision
 - Non-attendance at Alternative Provision challenged more rigorously through legal action

- Regular half termly meetings with providers that focus on ensuring individual students are challenged and stretched
- New students who are referred to AP will be assessed to make sure that both they and their families have the right level of support from Early Help / Targeted services
- 6.12 One of the intended outcomes of the improvement plan is to reduce the number of students referred to alternative provision from mainstream schools by 30% by January 2017.

Attainment at Key Stage 4

- 6.13 Provisional figures show 57% of pupils achieved the benchmark of 5 or more A*-C grades including English and Maths in 2014/15. However, this is figure is extremely likely to change over the coming months. No comparator data will be available until DfE publishes provisional results for local authorities in October, and revised results will then be published in late January 2016. There have been further changes to the types of qualifications that count in this measure between 2013/14 and 2014/15, which will affect comparisons made between the results in each year.
- 6.14 Underlying these headline figures, the proportion of pupils achieving at least two good grades in science subjects has risen five percentage points on last year to 55%. There was also another strong performance from pupils achieving the English Baccalaureate qualification, which remained steady at 26%.

Ensure suitable provision and take up of opportunities for at-risk groups post-16

6.15 At risk groups, in particular those learners who completed year 11 in Alternative Provision, are disproportionately represented in the group of young people who subsequently became NEET within the first two terms of post 16 learning. Additional resource is being identified to enhance capacity to support these learners more effectively in order to retain them in learning. Further analysis will also be completed to better understand where these young people progressed to post 16 in order to identify and address any patterns.

7. Crime & community safety

Objective	PI No.	Indicator	Frequency	Q1 Actual Apr-Jun	Q1 Target Apr-Jun	Target 2015-16	On/Off target	Same period last year	Better than last year?
Reduce youth crime and	17	Number of Islington residents under 25 who receive a substantive outcome (i.e. charge, caution etc) after committing a violent offence	Q	135	87	346	Off	N/A New indicator	N/A New indicator
reoffending	18	Number of first time entrants into Youth Justice System	Q	14	21	85	On	21	Yes
	19	Number of repeat young offenders (under 18s)	Q	14	13	26	Off	N/A	N/A
Ensure an	20	Percentage of housing ASB cases that result in appropriate enforcement action	Q	50.7%	32%	32%	On	N/A New indicator	N/A New indicator
effective response for victims of crime and anti-	21	Percentage of ASB reports which are responded to, verified and then repeat over the following three months	Q	37%	33%	33%	Off	N/A New indicator	N/A New indicator
social behaviour	22	Percentage of vulnerable people supported to Community Risk MARAC panel whose cases were successfully resolved	Q	29%	20%	80%	On	N/A New indicator	N/A New indicator
	23	Homophobic Offences a) Number reported to police b) Number detected by police (sanction	O O	22	22 9	91 37	On	27 5	No No
		detections) Racist Offences			-	-		-	-
Tackle	24	a) Number reported to police	Q	153	134	534	On	121	Yes
hate crime through increased		b) Number detected by police	Q	62	61	242	On	48	Yes
reporting and detection (E)	25	Disability Hate Offences a) Number reported to police	Q	4	4	15	On	2	Yes
		b) Number detected by police	Q	0	1	5	Off	0	No
	26	Faith Hate Offences a) Number reported to police	Q	16	16	65	On	3	Yes
		b) Number detected by police	Q	5	5	20	On	0	Yes

Reduce youth crime and reoffending

- 7.1 Most areas of violent crime, particularly relating to young people, have seen an increase over the last quarter. The vast majority has been connected to three gangs operating on the borough (Cally, EC and Red Pitch) and the rivalries they currently have. Clerkenwell and Bunhill wards have been identified as two of the worst wards in London for crime, and as a result the Metropolitan Police Service (MPS) has deployed significant resource into them under Operations Omega and Attrition over the last few months. The focus has been on EC nominals who are believed to be responsible for a significant proportion of the snatches, violence and theft of motor vehicles in the area. As a result of Op Attrition, the top 50 identified nominals have been targeted and arrested on 229 occasions, amassing 216 charges and disposals between them (April–July), leading to an increase in custody rates for young people. This in turn has resulted in positive reductions in snatch offences with a 56.5% reduction since the peak in May.
- 7.2 Although Islington's First Time Entrants to the criminal justice system (FTE) figures have fallen significantly in recent years, they haven't fallen as rapidly as elsewhere in London. Work is being undertaken with the police to explore Restorative Justice options which have proved effective elsewhere (e.g. Community Restorative Resolution), particularly in the way that Looked After Children are dealt with and may be entering the Youth Justice system unnecessarily. We are also working with the Crown Prosecution Service and Magistrates at Highbury Corner Youth Court to consider diverting young people committing minor offences (where payback to the community is more appropriate) rather than up-tariffing the sentencing of young people.
- 7.3 Youth re-offending rates remain stubbornly high, but the London Safeguarding Children Board has set up a steering group to focus upon the proliferation of motoring offences, and a sub-group with terms of reference has been convened to deliver a partnership response to reduce the occurrence and focus interventions for these crimes.
- 7.4 Arrangements are in place to co-locate police officers within the Youth Offending Service shortly. The wider YOS partnership will be focussed on improved collaborative working with the police to assist risk management work for those who continue to commit violent offences. The role of the police is pivotal in improving liaison with victims of crime, as well as providing timely intelligence in monitoring the cohort of repeat offenders. Finally, the establishment of the new Integrated Gangs Team (IGT) is a key commitment in the Islington Youth Crime Strategy 2015 and is part of a comprehensive response to the recent rise in youth crime in Islington, especially youth violence. The team will involve the police, youth offending and probation services, and the existing 18 24 Gangs Transitions Service who will be co-located to provide a joined-up and intelligence-led response to gangs in Islington.

Effective response to ASB

- 7.5 Good progress has been made in a number of key areas to address issues associated with ASB, including launching a new MAGPI approach, the start of a new Risk Panel Co-ordinator to improve the management of information and co-ordination of Community Risk MARAC cases and the recruitment of a forensic mental health psychologist to assist with issues around mental health.
- 7.6 A new MAGPI steering group meets monthly to identify and target resources at priority 'Places' of concern linked to crime and ASB. (MAGPIs are Multi Agency Geographical Panels in Islington). Current priority locations are Margery Street, Seven Sisters Road, Yonge Park, Mayville Road, and Caledonian Road. A key part

- to the multi-agency work is to improve communication with residents, businesses and community groups and securing their involvement in problem-solving to achieve lasting outcomes.
- 7.7 A key element in identifying and tackling ASB is making use of the data from calls to our ASB hotline and the police line. Reducing repeat callers is a priority as these may indicate a potential ASB issue or victim. During Q1 there were 54 people who called the police or council 10 times or more in a rolling six-month period. Reducing this number is a challenge as there continues to be a small number of persistent callers about neighbour disputes and often linked to mental health issues which present a challenge to the partners involved. However, there has been a reduction in the number of calls made by the repeat caller cases discussed at the Community Risk MARAC (Multi Agency Risk Assessment Conference).
- 7.8 The Community Risk MARAC is a monthly multi-agency risk assessment conference where agencies make referrals of vulnerable victims of anti-social behaviour. In Quarter 1 there were 16 referrals (an average of four a month) which exceeds the number of referrals made for the same quarter last financial year and exceeds the MOPAC target for number of referrals. A new Risk Panel Co-ordinator for the Community Risk MARAC is now in place and focusing on improving existing information storage and sharing processes.

Tackle Hate Crime

- 7.9 The focus at this stage is to improve outcomes for people who report hate crime to the police or to council services. The first step will be to encourage increased reporting as part of National Hate Crime Awareness week (10-17 October 2015). In the council, our work to improve outcomes for people who report hate crime includes hate crime training for council staff who respond to reports of anti-social behaviour. The majority of these staff will have been trained by the end of September 2015.
- 7.10 Our police colleagues have improved their procedures around investigating hate crime, and this is evident in the improved figures for this quarter for racist and faith hate offences sanction detections. Police colleagues are now working on improving procedures for frontline officers to help them identify hate crime more effectively, particularly disability hate crime.
- 7.11 The sanction detection rate for disability hate crime has been low for some time; increasing this is a key focus for local police. The sanction detection rate for homophobic hate crime has also been disappointing this quarter, but we expect at least one and potentially three of the unsolved crimes to result in a sanction detection in the near future. The remaining 15 reported homophobic crimes include 2 that were found not to be crimes, 10 where unfortunately there is no identified suspect, and 3 open investigations.

8. Employment

Objective	PI No.	Indicator	Frequency	Q1 Actual Apr-Jun	Q1 Target Apr-Jun	Target 2015-16	On/Off target	Same period last year	Better than last year?
		a) Total number of people supported into paid work through council activity with sub-targets for:	Q	225	275	1,100	Off	198	Yes
Support Islington	27	b) Numbers placed into sustained employment (i.e. at least 26 weeks)	Q	No target for Q1	N/A	550	N/A	N/A New indicator	N/A New indicator
residents into employment		c) Islington <i>parents</i> of children aged 0-15	Q	99	94	375	On	80	Yes
		d) <i>Young people</i> aged 18-25	Q	55	50	250	On	47 (16-24)	Yes
		e) Disabled people / those with long term health conditions (E)	Q	14	7	80	On	N/A New indicator	N/A New indicator
Increase proportion of disabled	28	Percentage gap between employment rate for residents with long term health conditions and overall Islington employment rate (E)	А	N/A Annual	N/A	15.2%	N/A	N/A Annual	N/A Annual
people in employment (E)	29	Number of Islington working age residents claiming Employment Support Allowance or Incapacity Benefit <i>(E)</i>	Q	12,910 (Feb 15)	N/A	12,550	N/A	N/A New indicator	N/A New indicator
Lead by example in promoting apprentice- ships	30	Number of council apprenticeships	Q	4	14	55	Off	8	No

Support Islington residents facing additional barriers into employment

- 8.1 The number of people supported into paid work by Council services in Q1 was 225, below the ambitious target we set ourselves but an increase on the same period last year. Sub targets for supporting specific groups (parents, young people and disabled / long term health condition) into work are all on track. We've changed the age definition for young people to reflect the requirement for young people to stay in learning until they are 18 and to tally with the measure used by DWP. However, a comparison with last years' measure (aged 16-64) is still helpful and indicates improvement.
- 8.2 The council's new iWork employment service has played a key role in these employment outcomes. In Q1 the team reported 154 job outcomes. The service provides personalised coaching and mentoring, the approach recommended by the Islington Employment Commission, and which had already been proven to be

- effective by Islington Working for Parents. An additional 71 outcomes were achieved by other council services.
- 8.3 All services are now being asked to track progress of those they have placed into work from April onwards, to establish whether they are still in work at 13 weeks, 26 weeks and 52 weeks. We've set a target for 550 (50%) of those we place into work to remain in work for at least 26 weeks (or six months) which is the standard generally used in employment support programmes. Data from iWork indicates that, of the 154 they placed into work in Q1, 46 started work in April and have therefore passed the 13 week point. And of these, 21 (46%) are still in work. We are awaiting data from the other services. As time progresses we will be able to report on those who sustain work for 26 weeks and one year.

Increasing the proportion of disabled people in employment

- 8.4 Going forward, the focus of the Council's employment support will increasingly shift towards supporting those with complex needs the long term unemployed and those with a disability or with a long term health condition. The Council and other key employment services have agreed an equalities objective to significantly reduce the number of ESA claimants over the next 4 years and improve the employment rate for disabled people. Services will be testing new approaches and developing new partnerships to deliver appropriate and tailored support. A number of new initiatives will be rolled out over the next few months including a pilot funded by Jobcentre Plus which will provide employment support within GP surgeries to link positive health outcomes with employment, and a cross borough ESF funded programme, Working Capital, which will launch in October and target those on ESA who are returning from the Work Programme.
- 8.5 Reducing the numbers of Islington residents claiming 'sickness' benefits will be a challenge as numbers have remained consistently high over the past decide at over 12,000, and latest figures from DWP indicate a further increase from 12,820 in November 2014 to 12,910 in February 2015. However, as the data is 6 months in arrears and as new initiatives are just starting, it will be some time before we see whether the combined efforts of the partners on the Employment Services Board to reduce ESA are having an impact.

Promoting apprenticeships

8.6 There have been 4 council apprentices who have started their contract in Q1, which is below the Q1 target and lower than the same period last year. However we had a number of apprentices undergoing pre-employment checks which delayed many of the starts. Although currently under target, there are 12 apprentices due to start in July 2015. A further 9 are awaiting completion of their pre-employment checks.

9. Environment & Regeneration

Objective	PI No	Indicator	Frequency	Q1 Actual Apr-Jun	Q1 Target Apr-Jun	Target 2015-16	On/Off target	Same period last year	Better than last year?
Effective	31	Percentage of household waste recycled and composted	М	33%	34.5%	34.5%	Off	32.5%	Yes
disposal of waste and recycling	32	Number of missed waste collections - domestic and commercial (per calendar month)	M	469	475	475	On	349	No
Deal		a) Percentage of planning applications determined within the target (majors)	М	90.9%	75%	75%	On	100%	No
promptly with planning applications	33	b) Percentage of planning applications determined within the target (minors)	M	88.9%	75%	75%	On	85.5%	Yes
,,		c) Percentage of planning applications determined within the target (others)	M	89.4%	85%	85%	On	86.9%	Yes
Promote and increase use	34	Number of leisure visits	Q	585,942	N/A To be set Jul 15	2,103,383	N/A	N/A	N/A
of libraries and leisure centres	35	Number of library visits	Q	253,870	268,363	1,073,452	Off	275,847	No
Tackle fuel poverty	36	Residents' energy cost savings (annualised)	Q	£47,843	£27,850	£228,000	On	£16,440	Yes

Ensure a clean and safe environment

- 9.1 The final confirmed 2014/15 recycling rate was 32.8%, a fraction above the 32.7% achieved in 13/14 and just under the 33.5% North London Waste Authority target. This is the highest annual Islington figure to date and the early projection for Quarter 1 2015-16 remains at a comparable level.
- 9.2 Similarly, the final confirmed 14/15 residual (non-recycled) waste per household figure is our lowest ever figure of just 388.4kg, very likely the lowest across London.
- 9.3 Monthly missed waste collections remain consistently better than target, although June did see a slight spike at 469, mainly due to vehicle breakdowns with split-body vehicles. The 15/16 monthly average now stands at 387. The average total number of collections each month is 2.08 million, so the current average level of reported misses remains about 0.02%, or around one in every five thousand collections.

Deal promptly and effectively with planning applications

9.4 Planning applications performance in Q1 remained strong across all categories. 90.9% of Majors were determined within the 13 weeks target time, while 88.9% of Minors and 89.4% of Others were determined within their 8 week target time. The latest London benchmarking data (Q4 14/15), where our performance was not quite as strong, indicates a median Islington position for Majors, strong second quartile for Minors and top quartile for Others.

Promote and increase use of public facilities

- 9.5 Total Leisure Centre visitor numbers remain strong, standing at just under 586,000 for Q1 against the annual target of just over 2.103 million, itself a 2% uplift on the total 14/15 visitor numbers. Profiled targets for Quarters 2-4 will be available in July. NB: the method for measuring visits to leisure centres used by the new contractor (GLL) varies from that used by the previous contractor (Aquaterra), so we are unable to do a like for like comparison with last year.
- 9.6 As across London, Libraries visits continue a declining trend, down 8.7% comparing Q1 15/16 with Q1 14/15. 'Active borrowers' (those that have taken at least one item out in the last 12 months) now stands at 31,576 or 14.6% of the local population, the raw number down a comparable 8.6% on the same quarter last year. Islington Museum visits and Local History Centre enquiries remain strong and improving at around 2,000 every month.

Resident's energy cost savings

9.7 The new annualised energy cost savings for residents achieved in Q1 was just under £48,000 compared to the £28,000 target. This measure aggregates the estimated savings on residents' energy bills achieved across Warm Home Discount, Energy Doctor in the Home and Debt Relief. Although each category is in advance of target, the predominant contributory factors for this quarter were the number of Energy Doctor visits.

10. Finance, Customer Services and HR

Objective	PI No	Indicator	Frequency	Q1 Actual Apr-Jun	Q1 Target Apr-Jun	Target 2015-16	On/Off target	Same period last year	Better than last year?
	37	Percentage of council tax collected in year	М	27.6%	27.2%	96.5%	On	27.3%	Yes
Optimise income collection	38	Number of council tax payments collected by direct debit	М	57,588	N/A	58,000	N/A	55,547	Yes
	39	Percentage of business rates collected in year	М	35.4%	30.8%	99%	On	31.8%	Yes
	40	Number of visits in person at Customer Contact Centre	М	50,384	51,000	190,000	On	N/A New indicator	N/A New indicator
Improve	41	Number of telephone calls through Contact Islington call centre	М	125,003	126,000	490,000	On	N/A New indicator	N/A New indicator
customer access and experience through	42	Number of My e-Account transactions	М	31,684	31,500	150,000	On	26,177	Yes
appropriate channels	43	Proportion of all parking visitors vouchers sold as paperless (virtual) evouchers	М	No data*	N/A	25%	N/A	N/A New indicator	N/A New indicator
	44	Percentage of calls into Contact Islington handled appropriately	М	97.5	97%	97%	On	N/A New indicator	N/A New indicator
Fair and effective management of council	45	Average number of days lost per year through sickness absence per employee	Q	6.80	6	6	Off	6.69	No
workforce	46	Percentage of workforce who are agency staff	Q	14.8%	14%	10%	Off	N/A New indicator	N/A New indicator
Increased representation of BME /	47	a) Percentage of BME staff within the top 5% of earners (E)	Q	20.6%	20.6%	20.6%	On	N/A New indicator	N/A New indicator
disabled staff at senior level (E)	41	b) Percentage of disabled staff within the top 5% of earners (E)	Q	4.7%	4.8%	4.8%	Off	N/A New indicator	N/A New indicator

^{*}data not available due to a challenge on the Pay by Phone contract award.

Income collection

10.1 Although we are early in the financial year, Council Tax and Business Rates (NNDR) collection are currently on track despite higher targets this year. This additional income is contributing £1m towards our 15/16 budget savings.

10.2 Our "attack the arrears" project has now started, and since the commencement of the pilot in February 2015 additional collection through it now exceeds £200,000. The success of the pilot has led to us recruiting additional fixed term staff to more actively look to recover backdated debts. The GLA consider this a worthwhile project as some of the debts will be owed to them and have therefore agreed to contribute 24% of the project costs.

Customer services

- 10.3 The targets for this year reflect our 'channel shift' ambitions, with a reduction in calls and face to face interactions and a commitment to increase online transactions.
- 10.4 Q1 figures show that we are broadly on target, however it should be noted that online transactions should accelerate in the second half of the year as more transactions are available online, and customers are supported to move online where possible. Voice recognition is also now under development, which will form an important strand of our future customer offer.
- 10.5 The underpinning IT development to enable channel shift is underway but there have been technical difficulties and any further delays could potentially impact on Q2 and beyond.

Sickness:

- 10.6 The average days lost per employee, in a rolling 12 months up to the end of June, across the council was 6.8. This compares favourably with the latest London Council's average of 7.6 days.
- 10.7 In the council, there is a wide variation in the number of average sick days lost by directorate. Public Health (0.9 days) and the Chief Executive's directorate (4.7 days) have significantly lower figures than the other directorates: Children's Services (6.2 days); Finance & Resources (6.9 days); Environment & Regeneration (7.3 days); and Housing and Adult Social Services (7.3 days).
- 10.8 Across the council, there are differences across directorates for the reasons for sick leave. In Public Health, 54.4% of sickness is due to infections and 27.8% to digestion issues. Whereas in directorates where there are more manual workers (eg Environment & Regeneration and Housing and Adult Social Services) some of the highest sickness is caused by musculo-skeletal (17.5% and 17.6% respectively), back and neck problems (15.6% and 10.4%). Stress/Depression/Anxiety and Mental Health issues are affecting 13.2% of employees across the council (although this is 0% for Public Health), with the Finance & Resources directorate having that as the main sickness reason. The main cause of sickness in the Chief Executive's directorate is heart/blood pressure/circulation problems with 24.7% of sick days lost to this (but as this is a small directorate, figures can be skewed by a few individuals having long-standing problems). (Full sickness breakdown can be found in appendix B).

11. Housing

Objective	PI No	Indicator	Frequency	Q1 Actual Apr-Jun	Q1 Target Apr-Jun	Target 2015-16	On/Off target	Same period last year	Better than last year?
Increase	48	Number of affordable new council and housing association homes built	Q	43	87	346	Off	15	Yes
supply of and access to suitable affordable homes	49	Percentage of severely overcrowded households that have been assisted to relieve their overcrowding	Q	3.8%	8.3%	33%	Off	16.9%	No
nomes	50	Number of under-occupied households that have downsized	Q	42	50	200	Off	43	No
	51	Percentage of LBI repairs fixed first time	M	85.1%	80%	80%	On	No data	N/A
Ensure effective management of council	52	Major works open over three months as a % of Partners' total completed major works repairs	M	2.0%	0%	0%	Off	N/A New Indicator	N/A New Indicator
housing stock	53	a) Rent arrears as a proportion of the rent roll - LBI	M	1.7%	2%	2%	On	1.8%	Yes
		b) Rent arrears as a proportion of the rent roll - Partners	M	2.3%	2%	2%	Off	2.4%	Yes
Reduce homeless-	54	Number of households accepted as homeless	M	100	113	450	On	73	No
ness	55	Number of households in nightly-booked temporary accommodation	M	471	432	357	Off	529	Yes

Increase supply of / access to affordable housing

- 10.9 The expected outturn for the four year period ending 31 March 2015 is 1,793 affordable new homes built. There are a further 218 units currently on site and expected to complete before 31 December 2015 which, if completed on time, should contribute significantly towards meeting the end of year target for 2015-16. The performance per quarter may vary due to the new-build completions being spread unevenly across the 4 year target period.
- 10.10 To date, 3.8% of severely overcrowded households have been assisted with their overcrowding, which is below target. We started the year with less overcrowded households so we have fewer households to assist. There has been a significant drop in larger sized properties becoming available this year and overcrowded households generally require properties in excess of four bedrooms.

10.11 The number of under-occupied households that have downsized is less than in the previous year. The reason is largely due to the fact that under-occupying households who were willing to move following the introduction of the 'Bedroom Tax' have now moved to smaller properties. More recently, our focus has turned to those under-occupying households who are unwilling to move, but who have been affected by the changes to their welfare benefits and are now in arrears. Despite offering assistance and incentives, this has not been as successful as hoped. We are therefore going to refocus on older people who are under-occupying which in the past has been successful. This group respond well to assistance, and we are looking to see how we can make it more attractive e.g. with more decorating assistance.

Effective management of council housing stock

- 10.12 The percentage of LBI repairs fixed first time currently stands at 85.1% against a target of 80%, an improvement on last year, although we cannot provide a direct comparison as the measure used last year was slightly different ('right first time').
- 10.13 The percentage of major works open over three months for Partners is a new measure to monitor the performance of Partners for Improvement, who manage around 6,500 tenanted homes and leasehold properties on behalf of the Council, and currently stands at 2%. This represents 39 jobs. Performance on major works has improved since last year.
- 10.14 Rent collection for directly managed services remains on target despite the impact of welfare reforms. To date this financial year, 100.3% of rents due have been collected. Currently, 6,008 households (29.8% of tenants) have some level of arrears on their rent account. Our current performance as a percentage of the rent roll is 1.7% against a target of 2.0%, and performance is strong when benchmarked against other areas.
- 10.15 PFI managed properties are contractually required to collect 97% of rent due on their first contract and 96% on their second contract. If they do not achieve these targets, they are subject to financial penalties. To date, both contracts have collected 99.9% of rent due, so are performing well within the terms of their contracts. Performance on current debt as a proportion of the rent roll is 2.3%. This measure is not a contractual performance measure.

Reduce homelessness

- 10.16 We have accepted 98 households as homeless in the period April June 2015, significantly fewer than anticipated. Based on these levels, we would expect approximately 411 households by the year-end, better than the target of 450.
- 10.17 Nightly booked figures have reduced from 529 in June 2014 to 472 in June 2015. Therefore the Temporary Accommodation figure is reducing, although more slowly than anticipated. In Islington, as across London, we are experiencing a significant drop in void properties.

11. Public Health

Objective	PI No	Indicator	Frequency	Q1 Actual Apr-Jun	Q1 Target Apr-Jun	End of Year Target 2015-16	On/Off target	Same period last year	Better than last year?
Effective protection		a) Proportion of children who have received the first dose of MMR vaccine by 2 years old	Q	92.5% (Q4)	95% (Q4)	95.0%	Off (2014/ 15)	96.2% (Q4 2013/14)	No
against MMR	56	b) Proportion of children who have received two doses of MMR vaccine by 5 years old	Q	89.5% (Q4)	95% (Q4)	95.0%	Off (2014/15)	94% (Q4 2013/14)	No
Reduce		a) Number of smokers accessing stop smoking services	Q	Data due Sep 15	740 (Q1 15/16)	2,960	TBC Sep 15	N/A New Indicator	N/A New Indicator
prevalence of smoking	57	b) Percentage of smokers using stop smoking services who stop smoking (measured at four weeks after quit date)	Q	Data due Sep 15	54% (Q1 15/16)	54%	TBC Sep 15	N/A New Indicator	N/A New Indicator
Early detection of	58	a) Percentage of eligible population (35-74) who have been offered an NHS Health Check	Q	9.1%	8.5%	20.0%	On	9.5%	No
health risks		b) Percentage of those invited who take up the offer of an NHS Health Check	Q	46.1%	66%	66.0%	Off	51.4%	No
Tackle mental health issues	59	a) Number of people entering treatment with the IAPT service (Improving Access to Psychological Therapies) for depression or anxiety	Q	1406	1164	4,655	On	1099	Yes
		b) Percentage of those entering IAPT treatment who recover	Q	46.9%	50%	50%	Off	N/A New Indicator	N/A New Indicator
Effective treatment for substance misuse	60	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	6% (Q4)	15% (Annual 2014/15 target)	15.0%	N/A	N/A	N/A
	61	Percentage of alcohol users who successfully complete the treatment plan	Q	34.9% (Q4)	40%	40%	N/A	33%	N/A

Please note that due to the lag in receiving data, Quarter 1 2015/16 data is only available for PI 58 (NHS Health Checks) and PI 59 (IAPT service - Improving Access to Psychological Therapies). Quarter 1 2015/16 data for the smoking indicators is expected mid September 2015. Data for substance misuse and childhood immunisations is for Q4 2014/15.

Effective protection against MMR

- 11.1 Although vaccinations are delivered through GPs and other settings, the council has overall responsibility for public health in Islington so ensuring adequate protection of the population against MMR falls within our remit. The proposed target for 15/16 is the World Health Organisation (WHO) target. In Islington uptake of MMR1 is below the WHO target of 95% in Q4 2014/15 and it is lower than the last year's figure for the same quarter (Q4 2013/14; 96%). However, the uptake is still higher than the London average (87%) and one of the highest uptake rates in London.
- 11.2 Similarly, uptake of MMR2 is still below the WHO target of 95% in Q4 2014/15 and is lower than the last year's figure for the same quarter (Q4 2013/14; 94%). However, the uptake is still higher compared to both London (80%) and England (89%), and it is one of the highest uptake rates in London. The final end of year figures for 2014/15 for immunisations will be available in September 2015.

Reduce prevalence of smoking

11.3 In 2014/15 the number of people who successfully stopped smoking (as measured at the four week quit point) was 1,271 which was significantly lower than the 2014/15 annual target of 2,000. We are continuing to see a reduced number of smokers engaging through General Practice. Smoking indicators and targets for 2015/16 have been changed to monitor both the number of smokers accessing the service and the success rate of those accessing the service. In 2014/15, 2,762 smokers accessed the service with 46% of those accessing the service stopping smoking (measured at four weeks after quit date).

Effective detection of health risks

- 11.4 This is a 5 year rolling programme inviting 20% of the eligible population (35-74 years without previously diagnosed diabetes, chronic heart disease or chronic kidney disease) each year (so 100% over the five years). Offers to attend an NHS Health Check exceeded the target by nearly 80% this quarter. Health Checks are locally commissioned services (LCS) but the commissioning year for Health Checks is the financial year (April to March) rather than the calendar year. This was the final quarter of the locally commissioned services (LCS) year (Q2 2014/15 Q1 2015/16), and high numbers of offers were expected. There were 10,199 offers made to 22% of the eligible population from throughout the LCS year (Q2 2014/15 Q1 2015/16). We are online to hit the annual target. Quarterly targets have been adjusted to reflect seasonal variation.
- 11.5 Due to the high number of offers made in this quarter, the uptake rate appears low. We expect many of these offers made in Q1 to convert to Checks delivered in future quarters, which will improve the uptake rate in the future.

Tackle mental health issues

11.6 There has been a significant increase year on year in the number of people entering treatment with the IAPT service (Integrated Access to Psychological Therapies) with the number entering treatment in Q1 above target. The percentage of those entering IAPT treatment who recover is slightly below target.

Effective treatment programmes to tackle substance abuse

11.7 Due to the changes in the national definitions of drug users in treatment and recent NDTMS closure, there is no comparable data for time periods before Q4 2014/15. Whilst the national reporting system (National Drug Treatment Monitoring System) is now back online, Islington is still awaiting confirmation from the central public health team on the final position for 2014/15 as the Trust has asked for their figures to be revised.

Report author:	Annette Hobart Chief Executive's 020 7527 3244	uk	
Final Report Clears	ance		
Signed by			9/9/15

	And Hell	
		Date
Received by		 Date

Successes

Priority	Achievements
Adult social care	Annual survey of carers shows a small increase in percentage of carers who feel some or all of their needs have been met
Children's services	The proportion of childminders judged good or better has increased significantly over the last year. We achieved our target of 'turning around' 100% of families known to the Stronger Families programme.
Community safety	Reduction in most crime types seen from May 2015 onwards due to the influx of police resource. Partnership agreement to the new Youth Crime Strategy and Integrated Gangs Team
Employment	Increase in numbers placed into work by council services compared to last year, and quarterly targets for young people, parents and disabled into work all exceeded
Environment and regeneration	Targets for prompt determination of all three categories of planning applications, and for saving residents money on energy bills were all exceeded
Finance, customer services and HR	Collection rates for council tax and business rates on track, as are measures around channel shift (from phone / face to online / self serve)
Housing	Improvement in the council's repairs service with more repairs fixed first time, and progress in reducing the numbers of families placed into nightly booked temporary accommodation
Public Health	Immunisation rates for MMR in 2014-15 were above London average (though slightly below target for 14/15). Numbers invited for an NHS Health Check and numbers accessing support for mental health issues (through IAPT) are both on target

Risks and challenges

Priority	Risks and challenges
Adult social care	Unlikely to meet annual target for reducing numbers placed into residential care due to increased pressures on hospitals to release vulnerable people back into the community
Children's services	We are continuing working to ensure there are sufficient early education places for 2 year olds in the coming academic year, and are working with young people who go missing from care to reduce the risk of them going missing again.
Community safety	Retaining partnership support for all processes (IGT, Youth Crime Strategy, IOM, MAGPI, etc)
Employment	Numbers recruited to council apprenticeships remains below target, partly due to recruitment processes and checks
Environment and regeneration	Visits to libraries continue to decline, in line with the trend across London
Finance, customer services and HR	Staff sickness rates continue to be above target, as does the percentage of agency staff
Housing	Number of new affordable homes delivered is lower than anticipated. We continue to face challenges in encouraging under- occupied households to downsize and in finding larger homes for over-crowded households, with both measures off target
Public Health	Data lags and delays in access to latest data for a number of measures make it difficult to assess our performance. We failed to meet14/15 targets for the success rates of our drug and alcohol treatment programmes, and the success rate for those accessing IAPT is below target

Reasons for sickness absence April – June 2015 Appendix B

REASONS FOR SICKNESS ABSENCE April to June 2015							
	Chief Executive's	Children's Services	Environ & Regeneration	Finance & Resources	Housing & Adult Social Services	Public Health	Council Average
Appointment	0.0%	0.0%	0.2%	0.5%	0.0%	0.0%	0.1%
Back & Neck Problems	4.0%	6.8%	15.6%	8.0%	10.4%	2.5%	10.5%
Chest/respiratory	3.3%	4.5%	6.7%	4.6%	4.7%	0.0%	5.1%
Eye/ear/nose/mouth/sinus/dental	2.8%	3.9%	4.2%	4.0%	3.8%	2.5%	3.9%
Genito-urinary/menstrual	4.6%	2.4%	1.4%	0.9%	1.6%	0.0%	1.7%
Heart/Blood pressure/Circulation	24.7%	1.9%	5.2%	1.1%	3.7%	0.0%	4.5%
Infections	14.2%	11.5%	13.1%	10.7%	9.5%	54.4%	11.3%
Neurological/Headaches/Migranes	2.1%	7.1%	1.7%	2.2%	1.9%	5.1%	2.8%
Other	4.5%	11.0%	8.4%	16.5%	13.4%	7.6%	11.6%
Other Musculo-skeletal	1.7%	16.0%	17.5%	13.8%	17.6%	0.0%	15.8%
Pregnancy related	8.9%	2.0%	0.3%	5.5%	1.7%	0.0%	2.4%
Stomach/liver/kidney/digestion	15.6%	11.6%	10.1%	7.6%	7.7%	27.8%	9.5%
Stress/Depression/Anxiety/Mental Health	10.3%	13.0%	10.0%	17.9%	14.9%	0.0%	13.4%
Surgery/Medical Procedure	3.1%	8.3%	5.6%	6.7%	9.0%	0.0%	7.2%