

Corporate Performance Update: Q3 (Oct – Dec) 2023-24

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1. Corporate Overview

1.1. At-a-glance status on delivering the 2030 missions

This section shows at-a-glance how on-track the council is in delivering work around our missions and programmes. Each programme area is RAG-rated based on the indicators for that programme, an arrow indicates change from the previous quarter and commentary is given around the key areas of challenge / risk. The performance narratives in section 2 contain more details.

	CHILD-FRIENDLY ISLINGTON	Owner/s:
→	<p>Resilient children and families 6 green, 1 amber, 3 red</p> <p>There continues to be strong performance in reducing the number of Looked After Children (excluding Unaccompanied Asylum-Seeking Children), with this falling further this quarter.</p> <p>There is a concern over % of re-referrals to children’s social care for Black-Caribbean children and young people, which went over target in Q3 as the gap widened between this group and the overall cohort. Re-referrals audited by Senior Managers revealed a theme of neglect relating to parental mental ill-health. A report on this and further findings is due to be produced for March.</p> <p>Children who became a repeat subject of a Child Protection Plan improved on the previous two quarters but remains over target.</p> <p>Although over the local target in Q3, number of Repeat young offenders remains low and YJB figures show Islington is performing well compared to London and nationally.</p>	Children & Young People
→	<p>Lifelong learning skills and enrichment 5 amber, 5 red</p> <p>While reported period’s suspension figures were still above inner London target, the latest unpublished figures show improvement in the secondary sector showing the interventions are having effect. School attendance rates remain not good enough and are a key priority in the Council’s Education Plan. A series of actions are in place and planned.</p> <p>Take up of 2-year-old FEEE places by low-income families, children with Special Educational Needs or Disabilities (SEND) and children who are looked after is</p>	Children & Young People

	<p>lower than the take up during the same period last year. A plan is in place and we expect to be back on target by Summer.</p> <p>Key Stage 2 - % of children achieving expected standard in RWM (Reading, writing, maths) is off-target, with six schools reducing the Islington average to below the Inner London figure. Four have been placed in School Improvement Groups and the Islington Professional Partner (IPP) programme; one is being proposed to close, the last is in the IPP programme.</p>	
→	<p>Progressing well to adulthood, independent and fulfilled lives</p> <p>No metrics updated this quarter.</p>	Children & YP

	SAFE PLACE TO CALL HOME	Owner/s:
→	<p>Building new homes (All annual measures)</p> <p>One pilot scheme completed and 7 schemes under construction. continue to be completed and in pipeline.</p> <p>Ongoing challenges in the construction industry in the current economic climate are impacting our ability to bring forward schemes that are affordable and delaying and increasing costs to schemes currently under construction. We are establishing a programme of Pipeline schemes to meet the Council's manifesto ambition.</p>	Community Wealth Building
→	<p>Preventing rough sleeping 5 red</p> <p>Islington is managing this area well in the face of significant challenge. The numbers in temporary accommodation are the highest in the country's history yet Islington has significantly fewer people in TA than London as a whole and has reduced the numbers of households in TA. Rough sleeping increased in London but reduced in Islington.</p> <p>Challenges continue with increasing homelessness presentations. The percentage of homeless decisions made in the target timeframe has seen a further decrease in Q3. The service continues to experience a significant increase in demand as homelessness increases across the borough and London as a whole. Homeless decisions made is an area of focus, with staffing solutions, use of private rented sector properties and a new housing allocations scheme.</p>	Homes & N/hoods
→	<p>Ensuring trusted landlord services 1 red, 1 amber, 1 green</p> <p>The proportion of our non-decent social housing stock reduced this year – now at 5% of our social housing stock (2022/23: 12%).</p> <p>Percentage of repairs fixed first time remains above target and satisfaction with the repairs service remains slightly under target. Although strong on emergency repairs performance, non-emergency repairs require improvement.</p> <p>The quality of homes including management of damp and mould remains a challenge and key focus. High volumes of damp and mould work continue. A challenge remains of providing lettings to tenants transferring to alternative accommodation with a continued focus on under occupiers and use of the mutual exchange scheme, but issues of reducing overall supply and increasing demand on social homes makes this an ongoing challenge.</p>	Homes & N/hoods
↑	<p>Making our communities safer 3 green, 2 red</p> <p>Strong performance continues around the Community MARAC scheme, food inspections and issuing private sector housing licences.</p> <p>Challenges exist around increasing the reporting of domestic abuse offences and inspecting private sector housing.</p>	Homes & N/hoods / Children & Young People

	COMMUNITY WEALTH BUILDING	Owner/s:
→	<p>Economic wellbeing 6 green, 3 amber, 7 red</p> <p>Performance continues to be strong on securing employment and additional benefits for Islington residents. The main challenges are:</p> <p>The number of apprenticeship starts – both for Council apprenticeships and with external employers – continues to be below target. However, we are on track to meet the manifesto target. We are reviewing the delivery model to identify areas for improvement.</p> <p>→ The number of residents supported into work through Council contracted employers and, linked to this, the number of entry level jobs and sub-measures, continue to be below track, largely due to data reporting issues. We have revised our methodology for collecting data and anticipate that in Q4 we will begin to see improvements.</p> <p>The number of employers achieving London Living Wage accreditation is off track to meet the end of year target, however, we are making progress towards the manifesto pledge. Actions in place are beginning to take effect.</p>	Community Wealth Building
→	<p>Inclusive economy 5 green, 1 red</p> <p>Performance continues to be strong in delivering social value through our Affordable Workspaces and in supporting entrepreneurs from under-represented backgrounds. The main challenge is brokering opportunities through Inclusive Economy & Jobs.</p>	Community Wealth Building
→	<p>Progressive procurement (Annual indicators)</p> <p>Work is continuing and on track in implementing the Progressive Procurement Strategy.</p>	Community Wealth Building
→	<p>Social and economic infrastructure 3 green</p> <p>Our planning application processes continue to perform well.</p>	Community Wealth Building

	GREENER, HEALTHIER ISLINGTON	Owner/s:
→	<p>Reducing Greenhouse gas emissions 1 green, 1 red</p> <p>Performance continues to be strong around reducing carbon emissions for our operational council building. The challenge continues to relate to carbon emissions from the council fleet and will continue until a drop-off in repairs rental vehicles by Homes and Neighbourhoods.</p>	Environment & Climate Change (CWB)
↓	<p>Keep the streets clean and promote recycling 2 green, 5 amber, 1 red</p> <p>Performance remains strong on misted waste collections and improved in Q3 on commercial waste recycled and composted.</p> <p>While performance is improving on both residential recycling and residual waste rates, we continue to be significantly short of the end of year target. Performance dropped in Q3 on surveyed street cleanliness levels from its usually invariant high level of performance, but we expect to recover performance in Q4 and for the year overall except in fly-posting which incidence has seen a significant rise.</p>	Environment & Climate Change (Homes & N/hoods)
→	<p>Safer and easier travel 2 amber</p> <p>The programmes for installing both Electric vehicle charging points and Secure cycle parking facilities have both experienced delays due to a range of reasons including staffing issues. Both targets for 23/24 are now expected to be met or exceed in the Summer.</p>	Environment & Climate Change (CWB)
	<p>Access to high quality leisure facilities 1 green</p>	Environment & Climate

	Leisure visits improved to lift us just ahead of profiled target for the first time this year. Plans are in place to strengthen our offer to residents, particularly in Sobell.	Change (H&N)
	Promote independence and wellbeing 2 green, 5 amber, 2 red Results of the Adult Social Care Survey and early results from the Survey of Adult Carers in England show improvements in performance compared to previous years. The Take Home & Settle pilot model continues to have high levels of referrals and is delivering savings. The hospital discharge team continue to deliver positive impact, with high levels of discharges and a period the lowest number of people delayed in hospitals. Progress has been made in Q3 on ensuring that eligible people with a learning disability receive a CHC (continuing health care) status and associated funding. Reablement is an important service as it supports residents to remain independent, but the service faces challenge including creating consistent demand to maximise efficiency of delivery. We are reviewing how hours are allocated to the enablers and the current software package and hope to see improvement in Q4. Safeguarding performance for Mental Health , in reducing or removing risk has not met the target this quarter. An action plan is in place with the MH Trust to support improvement in this area.	Adult Social Care
	Support people to live healthy lives 6 green, 1 amber Strong performance continues across activities. The principal concern is around the level of population vaccination coverage of DTap/IPV/Hib3 at 12 months, which dropped slightly this q, remains below target, although is in line with London rates. A community event is planned to ensure raising awareness of the safety and importance of vaccines.	Public Health

	FAIRER TOGETHER	Owner/s:
→	Empowering strong and supportive communities 4 green, 1 amber Strong performance continues around libraries and engaging residents and the culture sector on the Imagine Islington Strategy,	Community Engagement & Wellbeing
→	Delivering high quality joined-up early intervention and prevention services 3 green Strong performance continues with the Bright Lives coaching service , training professionals in anti-racist practice and delivering Becoming a Man in schools.	Community Engagement & Wellbeing

	ORGANISATIONAL HEALTH	Owner/s:
→	Manage our budget effectively and efficiently 2 green, 2 amber General Fund Forecast Outturn Variance from Balanced Budget reduced to £0.4m in Q3. While stable, significant financial challenges still exist. Collection of council tax fell slightly making us unlikely to hit our end of year target of pre-pandemic levels, but we are likely to achieve similar rates to the end of last year. The amount of income is sufficient to achieve a balanced budget. Continued strong performance on collection of business rates .	Resources
	Harness digital technology for the benefit of the resident 1 green, 1 red	Resources

→	No successful cyber-attacks but outage incidents were up. As only one breached SLA, the impact on residents and staff was relatively low. Most continued to be caused by hosted platforms and infrastructure. We continue to work with suppliers to review their SLA's for dealing with outages.	
→	<p>Make sure our workforce is diverse, skilled and highly motivated 3 green, 1 red</p> <p>Sickness absence dropped for the third consecutive quarter and is on track to be lower than last year. This trend was due to fewer staff on long-term sick, suggesting that supporting managers with returns to work is helping. The main concern continues to be use of agency staff, which increased in Q3 to be the highest level this year and we are now above London Council's average. Reducing this is a priority. Challenge Panel Action Plans are now in place and quarterly meetings are taking place with Matrix Business Managers to understand and respond to highlighted issues and trends.</p>	Resources
↑	<p>Be open and accountable 2 green</p> <p>We hit the ICO's target for completing both FOIs and SARs within target time this quarter. This is a huge success and the first time we have hit both targets. Performance improved throughout the year as service changes were implemented. Further improvements are planned to maintain performance levels.</p> <p>Data quality around members enquiries is still too poor to accurately report numbers received and % completed within time, although work on the system has resumed and this should improve. In the absence of accurate data, % of completions is thought to be below target.</p>	Resources
→	<p>Improving the resident experience 1 green</p> <p>Satisfaction with Access Islington continued to hit target this quarter. However, the challenges around complaints continued and are set to continue. These are set out in the resident view section and Organisational Health narrative.</p>	Community Engagement & Wellbeing

1.2. Key themes of challenge for Q3 2023/24

As in previous quarters, this section draws out themes of challenges shared by services in Q3. The narratives in Section 2 hold more information on each. The point of this exercise is to enable consideration of similar types of challenges collectively as a council to identify more efficient and impactful approaches to improvement. Five themes of challenge for Q3 are:

- **Ongoing pressure on council resources**
- **Multiple need**
- **Challenge in engagement and delivering with partners**
- **Staffing challenges**
- **Data quality challenges**

1. Ongoing pressure on council resources

There are a number of areas for the council, mainly in **housing**, where performance is affected by a continued increase in need and which drive knock on effects, such as on **finance, carbon emissions** and **complaints**. A clear foreseeable end to the factors driving the increasing pressures does not currently exist and mechanisms are not currently in place to limit or counterbalance the need. This is not altogether an Islington-specific challenge, with national trends involved. Improvements are likely to require fundamental change.

There continues to be an increase in **homelessness presentations** and **temporary accommodation** nationally. In Islington we believe this is due to a combination of domestic abuse, an increase in Section 21 notices, the cost-of-living crisis and properties being in disrepair (damp/ mould/ condensation). The percentage of **homeless decisions** made in the target timeframe saw a further decrease in Q3 as the service continues to experience a significant increase in demand as homelessness increases across the borough and London as a whole. Lettings to **transferring tenants** is a challenge due to prioritising lettings to statutory homeless households and the year-on-year reductions in the number of social housing properties available to let. The service continues to focus on under occupiers to release larger properties for households that need them and encourage social housing tenants to consider the mutual exchange scheme. The **quality of our homes** including the management of **damp and mould** is a key challenge and focus and **non-emergency repairs** require increasing investment levels. The number of damp and mould inspections in Q3 was more than double this time last year. Non-emergency repairs performance is lower than the London median, related to an increase in demand for repairs due to a need to invest in the stock and damp and mould. The service is increasing investment levels, but these are still below required levels. The service uses vulnerability data to prioritise residents during peaks in demand. The need for more repairs vehicles is stalling the council's reductions of **carbon emissions from the Council's fleet** and is expected to do so for the foreseeable future until the number of rental vehicles drops-off.

Challenges are reflected in the growing number of **complaints** received at all three stages, with housing receiving most and the top three complaints areas: **responsive repairs, ASB and targeted tenancy services**. Ombudsman decisions up to Q3 relate to complaints processed from 2020 and relate to issues including **delays in complaint handling, non-compliance to the Housing Ombudsman Code Dec 2020, increase in cases of damp and mould and ASB**. Reoccurring themes include **poor communication, record keeping and complaint handling**. Based on the ombudsman report published in Q3 and internal monitoring, complaints performance requires improvement.

While stable, significant financial challenges exist. The gross directorate problem worsened by c£0.5m since Q2 to £19.7m although this was masked by improvements within corporate items.

Need to respond to climate change continues to grow and we are scoping **climate adaptation needs** but this is impacting on our ability to focus on **climate mitigation**. Recruitment is underway to bring in additional staff to the climate action team. Public health has allocated a data analyst and an intern to support.

2. Multiple need

A couple of council (and partner) services are experiencing performance trends driven by multiple and complex challenges for particular groups of residents. There can be a lack of clarity over what is causing the problem exactly or what action is needed and can seem 'stuck'. Improvement requires an understanding of the complex factors involved but may not require systemic change.

The gap widened in Q3 between **Black-Caribbean children and young people receiving a re-referral to children's social care** and the group of re-referrals as a whole. Audits of re-referrals revealed a theme of neglect relating to parental mental ill-health. Research links parental mental ill health and experiences of discrimination and also connects deprivation and discrimination. FSM data shows that that black families have high rates of eligibility and higher rates of deprivation. They also experience higher rates of discrimination.

School **attendance** rates in Islington remain not good enough and this has been identified as one of six key priorities in the Council's Education Plan. A conference, *Attendance Matters*, took place in January 2024 in the Assembly Rooms with all schools invited, where the Children's Commissioner for England emphasised the need for attendance to be recognised as a protective characteristic for our most vulnerable children. The conference included workshops on Parental Mental Health and absence for minor illness as barriers identified by schools. Although the position is not good enough, there is variability in absenteeism across our schools. All schools have been individually RAG-rated with intense support targeted to those with the highest levels of persistent absence (Targeting Support Meetings). Inclusion hubs have been established as a forum to share and build capacity across schools and facilitate the sharing of what works in those schools that are recurrently achieving high attendance rates (communication and advice). Other actions include:

- Rigorous tracking of local attendance data to identify pupil cohorts / characteristics on which to focus and unblock any area wide barriers to attendance.
- Ensuring multi-disciplinary support for families e.g., providing access to early help support workers to work intensively with families to provide practical whole-family support where needed to tackle the causes of absenteeism and unblock the barriers to attendance (through Bright Futures offer).
- Legal intervention as a last resort and where voluntary support has not been successful or engaged with.
- Particular focus on monitoring and improving the attendance of children with a social worker / looked after through the Virtual School.

3. Challenge in engagement and delivering with partners

A wide range of areas are challenged to deliver to the extent planned, as performance is reliant on others or is limited by resources: **Household recycling and waste reduction; construction of new homes; take-up of vaccinations; take-up of 2-year-old FEEE places by low-income families, children with Special Educational Needs or Disabilities (SEND) and children who are looked after;** expected standards in **Reading, Writing and Maths at key stage 2;** the number of **London Living Wage entry level jobs and apprenticeship starts;** a **legal process continues with the Bunhill 2 heat network contractor;** and **down-time incidents** were up in Q3 caused by hosted platforms and infrastructure.

We are still significantly short of the targets for **household recycling rate and residual waste per household.** The **construction industry** is experiencing several challenges in the current economic climate, which is impacting our ability to bring forward schemes that are affordable, delays and increasing costs to schemes currently under construction. Anxiety around attending health settings may continue to affect uptake of **immunisations.**

There is ongoing evaluation of data on the **take-up of 2-year-old FEEE places by low-income families, children with Special Educational Needs or Disabilities (SEND) and children who are looked after** to understand patterns and trends. This will inform our engagement strategy and we are working closely with providers where take up is lowest to increase awareness of the offer for families. There is careful messaging regarding the childcare expansion launching in April to ensure that all families are aware of their entitlement and know how to access the broad offer to ensure this does not further impact take up for the benefit related 2-year-old offer. The expected standard in **Reading, Writing and Maths at key stage 2** across all schools is affected by six schools reducing the Islington Average to below the Inner London figure. Four of the six schools have now been placed in School Improvement Groups (SIGs) with an assigned Islington Professional Partner (IPP). one is

undergoing school organisation proposals to close, and the last one is now in Wave 2 of the IPP programme.

The number of **apprenticeship starts** – both for Council apprenticeships and with external employers – continues to be below target. We are in the process of reviewing the delivery model for our apprenticeships programme to identify areas for improvement to boost outcomes. The number of **employers achieving London Living Wage accreditation** is off track to meet the target. We are working to incentivise delivery partners to achieve living wage outcomes for their clients and this is having some effect. **Finding spaces** is also a challenge to support a more **diverse range of business start-ups** and entrepreneurs across a range of sectors.

Legal process continues with the **Bunhill 2 heat network contractor**, with a risk of further action, but also with the council engaging an expert witness and taking counsel advice to inform its own legal strategy.

The number of **down-time incidents** typically affecting more than 100 staff or residents or significantly impairing applications or access increased in Q3 to 19 (from 14 in Q2 and 10 in Q1), although only one breached SLA. So, although the number increased, the impact on residents and staff was relatively low as they were dealt with in a timely manner. As with the last quarter, most were caused by **hosted platforms and infrastructure**. The higher number could also be due to better reporting.

4. Staffing challenges

The use of **agency staff** remains a key challenge. Even though this reduced in Q2, it increased in Q3 to be higher than Q1 and is now higher than London Councils average (15%). Driven mainly by an increase in Social and Healthcare Qualified and Admin and Clerical staff, the trend was seen across all directorates except Adult Social Care, where agency staff reduced slightly from Q1 to Q3 and Public Health, which has no agency staff. 165 new agency workers were employed in Q3 than Q2.

Several services raised specific staffing challenges: The programme of **secure cycle parking facilities** on our streets is substantially delayed as a result of staff being reallocated to the e-hire bike parking bay pilot and wider staffing shortages. **Surveyed street cleanliness levels** significantly declined in Q3 across all four categories of litter, detritus, graffiti and flyposting. This is attributed to a combination of high levels of agency cover due to leafing in conjunction with the lower number of supervisory inspections. However, we do expect performance to recover in Q4 and for the year overall to meet the targets except in fly-posting which has seen a significant rise. **Reablement** is experiencing challenge in creating consistent demand to maximise efficiency of delivery. There is a focus on improving the level of actual hours delivered against the hours we planned to deliver. This is being done by reviewing how hours are allocated to the enablers and reviewing the current software package.

5. Data quality challenges

A growing number of service areas are raising challenges around collecting high quality and timely data, which can sometimes affect captured performance levels.

We are aware data quality problems with some of our **tenancy satisfaction measures**. There are also known methodology and data quality challenges with monitoring **complaints** data to TSM requirements. Improvements are being made in this area on data capture.

In Adult Social Care, data quality is a challenge for both performance and finance and improving data quality is a key priority. A data quality action plan and strategy has been developed with a dedicated coordinator to drive the system and practice changes. **Safeguarding performance** for the indicator focusing on risk being removed or reduced, has not met the Q3 target. Q1 was the first quarter the Mental Health Trust followed the new reporting method for monitoring safeguarding performance since the cyber hack on their case management system and the move to a new one. Although reporting has improved, there are ongoing challenges with validations and data quality. To support improvement in this area, there is an agreed action plan in place with the MH Trust.

The number of **residents supported into work through Council contracted employers** and, linked to this, the number of entry level jobs, both continue to be below track, largely due to data reporting issues. We have revised our methodology and anticipate that in Quarter 4 we will begin to see increased returns.

In Public Health, **the MMR vaccine (measles, mumps and rubella)** data for Q2 is unavailable due to data issues which is being reviewed by the HealthIntent team. The **Stop Smoking service** is facing the challenge of verifying quit outcomes, reflective of national trends. This is because service users prefer remote support instigated during the pandemic, despite the increased offer of face-to-face support in GPs and pharmacies, which does not enable the service to verify quits using carbon monoxide (CO) testing.

1.3. The external view

Resident view – complaints overview

- The numbers of complaints received at all three stages of the complaints process continue to grow.
- Housing continues to represent most (81%) stage 1 complaints with the top three complaints areas being responsive repairs, ASB and targeted tenancy services. 90% of cases escalated from stage 1 to stage 2 were for housing repairs.
- 75% (80) cases initiated by the Ombudsman were from the Independent Housing Ombudsman. In the year to date, 69% (44) of the determinations were from the Housing Ombudsman.
- Ombudsman decisions up to Q3 relate to complaints processed from 2020 to date and most reflect issues known during this time, including **delays in complaint handling, non-compliance to the Housing Ombudsman Code Dec 2020, increase in cases of damp and mould and ASB**. Reoccurring themes include **poor communication, record keeping, complaint handling, following council procedure in respect to ASB and repairs**.

More details on complaints performance are in section 2.

Media coverage

The most significant media coverage in Q3 included:

- Coverage in [Public Finance](#) of the council's call for Government to allow councils to spend **right-to-buy receipts** flexibly to build more **genuinely affordable homes**.
- [Coverage in London media](#) of the council **buying back 310 homes** for homeless families and Afghan refugees.
- Extensive coverage in London media of the [murder of 21-year-old Mohamed Abdi-Noor](#) in Tufnell Park Road.

- Extensive coverage in London media of [vandalism of menorah lights](#) at Islington Green.
- Extensive coverage in national media about [alleged assault of a pupil](#) at Christ The King School.

1.4. Oflog

This is a new section this quarter to help keep CMT abreast of the growing set of metrics on Oflog's Data Explorer tool along with key implications.

As a reminder, [Oflog](#) is the Government's new office for Local Government, tasked with: 1) better using the data already available to Government to increase understanding about the performance of local authorities, 2) warn when authorities are at risk of serious failure, and 3) support local government to improve. To achieve its purpose, Oflog has launched a [data tool](#) of metrics comparing the performance of local authorities to their 15 nearest neighbours and the England median, by default. All metrics are listed in the table at the end of this section.

To date, we have used Oflog's data tool for two purposes: To compare Oflog's metrics with our own to identify gaps and to check how Islington is fairing compared to our nearest neighbours to identify if we're an outlier on any metrics.

Comparing metrics shows that we already monitor most, either at the corporate or directorate level, but several additional finance metrics were considered helpful on reserves, debt and social care spend, which have been adopted into our corporate suite.

Of Oflog's metrics, Islington is performing comparable to or better than our nearest neighbours in all but two metrics (social care spend and planning appeals overturned, described below) and is best performer in two metrics ('carers who found it easy to find information about services' and number of upheld Local Government and Social Care Ombudsman complaints).

The first metric for which Islington is an outlier is **Social care spend as a percentage of core spending power (2021/22)**. Islington: 78%; our nearest neighbours: 74.2% - 51%. This was discussed at CMB last year and while it was acknowledged that this is an outcome of a series of intentional policy and management decisions, reducing it would be desirable. More recent data shows that this figure has since reduced (2022/23: 74%), although the lag in Oflog reporting does not yet reflect this. We do not yet have data for our nearest neighbours for 2022/23. Our 2023/24 data will be available in next quarter's report.

The second metric which reports Islington as an outlier is **Percentage of major planning applications overturned on appeal (2020-22)**. Islington: 6.4%; our nearest neighbours: 5%-0%. Islington (2019-2021): 3.8%. This represents the number of successful major planning application appeals as a percentage of the total number of decisions on major applications. This is a new metric in Oflog's most recent set of additional measures.

Islington's most recent figure from DLUHC (2021-23) is 4.8%, so performance has improved and is less of a concern. Historically there has also been inaccuracies with the data with appeal decisions being incorrectly categorised. A meeting has been arranged with DLUHC to go through the data in detail.

This is the first time it has been brought to the attention of CMT, although it is closely monitored at a directorate level.

There is a significant risk associated risk with this metric in that a council goes into special measures if its value exceeds 10%. This would allow major applications to be submitted directly to the Planning

Inspectorate for a decision. With this, the local authority loses the opportunity to negotiate on important issues like design, affordable housing levels, affordable workspace provision, sustainability and energy.

All decisions on major applications are made by the Planning Committee unless they are refused by officers under delegated powers in agreement with the Chair of the Planning Committee.

We continue to closely monitor appeal decisions over a 2-year rolling period as well as the total number of decisions on applications.

To keep the figure below the 10% threshold, we must:

- a) avoid refusing major planning applications where there is a material risk that a decision may be overturned by the Planning Inspectorate;
- b) ensure that any decisions to refuse applications are likely to be fully defensible at appeal; and
- c) maintain a steady and timely throughput of major application decisions.

The challenge with (b) is that Islington has seen a slowdown in the number of major applications submitted (decreasing year-on-year from 48 in 2019/2020 to 32 in 2022/2023).

Furthermore, as a small and already densely developed borough, Islington receives a lower number of major applications than its neighbours. The smaller number of major applications received in Islington means that any decision by the Planning Inspectorate to overturn a decision has a disproportionately high effect on the metric.

In terms of issuing timely decisions, officers continue to monitor proposals awaiting sign-off on S106 legal agreements to ensure decision notices are promptly issued. However, in order to enable decisions to be issued promptly, we are becoming increasingly reliant on private legal practices to draft the legal agreements on our behalf.

Table: Full set of current Oflog reported metrics

<p>Waste Management (2021-22) Household recycling rate Residual household waste Recycling contamination rate</p>	<p>Planning (2020-22) % of major planning applications decided on time % of non-major planning applications decided on time % of major planning applications overturned on appeal % of non-major planning applications overturned on appeal</p>
<p>Adult Social Care (2021-22) Requests resulting in a service per 100,000 population Workforce turnover rate People in adult social care quality of life (score) Carers of people in adult social care quality of life (score) Short term service provision (%) People who use services who found it easy to find information (%) Carers who found it easy to find information about services (%)</p>	<p>Corporate and finance (2021-22) Non-ringfenced reserves as % of net revenue expenditure Non-ringfenced reserves as % of service spend Total core spending power per dwelling Level of band D council tax rates Council tax revenue per dwelling Social care spend as % of core spending power Debt servicing as % of core spending power Total debt as % of core spending power Number of upheld complaints per 100,000 population Council tax collection rate (in year) Non-domestic rates collection rates (in year)</p>

Adult Skills (Greater London Authority)	Roads (2022-23) (no data for Islington or number of other boroughs) % of local authority motorways and A roads that should be considered for maintenance % of local authority B and C roads that should be considered for maintenance
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