



POLICY AND PERFORMANCE SCRUTINY COMMITTEE

14 May 2024

SECOND DESPATCH

Please find enclosed the following items:

Item 2 Update on Council Transformation Projects

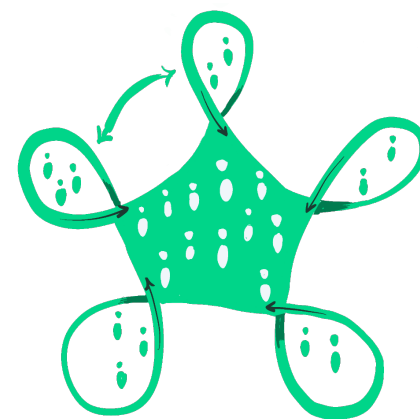
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Islington Transformation Programme Update

Page 1



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Community Engagement & Wellbeing directorate.

Contents

Page 2

Context	3
Corporate Transformation Objectives	5
High level overview of all transformation programmes	9
Transformation achievements in last 12 months	11
Detailed Transformation programme overviews	13

Context

- The Islington transformation team delivers major transformation programmes linked to Corporate Strategic objectives, missions and deliverables identified within the Islington 2030 plan.
- The new transformation team went live in June 2023 and comprises of highly skilled, dynamic and expertise transformation professionals ranging from different disciplines. Specific recruitment was tailored to ensure we were recruiting strong dynamic expertise and experience. There are 13 live Transformation Projects and programmes across the council, that the transformation team are responsible for leading.

In this report:

1. I will provide a high-level summarisation and an overview of all live Transformation programmes within the Transformation team.
2. I will present a thematic update of some of the key transformation programmes aligned to Corporate Mission and strategic objectives and as part of Islington's political manifesto rather than providing a detailed exhaustive list of all programmes. The programmes I will provide detailed analysis of are: **Preparing SEND Young people for Adulthood, Somali Community strategy & plan, Access Islington Hubs and Young Black Men and Mental Health Programme – please see slide deck from slides 9-19.**

Glossary of terms for the report:

ASC – Adult Social Care

BL – Bright Lives Coaching Service

EHCP – Education Health Care Plan

VSC – Voluntary Sector Services

VFM – Value for Money

YP – Young People

The newly designed Corporate transformation unit will be a **dynamic central unit of expertise** that acts as an **engine room** to deliver on cross-cutting council strategic priorities and against savings set out in the MTFs plan.
It will seek to drive **radical system change** by **disrupting the status quo** and **embedding a new transformation model** and delivery approach.



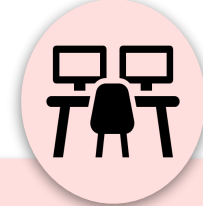
Transformation PMO
Provide strategic oversight, governance and assurance to CMB and members on major transformation & MTFs activity across the organisation.



Transformation Programme Leadership
Support transformation & MTFs projects across the organisation – providing transformation expertise and skilled project management.



Leading Innovation
Generate and test ideas for new programmes, designing those with promising results and VFM & explore income generation opportunities through external funding



Modernisation and culture change
Improve organisational change capability by providing and facilitating workshops, training, tools and techniques to support continuous change and innovation.



Supporting digital transformation
Jointly overseeing digital transformation projects and supporting the delivery of programmes with strong digitalisation elements

MTFS (Medium term financial savings), Cost Efficiencies, Impact

Development of a new cohesive Corporate Transformation Programme that drives modernisation, delivers to the Councils Strategic and MTFs priorities and ambition set out in the Islington Together 2030 plan to deliver greater impact, value for money and contribute to significant efficiencies

Name of Transformation Project	What is the problem we are trying to solve?	What are the transformation aims and objectives to address the problem?
1. Progression to Adulthood – SEND – supporting Islington young people to prepare for adulthood	Responding to increased demand nationally and locally at 250% increase since 2015. Have to do something radically different – redesign PTA transition system, VFM, financially resilient and produce better outcomes for YP.	Excellent progress - Leading a transformation programme across Children’s and Adults to redesign delivery of services for 14-25 SEND Transitions -linked to significant savings / demand reduction strategy/cost avoidance etc. Detailed overview provided in slide deck
2. Community Wealth Building Restructure and redesign – linked to savings and efficiencies.	To design a value for money and lean organisational structure that delivers a proactive and dynamic community wealth building directorate across the borough at a reduced cost and proportionate use of resources	Leading the redesign and restructure of the Community wealth building directorate, with a view of creating a value for money future delivery operating model- linked to savings and efficiencies. Savings expected: 300k
3. Access Islington Hubs – bringing support closer to communities in three localities in South, Central and North.	Residents repeating their story, having multiple touch points to access services, no single front door for entry into services, lack of dedicated time with the resident, reducing needs to escalate to statutory services – and lack of provision in the North of borough.	Major Transformation to deliver place - based locality operating models and repurposing/ redesign of buildings through three Access Islington Hubs to improve access to early help support. Two Hubs in Central and South went live on 13/09. North Hub at Manor Gardens expected to go live in July 24. Detailed overview provided in slide deck
4. Young Black Men and Mental Health Programme – externally funded programme.	Multiple risks & inequalities - damaging impact upon young black men; Disproportionate diagnosis for young black men with MH (up to 17 more times likely) high in- patient admissions to psychiatric wards; serious youth violence. Strong links to exclusions from school.	External funded transformation programme (£3mil) to tackle mental health affecting young black men. Excellent progress since launch – continued delivery across four pillars and exploring funding/ sustainable options for future delivery. Detailed overview provided in slide deck
5. Somali Community Transformation Programme – to design and deliver a multifaceted tangible service offer for the Somali community living in Islington	<p>There are 5,534 Somali residents living in Islington, with the third highest population in the UK in Islington</p> <ul style="list-style-type: none"> Two tragic murders in the community, growing youth violence and safety concerns and insufficient Council response The Somali community in Islington have experienced some poor outcomes across Housing, Education and Health; Mistrust in the Council and frustration at lack of tangible outcomes or cohesive offer despite years of engagement – engagement is not systemic and no sustained action 	Leading a transformation programme through a public health and trauma informed response to rebuild, restore trust and design a tangible service offer and services for the Somali Community. Detailed overview provided in slide deck.

High level summary of Transformation Programmes

Name of Transformation Project	What is the problem we are trying to solve?	What are the transformation aims and objectives to address the problem?
6. Community Wealth Building asset management review	Islington has a number of buildings and assets that are underutilised across the Borough Having a single lens strategic review of all the Buildings we own, leasing costs and ensuring we are optimising use of all of our buildings and assets Savings and efficiencies to be achieved.	Leading Asset Management review of Council Buildings to maximise utilisation of council buildings and assets Detailed mapping of savings and efficiencies
7. Cost of Living Project	Due to the cost of living crisis it has a significant impact upon residents living in Islington who are struggling with poverty and affordability for basic needs vital to provide a strategic and operational response for Islington residents	Lead and coordinate a borough wide response to the Cost of Living Crisis Cost of living project delivery to support the cost of living crisis Cost of Living strategic board with governance oversight of delivery plan Grants to support VCS to support residents in the borough
8. Access Islington Hubs – bringing support closer to communities in North.	We have the highest concentration of poverty and multiple deprivation in the North of the borough. It also experiences high no. of Child Protection referrals, Serious youth violence – as well as limited services and targeted provision in this locality	Major Transformation to deliver place - based locality operating models and repurposing/ redesign of buildings through three Access Islington Hubs to improve access to support early help. Two Hubs in Central and South live on 13/09. North Hub at Manor Gardens to go live at end of June 24.
9. Business Support Restructure and redesign	As part of MTFs savings we were required to identify costs savings and efficiencies to create a lean Business support service that underpins council business and delivery	Developing a new Business support operating model –linked to Savings and efficiencies. To go live in April 24. Expected: £350,000 savings
10. Adult Social Care Transformation Programme	To design a value for money and lean organisational structure that delivers a proactive and dynamic Adult social care directorate across the borough at a reduced cost and proportionate use of resources Savings & efficiencies to be achieved.	Successfully lead on the redesign and development of ASC operating model – went live and operational from April 2023. Savings achieved. Achieved £390,000 savings
11. Digital exclusion to inclusion transformation programme	Reduce digital poverty and exclusion across the borough	Leading a transformation programme to reduce digital poverty and increase digital inclusion and access across Islington
12. Org. Cultural Change programme 13. SEND Transport	Supporting the modernisation of the Council New: High costs & spend associated with home school transport provision	Delivering a culture change programme to support the 5 missions delivery Redesign service model & achieve savings and efficiencies

Introduction

Transformation options

Developing the transformation team

Transformation approach

Appendix

Transformation Achievements aligned to Corporate Mission Delivery in last 12 months

Pioneering System wide Mental Health Transformation

Young Black Men and Mental Health Programme in it's first year of delivery, which has led the way in system borough wide change in tackling inequality, racism and injustice for young black men

Successfully achieved & generated:

£ 3million in external funding

Place based Community Hub Transformation:

Major Placed based transformation through the launch and implementation of Access Islington Hubs in the South and Central in September 2023 delivering multifaceted services

to the front door of communities. Resident Demand reach so far: Since **April 23. 41,716 resident visits.**

North Hub – Bringing services to high need communities in partnership with Manor Gardens Trust

Formed a strategic partnership and relationship with Manor Gardens trust and will soon launch the third Access Islington Hub in Manor Gardens and open to residents in July 2024. to **Target: 268,000 residents**

Redesign of Community Wealth Building Services

Lead the Community Wealth Building restructure and redesign, reengineering of services. The new directorate went live in May 2024 –Net savings: **£373,000**

Urgent response to Cost of Living Crisis;

Successful post Covid Response delivered and Cost of Living crisis implemented through Cost of Living Board and plan – with effective Summit for Cost of Living in June 2023 - grants made available to support VCS

Adult Social Care Transformation

Successful Transformation of Adult Social services - went live with new Structure last year. Achieved savings associated with the redesign of new structure for ASC:

Net Savings: £390,000

Urgent response: Somali Community Plan (New)

Urgent response and accelerated plan in place and constructed a refreshed Somali Taskforce group and developed accelerated delivery of a public health and trauma informed response and clear delivery plan for the Somali Community

SEND Transitions Transformation

Excellent progress through PTA transformation programme - Delivered a SEND Transformation programme in achieving significant progress in developing a PTA model - which in the next two years we are predicting reduction in demand and savings potential of: £250.000 plus

Business Support Services Redesign

Successful Transformation and redesign of Business Support efficiencies across the council. New structure went live in April 24. **£350,000 net savings** as a result of new operating model.

Detailed Transformation programme overviews

Page 8

Access Islington Hubs Transformation programme	10-12
Young Black Men & Mental Health Transformation programme	13-15
Somali Community Strategy & Plan	15-18
SEND preparing young people for adulthood – Transformation programme	18-21

1. Access Islington Hubs

Legacy
 Wrap around inclusive holistic person-centred support at the 'Front Door of communities.'
 Delivery of three Flagship Access Islington Hubs in North, South & Central

Name of Transformation Programme: Access Islington Hubs Placed Based Transformation Programme
Start date for project: May 2022 / End Date: July 2024 | Target population: 260,000 | Wards: All Wards

What is the problem we are trying to solve?

- Residents have to travel to get the help they need and experience Islington's services as siloed, not joined-up, and counterproductive
- Residents needs are multiple, complex, and do not fit neatly into Islington services
- Residents told us they had to continually repeat their story to different professionals and often support was not coordinated or joined up
- Challenging to identify a single point of contact to act and operate as a gateway to support /Lack of co working space and delivery space combined to deliver integrated and joined up services for residents in the community

What is the main purpose of the transformation programme? To spearhead and lead the transformation and development of three Access Islington Hubs that will be flagship sites for residents in Islington to access a multifaceted and diverse menu of advice and support services, including to raise any concerns about safety in their homes and neighbourhoods. The key dimensions of support to be available at and through the Access Islington Hubs are work; money; food; home; family; wellbeing; safety. This will help to coordinate support in one place, reduce needs from escalating as getting support earlier; reduce multiple touch points and increase choice and control.

To create a value for money model that seeks to intervene early & to bring early help services and intervention closer to the front door of communities| We aim to radically transform how we deliver early help services through the hub model from transactional to 'Tailored person centred support.

Transformation aims & objectives to address needs:	Progress update on transformation objectives
<ul style="list-style-type: none"> Create three Access Islington Hubs, across Islington in North, Central and South, that provide a one stop shop menu of services and operate as a recognised and valued community resources where local people can access early intervention and prevention services that support their needs at an early stage 	<ul style="list-style-type: none"> ✓ Excellent progress has been made in last 12 months in redesigning the buildings for the development of community hub delivery and to construct a multifaceted service offer for residents. The Access Islington Hub was a highly successful transformation with implementation and launch of the hubs to residents on 13th September in South and Central with the next launch of the Northern Access Islington Hub coming up.
<ul style="list-style-type: none"> The Access Islington Hubs are to be pioneering flagship sites for community early help support and to be a shared, dynamic, workspaces for a range of services to deliver integrated, joined up support in one place across 7 domains of support: Housing, debt, mental health etc. 	<ul style="list-style-type: none"> ✓ Demand and Reach of the Access Islington Hubs: Up to 41,000 resident visits so far. ✓ Hubs delivered through the hubs across 7 domains of support and moved from transactional based support to strong delivery of strength based delivery – all staff team trained in Motivational, Trauma informed skills and Early Help practice.
<ul style="list-style-type: none"> Reduce the several touch points residents need to access before they get to the support they need – by creating seamless front doors into the right support, right time, and right place. These flagship hubs will be considered as local assets within the community that provide 'networks of support' underpinned by a 'no wrong front door' model. 	<ul style="list-style-type: none"> ✓ A new case management tool is in operation across the Resident experience programme and this will be aligned with a creation of an agile Access Islington Case Management system. ✓ The Hubs are underpinned by a robust performance and impact framework and a strength - based trauma informed model.
<ul style="list-style-type: none"> Co-location between our LBI staff, VCS and Health to join up to deliver high quality services to residents that aims to deliver a multifaceted early help offer based in the community that catches problems before they escalate further 	<ul style="list-style-type: none"> ✓ There is a strong relationship developing around an offer for Health and VCS via Hubs. ✓ Northern Hub Development – successfully secured two excellent locations for delivery for Manor Garden Hub. This hub is delivered in partnership with Manor Gardens Trust and will operate with leasing arrangements & received all planning consents to proceed with the mobilisation and refit New Outreach Bilingual Service agreed and is expected to go live in July 2024 delivering 900 hours of support to residents
<ul style="list-style-type: none"> Design and develop Connector model integrated into the Hub offer which enables trained staff to spend more time with residents, coordinating and signposting into early help and support 	

What we have done (outputs)?	Progress to date	Realised by
<ul style="list-style-type: none"> • Create a flexible one stop shop inclusive menu of services under one roof that has the capability to support all residents living in Islington– reducing multiple touchpoints, multiple professionals and multiple locations for the resident to travel to and from 	<p>We successfully developed a menu support offer and timetables across 7 domains of support that is launched and operational for the Access Islington Hubs in South and Central localities.</p>	<p>September 2023</p>
<ul style="list-style-type: none"> • Repurpose, design and modernise three buildings across Islington to create modern, dynamic community hub spaces and co working spaces for a range of services to deliver services and work from -To bring to life, create and design three Access Islington hubs providing support to communities across localities 	<p>We successfully launched the Access Islington Hub to a Partnership Launch on 13th September – both Hubs are operational and open to residents – so far we have 12 diff services under SLA with the Hubs and reached up to 41,000 resident visits to the hubs</p>	<p>September 2023 – we launched Hubs in South and Central</p>
<ul style="list-style-type: none"> • Incorporate the learning form the 6,000 survey across Islington to understand what residents need and what is important them in terms of accessing early help and support- Create hub environments that support residents to connect with other residents to reduce social isolation and social exclusion. 	<p>We created a menu of services of local residents to access across 7 domains of support – service delivery is underpinned by service level agreements – the service offer for residents is live from Sept 2023 and should be accessible on the LBI website.</p>	<p>The Access Islington un menu is live</p>
<ul style="list-style-type: none"> • Creating a tailored, bespoke, person centred approach and model - Training up Access Islington Staff who will operationally run the hubs in a new way of working; 	<p>We successfully trained up all Access Islington Hub staff – we commissioned Interface to deliver Early Help Skills, Trauma informed and Motivational Interviewing practice.</p>	<p>May 2023</p>
<ul style="list-style-type: none"> • Develop a new innovative Connector session model, which enables dedicated staff to spend more time with the resident, coordinate packages of support, sign post into right support and enables for proactive follow up – underpinned by an intensive programme of training and practice development to bring this type of way of working to fruition 	<p>The Connector model has been successful so far, seeing up to 926 residents meaning we can support residents effectively with more complex needs – the next phase is to do some more detailed mapping required around need and demand</p>	<p>Ongoing development</p>
<ul style="list-style-type: none"> • To work closely with Housing to develop a coordinated and joined up early help and support offer for a range of housing issues for local residents 	<p>Good productive working relationship with housing, swift, efficiency and effective support to local residents</p>	<p>September 2023</p>
<ul style="list-style-type: none"> • To design, develop and implement the New Access Islington Northern Hub • Repurpose, refit and modernise two locations and expansive spaces for the Hub & to design and deliver new Northern Hub service offer across 7 domains • Recognising the complexity of need in North, we will roll out a Bilingual outreach mentoring and coaching service 	<p>Renovation and refit works due to start Hub expected opening in July 2024 New SLA offer & pathways designed in partnership with services</p>	<p>July 2024</p>
<ul style="list-style-type: none"> • Develop an integrated and joined up service offer with the VCS and Health ensuring we are able to deliver an expanded offer of support to residents 	<p>Good progress with expanding a dedicated offer for VCS and Health services in the Hub.</p>	<p>Ongoing development</p>
<ul style="list-style-type: none"> • Reengineer our case management systems to ensure we are able to track and monitor demand, outcomes and impact as well as utilised predictive data analytics 	<p>This is being delivered as part of the Resident Experience programme.</p>	<p>Ongoing as part of resident experience programme</p>

2. Young Black Men & Mental Health

Legacy in 2 years (2026)
 Pioneer system change through radical innovation and transformation in embedding cultural competent practice across the partnership system
 Create a blueprint for innovation in tackling mental health inequalities
 Define a pioneering blue print for co production with racially minoritised communities
 |Creating 100 System Change champions

Name of Transformation Programme: Young Black Men & Mental Health Programme
Start date for project: June 2021/ Expected end Date: April 2026 | Target population: 5,334 | Wards: All Wards

What is the problem we are trying to solve?
There are multiple risks impacting upon the life chances and the aspirations of young black men

- High numbers of young black men entering second level care and in patient psychiatric hospitals | Disproportionate exclusions from school – four times more likely to be excluded from school | Strong correlation between Exclusions & criminal justice system | Lack of positive role models in Community Mental Health & Education settings | 17 times more likely to be diagnosed with psychotic disorders | Lack of flexible early help and mental health support for young black men

Vision: The young black men and mental health programme is an externally funded programme designed to develop and deliver a pioneering multifaceted innovative service offer for young black men in Islington to tackle mental health inequalities and to improve outcomes and aspirations with the aim to reduce the number of young black men entering secondary level care and in patient psychiatric admissions.

- Pioneering an innovative and progressive blueprint for tackling mental health inequalities that can be scaled and adapted elsewhere with other racially minoritised groups in Islington and in other LA's | Creating a Value for Money and Invest to Save model that leads to long term reduction costs in demand and spend for Adult Mental Health Services, Criminal Justice service costings

Transformation aims & objectives: -	Progress update
Develop a multifaceted service offer and model for young black men aged 13-25 that provides early intervention and prevention support that identifies mental health needs early and provides wrap around holistic support – flexible therapeutic and youth work interventions	Excellent progress across all four pillars -BAM as a programme of early intervention and prevention support is successfully embedded and implemented into three Secondary schools in Islington – The BAM programme is operated and delivered by three BAM psychologists who work full time in each school setting delivering group BAM Programmes – each BAM psychologist is fully integrated into the school community and operates as part of the inclusion team and works closely with the pastoral staff and teaching faculties.
Embed an early intervention, empowering model of support for young black men in Educational settings – through an evidence- based BAM programme designed to deliver targeted interventions over two years – providing a combination of 1.1 mentoring and weekly group ‘BAM circle groups’	<ul style="list-style-type: none"> ✓ We successfully recruited three BAM psychologists who are reflective of the community – a strong feedback and insight occurring from the research with young black men on what would make a difference to them ✓ We currently are running 17 BAM groups across three secondary schools in Islington and there are currently 178 young men enrolled on to the two year BAM programme in Islington
Design and deliver an innovative, flexible therapeutic and accessible service led by a dynamic team of highly trained practitioners & clinical psychologists providing trauma informed coaching support and interventions for young black men at risk of serious of youth violence and impacted by complex mental health. The service will be tailored to provide a flexible engagement therapeutic approach and methodology in providing support and meeting young black men at whatever stages they are in their lives.	<ul style="list-style-type: none"> ✓ We successfully designed and developed the Elevate Intervention service and all the team is fully recruited to: including a Head of service, clinical psychologist and practitioners ✓ The Elevate team went live as a new team and service in July 2023 and has had great success in engaging a range of services from youth provision– The team undertook a in depth relationship engagement work with different services to increase referrals into team.
Ensure young black men are at the heart of designing the solutions, through providing a programme of engagement through workshops and sessions to work with 50 young black men to co design and develop the blue print for the programme.	<ul style="list-style-type: none"> ✓ The Elevate team are currently working with 60 young men in Islington– Each Elevate practitioner is assigned a case load of young men they work with ✓ The Elevate team has achieved excellent progress since its launch and has had a 98% engagement rate its been highly successful in engaging young men in support and in therapeutic interventions.
Deliver system change through a Cultural Competency Training programme to train up to 1,000 professionals from different sectors; Create 100 System Change Champions; train up to 500 metropolitan police officers; Deliver catalyst for change forums and action learning sets	<ul style="list-style-type: none"> ✓ We successfully launched the System Change training programme in September 2023 ✓ We successfully launched the System Change Champion Programme
Train up Barbers to become Community Mental Health Ambassadors	<ul style="list-style-type: none"> ✓ We co produced a hero young black men and mental health short film

Impact from the delivery of the YBMH programme	Impact Progress to date May 2024	How we will measure impact?	Realised by
Reduction in the numbers of young black men entering into in patient psychiatric hospitals	This is a long term aim and aspiration of the programme (as per the originating bid it was vital to be proportionate about realistic tangible outcomes)	This is a long term aim and is set as a 5 year outcome to see a reduction –in inpatient / psychiatric admissions and secondary level care admissions.	Long term aim 5 years
Improved engagement with community mental health services	Currently we have a 98% engagement rate with the Community Elevate therapeutic service – excellent progress for the service and working with 60 young black men	Through data analytics in analysing the number of sessions YP attend and collating percentage to the service	September 2024 – we will continue to monitor engagement with service
Training up to 800 – 1000 in Cultural Competency Training	So far we have trained up to 700- professionals in Cultural Competency we expect to meet the target of 1,000 professionals by Dec 2024 - hit 60% of training target	Data tracking analysis - we collate through attendance registers the numbers of attendees across all training	Dec 2024– we aim to achieve 1,000 professionals trained up in Cultural Competency
Create 50 system change champions in year 1 and 50 system champions in year 2 = 100 System Change Champions by Sept. 2025	We have made excellent progress against this impact target – we have so far identified and trained up 50 System Change Champions. We expect to have 100 System Change champions by Sept 2025.	Data tracking analysis to determine the numbers of system champions enrolled on programme	September 2025 – we expect to have 100 system Change champions and 12% trained in train the trainer
Improved health and wellbeing, reduced violence, better educational outcomes	- Individual impact case studies suggest improvement in wellbeing, and reducing serious youth violence – we will produce holistic YP profiles in a detailed impact report.	updated health deck – baseline of engagement with health and wellbeing services, incidences of violence, educational outcomes	2-5 years – long term aim.
Reduction in school based exclusions at a school level across the three BAM host schools	We have seen a significant reduction in schools based exclusions across the three BAM secondary schools. We did a 5 year trajectory analysis of exclusions per school from 2018/19 to now across three schools and exclusion rates are lowest in this year.	We undertook a baseline of exclusion rates across each school in 2021 and compared exclusion rates to 2024.	Ongoing target. We will measure on termly basis
We aim to target 160 young men being engaged and participating in BAM programme	We are superseding this target. We currently have 178 pupils participating in the BAM programme . There are 17 BAM groups running across 3 Secondary schools.	School based level data we report quarterly on engagement, attendance to the programme No. of YP enrolled at each school	Target met in April 2024.
We aim to target 50 young people with complex mental health to receive support and intervention from the elevate team	There are currently 60 young men open and receiving support and intervention from the Elevate Team.	The numbers of YP referred into service The numbers of YP attending sessions % of young people attending sessions each quarter	Target met in Feb 2024.
Train Barbers to become mental health ambassadors through MHFA training	So far we have trained up to 5 barbershops and we have a plan in place to scale up to 25 barbers across Islington and boarders	This will be measured by no of barbers trained and enrolled on to programme	By December 2024

Next steps, future sustainability and continued impact for the programme – next 12 months

Sustainability Options	What we will do?	Expected by:
<ul style="list-style-type: none"> Development of sustainability strategy and plan for future Sustainability options paper to go to CMT in July 2024 to explore future funding opportunities and options for sustaining its delivery. 	<p>Paper to be presented to the YBMH board in June and then paper to be presented at CMT for discussion of next steps</p>	<p>July 2024</p>
<ul style="list-style-type: none"> Early engagement sustainability meetings with schools to discuss future funding sustainability options re: BAM in schools. 	<p>Meetings to be arranged with BAM schools to discussion future sustainability funding and options for long term delivery of BAM</p>	<p>July 2024</p>
<ul style="list-style-type: none"> Terms of reference drafted for impact evaluation and to commission university to undertake it. Evaluation to assess its effectiveness and impact Performance reporting on how the programme has secured impact and achieved macro & micro outcomes linked to mental health, exclusions, serious youth violence etc. 	<p>Commission University Evaluation Partner –undergoing the necessary approvals with design of evaluation and length of time to be determined through impact evaluation specification. Present at YBMH board.</p>	<p>April 2025</p>
<ul style="list-style-type: none"> As part of the evaluation we will undertake an in depth detailed mapping of the CBA (Cost Benefit analysis) in relation to: Impact of reducing Demand into secondary level care and Psychiatric Hospital Admissions (Long term outcome); Reducing school based exclusions and the impact reductions in custodial sentencing and serious youth violence. 	<p>This will be completed by the external evaluator providing an impact evaluation of the programme</p>	<p>April 2025</p>
<ul style="list-style-type: none"> This specific CBA assessment will feed into a business case to support sustaining the programme delivery in future. The CBA will be utilised for external funders. LBI and schools to see it as a 'Invest to Save' service provision and operate as a baseline of evidence of impact and outcomes and will construct specific case studies that identify how the programme is value for money in both reducing demand, improving outcomes, reducing exclusions and long term criminal justice and health costs 	<p>A CBA assessment will operate as part of the long term evaluation of the programme but will also create value for money assumptions based on data for the programme.</p>	<p>April 2025</p>
<ul style="list-style-type: none"> Meetings with MH foundation and VRU Home office to discuss sustainability options and intended long term aims of funding the programmes - will form part of sustainability options paper 	<p>Agree sustainability options with schools regarding BAM future delivery.</p>	<p>July 2024</p>
<ul style="list-style-type: none"> Scale up the Barbers programme 	<p>Plan and strategy in place – appointed a GP fellow to take this forward.</p>	<p>September 2024</p>

3. Somali Community Plan

Legacy -Sustainable blueprint for anti-racist engagement and co-production that can be adapted and adopted for other racially minoritized and marginalised groups
 Leading a transformation programme through a public health and trauma informed response to rebuild, restore trust and design a tangible service offer and services for the Somali Community.

Name of Transformation Programme: Somali Community Strategy and plan

Start date for project: 8th January 2024 -End Date: April 2025 | Target population: 5,334 | Wards: Finsbury Park, Tollington, Arsenal

What is the problem we are trying to solve?

There are 5,334 Somali residents living in Islington, with the third highest population in the UK in Islington

- Two tragic murders in the community, growing youth violence and safety concerns and insufficient Council response |The Somali community in Islington have experienced some poor outcomes across Housing, Education and Health |Mistrust in the Council and frustration at lack of tangible outcomes or cohesive offer despite years of engagement – engagement is not systemic and no sustained action **Vision** -To create a tailored and bespoke offer that enables the Somali community to thrive in Islington and achieve the best possible outcomes

Transformation aims & objectives: -

Progress update on transformation objectives

- Design and develop systematic, integrated, community-led programme of interventions for the Somali Community
- Understanding the needs of community:** Create an up to date and single view of the demography profile of Somali Community in Islington to ensure we understand community need, where there are gaps and opportunities for future commissioning of services
- Central Community based support** - The North Hub will provide a safe place & a source of one stop support to Somali Community across 7 domains of support in: Food, Employment, Debt, Mental Health, Housing and a dedicated bilingual outreach service of Mentors and Coaches to support & access services in the Hub
- Somali Youth Offer** - To work with Galbur (a youth provider) to design and implement a coordinated sustainable youth offer for Somali young people that supports aspirations, better outcomes and reduces serious youth violence (currently Galbur was commissioned for one 10 week block and our aim is to ensure we have in place a sustainable youth offer, that includes outreach on estates positive youth activities etc)
- Somali Youth Internships (Employment)** -Create and implement a dedicated Somali Ambassador programme providing a range of Somali Apprenticeships to support the younger generation with opportunities to develop skills and future employment and education opportunities. We are aiming to deliver on a number of Somali Youth Internships in diff. fields.
- Somali Parenting support** - Scaling up our current Parent Champion Programme – to Train up Somali Parent Champions to support other parents with help and early help support
- Outreach youth offer support – work in partnership with Arsenal Community Hub, LBI and Galbur** reducing serious youth violence -Design and develop an Outreach youth offer based on estates to ensure we are providing proactive outreach support for young people to reduce serious youth violence
- Deliver a series of Community Led Community Consultation sessions to deep dive into what needs to be different: Safety, for Women and Girls, Education, Health, Serious Youth Violence – this will include separate sessions with Young Somali men and women
- Mental Health Support** - We will train up North African Barbers to become Mental Health Ambassadors
- Accessible Service Offer Guide -We will create a dedicated Service pack

- ✓ **A comprehensive demographic analysis of the Somali community**
- ✓ **Mapping of Islington services for specific needs of the Somali community, Early design of thematic engagement with the Somali Community** structured around the following areas: Education and Employment, Women and Girls, Mental Health and Wellbeing, Community Safety etc.
- ✓ **Successfully secured Community leaders to operate in a consultative capacity and be instrumental in designing and facilitating the engagement programme with the Somali Community. Sign off from Chief Exec & CMT**
- ✓ Refreshed Somali Taskforce in place
- ✓ Event planning underway including join-up with Housing event on 18th May and Employment event in June
- ✓ Meeting set up to agree strategic join-up with community safety team
- ✓ Galbur have been commissioned to provide us with an evaluation of their 10 week programme for young people, proposed next steps and a plan for sustainability
- ✓ Scoping with Galbur and Arsenal Community Org a long term sustainable youth offer to reduce serious youth violence
- ✓ Somali Ambassador programme being developed.

Impact, outcomes & expected milestones over 12 months

Output	Date	What are the Outcomes we are expecting to achieve?
<ul style="list-style-type: none"> • North Hub Support offer for the Somali Community - Create a safe space for Somali Community to access community early help support through the implementation of the Access Islington Hub at Manor Gardens in the North part of the borough. The new Access Islington North hub will provide the community with clear accessible pathways, will provide a menu of support across 7 domains of support. The North Hub will develop specific pathways and information for Somali Community to access it. 	<p>July 2024</p>	<ul style="list-style-type: none"> • Support is joined-up and accessible for Islington’s Somali residents, in a simple and clear way • A central place in the Community to access a wide range of services and support
<ul style="list-style-type: none"> • Somali Community Service Offer - Develop as part of the Service offer for the Access Islington Hub a new innovative Bilingual service that will provide information, advice, advocacy and outreach services to Somali speaking community and help to support and connect Somali residents to access community health care services, housing education opportunities • Somali Service Offer – we will develop an easy access Service guide for all existing services in the Community to support Somali Community with clear referral pathways etc. 	<p>July 2024</p> <p>July 2024</p>	<ul style="list-style-type: none"> • Somali community in Islington to understand the services available to them and opportunities to influence • Direct outreach coaching and mentoring support
<ul style="list-style-type: none"> • Somali Youth Offer - We will work closely with Galbur organisation in providing a Somali bespoke and tailored suite of interventions that provide youth work interventions for young people • Sustainable Somali youth offer to provide a series of interventions and activities • Outreach Youth Offer –work with Arsenal Community centre & Galbur to develop and scale a place-based youth offer including dedicated outreach Youth workers across estates to reduce serious youth violence and improve relationships across estates in Islington 	<p>Sept 2024</p>	<ul style="list-style-type: none"> • Increase aspirations, outcomes and reduce serious youth violence • A sustainable youth offer in Islington is in place for Somali young people – that has long term delivery opportunities
<ul style="list-style-type: none"> • Community Led Somali Community Consultations -- Roll out a community engagement programme – led and facilitated to the Community by a dedicated group of Community Leaders that provides thematic consultation sessions in community spaces – across themed areas in: Safety, Education, Employment, Housing, Health etc. 	<p>July 2024</p>	<ul style="list-style-type: none"> • Understanding what the community wants to be different & how through Community led consultation to frame priorities.
<ul style="list-style-type: none"> • Somali Youth Internships to support opportunities into Employment -Launch a new Community Ambassador programme specifically for the Somali youth to engage in opportunities to enrol on Internships that will create opportunities to enhance, learn new skills as well as future employment opportunities. • Somali Public Health response - Develop a Public Health offer for the Somali Community that includes Healthy eating and nutrition, positive support on drug and alcohol 	<p>September 2024</p>	<ul style="list-style-type: none"> • Supporting young people into employment opportunities • Build trust with the Somali community and create integrated support for specific needs
<ul style="list-style-type: none"> • Somali Health Offer - Scope and map out with Camden and Islington NHS trust and Primary care services a trauma informed response and health offer for the Somali Community, in relation to Mental Health, ADHD, Autism Support Scope and map out North African Barbers to train up as Community Mental Health Ambassadors - as part of Somali Community Health Offer 	<p>December 2024</p>	<ul style="list-style-type: none"> • To provide a coordinated Health offer for the Somali Community
<ul style="list-style-type: none"> • Training up Somali Parent Champions to support other parents in need 	<p>Sept 2024</p>	<ul style="list-style-type: none"> • Support parents to support young people and each other

Impact and KPIs

- **Please note:** we have developed a theory of change logic model which will articulate the outcomes and impact we want to achieve. We will test them out with Community Leaders to ensure we are aligning what we want to achieve with the right impact and outcomes * therefore the impact and outcomes below may change.
- We will publish a progress report in Dec 2024 articulating achievement across the below outcomes

Impact expected to achieve:	How we will measure impact?	Realised by
Attendance at thematic engagement and codesign sessions – collate numbers of attendees at each session	Collate numbers of attendees at each session to determine reach of the community consultation and its impact	October 2024
We have a cohort of young people who are connected and enrolled on to Apprenticeships as part of the Ambassador programme	No of yp enrolled on Internships.	Dec 2024
Improved relationships and trust in Islington Council and its ability to serve the needs of the Somali community	Baseline comparative survey and report to analyse trajectory of improvement at baseline compared to now	TBA – meeting with Community leaders to test out
Somali people in Islington feel like their voices are heard and acted upon	Baseline comparative survey and report	TBA – meeting with Community leaders to test out
Improved health and wellbeing, reduced violence, better educational outcomes	updated health deck – baseline of engagement with health and wellbeing services, incidences of violence, educational outcomes	TBA – meeting with Community Leaders to test out
Number of Parent Champions trained up across Islington	Numbers of parent champions trained	By Sept 2024
A sustainable youth offer in place that targets the right number of young people and provides a suite of interventions that support the reduction of serious youth violence	A sustained commissioned youth services, with a clear specification of needs and outcomes	By Sept - December 2024
Access to services in the North Hub	qualitative case studies from bilingual mentors, Northern hub service use and other VCOs % uptake by Somali residents	By December 2024

4. SEND – Progression to Adulthood

Legacy
Sustainable and efficient service model to meet the future needs of Islington’s young people
Improve transition outcomes for YP, reduce demand and create savings in the long term

Name of Transformation Programme: SEND Progression to Adulthood
Start date for project: 8th January 2024/ End Date: July 2025 | Target population: 24,000 | Wards: All Wards

What is the problem we are trying to solve?

- Increasing level of demand - the number of Islington resident children with an Education Health & Care Plan has increased by 74% since 2016 in Islington
- Increasing complexity of need, which impacts capacity to forecast - Autism is the main area of need at 55% of all children with an EHCP, which represents a 250% increase since 2015. The number of children with Social, Emotional, Mental Health as their main area of need has increased at an average rate of 23% a year since 2016
- Structural challenges including different systems across children’s and adults that inhibit effective communication exchange

What is the purpose of the Transformation programme? -The purpose is to transform and build a resilient PTA system, service, workforce, local offer for parents along with a sustainable demand strategy that provides the opportunity to understand and forecast long term demand and deliver long term value for money and efficiencies.

- To ensure that provision for young people transitioning to adulthood reflects their current aspirations, needs and capabilities, avoiding unnecessary costs from delayed assessments and supporting young people to grow into fulfilling adult lives | Redesign the PTA send transition offer in order to reduce future high spend, high cost packages of residential support and high demand this will in turn will create long term sustainability of delivery, efficiencies and savings for LBI.

Transformation aims & objectives: -	Progress update on transformation objectives
<p>Clear line of sight of YP likely to be eligible for ASC and possible SEND transition demand & costs in the next 12mths – 4 years.</p>	<ul style="list-style-type: none"> ✓ Established 5 Task & Finish groups: Operations; Local Offer; Quality Data & Finance; Health & Wellbeing
<p>Practice that:</p> <ul style="list-style-type: none"> Enables early transition planning to ensure support is coordinated and in place earlier for YP Promotes independence – ensuring YP have access to housing, mental health, employment, education support Reduces reliance on Council support – enables YP to live and thrive independently 	<ul style="list-style-type: none"> ✓ Established governance structures; a Chairs meeting and PtA Strategic Oversight Board ✓ Effective transitions tracker and financial tracker to ensure sight of all SEND young people in Islington and build relationships and transparency between children’s and adults ✓ Pre-assessment screening tool being piloted ✓ QDF T&F first meeting went well, deliverables agreed ✓ Creation of a Demand Management Strategy is underway which will give us information on <ul style="list-style-type: none"> •Number of referrals into one or other of ILDP Transitions Team or PTA over the last 5 years for the Transitions Team and PTA since its existence for you people aged 18 – 25 •Of those referrals how many resulted in a CA assessment in that time •Of those CA assessments how many resulted in a care package •Cost of care packages
<p>Reduce high cost SEND packages and produce more efficient use of resource and care packages that are VfM (Value for Money)</p>	<ul style="list-style-type: none"> ✓ Mapping of current operational service model underway to estimate the current cost of DCT, ILDP Transitions Team & PTA. From this we will benchmark the cost of operating models that will be part of our options analysis
<p>Young people accessing services that are appropriate to their needs.</p>	<ul style="list-style-type: none"> ✓ Investment on 2 SWs recruited in 2023/24 recouped through savings made by reduction in cost of YP care packages
<p>Improved information, advice & guidance for YP and families that enables self-referral into the ‘right’ universal services.</p>	<ul style="list-style-type: none"> ✓ Recruitment of 5 social workers to work through backlog of cases, for 5 months underway
<p>An understanding of how LBI and its partners perform across the 4 PfA outcome areas to monitor performance and inform allocation of resource Redesign a resilient, highly efficient and quality service provision for young people preparing for Adulthood.</p>	<ul style="list-style-type: none"> ✓ Transitions coordinator in post to manage the tracker, tracker meetings and revise ToR

4. What we will achieve in next 12 months?

Output – what will be in place?	Date	Outcomes
<ul style="list-style-type: none"> Tracker of YP aged 14 – 25 known across CS including: Primary need; Services known to ; Educational setting ; Current cost 	April 2024	Clear line of sight of YP likely to be eligible for ASC and possible costs in the next 12mths – 4 years.
<ul style="list-style-type: none"> Monthly operational meetings to ‘track’ referral and allocation between Children Social Care and Adult Social Care 	April 2024	Clear line of sight of YP likely to be eligible for ASC and possible costs in the next 12mths – 4 years.
<ul style="list-style-type: none"> Pre assessment / screening tool for YP likely to make the transition and means we early identify YP who will require ASC support. 	May 2024	Enables early transition planning; more efficient use of resource and ensure the right packages of support
<p>Demand management Strategy that:</p> <ul style="list-style-type: none"> Ensures placement costs are shared between CS and ASC Track incoming demand for SEND transition Track and monitor costs and spend 	May 2024	Clear line of sight of YP likely to be eligible for ASC and possible costs in the next 12mths – 4 years. Enables to predict future demand and offset with mitigation action as well as achieve efficiencies and savings.
<ul style="list-style-type: none"> Head negotiator for CS to lead on use of Care Cubed (dev of BC) 	June 2024	More efficient use of resource and care packages that are VfM (Value for Money)
<ul style="list-style-type: none"> Consistent DP processes across CS and ASC – scoping stage 	June 2024	More efficient use of resource and care packages that are VfM (Value for Money)
<ul style="list-style-type: none"> Consistent brokerage processes across CS and ASC – scoping stage 	July 2024	More efficient use of resource and care packages that are VfM
<ul style="list-style-type: none"> Update Local SEND Offer to ensure content includes info, advice & guidance on what parents can, expect from whom and when to help navigate systems 	May 2024	Improved information, advice & guidance for YP and families that enables self-referral into the ‘right’ universal services.
<ul style="list-style-type: none"> Rollout of CHC training amongst CR and ASC SWs 	June 2024	Young people accessing services that are appropriate to their needs.
<ul style="list-style-type: none"> Develop a refreshed progression to Adulthood service 	June 2024	Ensure a more joined up and coordinated service offer for YP in transition & more efficient use of resource
<ul style="list-style-type: none"> Data dashboard (to be developed) including number of CYP whose CA assessments are completed by their 18th birthday; capturing cost reduction / cost avoidance; including % of AHCs, % of Health Checks for CIA 	Oct 2024	Understanding of how LBI and its partners perform across the 4 PfA outcome areas to monitor performance and inform allocation of resource

Page 18

Impact and KPIs

A key deliverable to be realised by October 2024 is to create a data dashboard with performance data including number of CYP whose CA assessments are completed by their 18th birthday; capturing cost reduction / cost avoidance; including % of AHCs, % of Health Checks for CLA

Impact from the transformation programme	Impact Progress to date May 2024	How we will measure impact?	Realised by
% care act assessments prior to 18th birthdays	Current mapping underway	Care Act assessment comparative analysis	April 2025
% Care act assessment within 45 days from commencement	Current mapping underway	Care act assessment timeliness completion timescales analysis	Dec 2024
To achieve cost reduction / cost avoidance	Indicative (tbc) savings from last three Care Act Assessments of £250, £1582 and £2184 per week £550k cost avoidance in previous financial year	This is not savings for the programme but indicative of the cost avoidance to be made by earlier completion of Care Act Assessments	April 2025 (EOFY)
% of AHCs	Current mapping underway	AHC analysis since 2020 analysis	April 2025
% of Health Checks for CLA	Current mapping underway	CLA health checks since 2020 analysis	April 2025

Page 9

Financial Savings/ Efficiencies Targets	How will we determine savings and efficiencies?	How will this be measured?	Expected Savings by
We have successfully made the 115k/ year over 2 years predicted by an invest to save business case for two additional social workers to complete Care Act Assessments 230k	By enabling ASC to complete Care Act Assessments earlier we will make savings for every week a young person is on Care Act support rather than Children's	The additional savings made by facilitating earlier completion of Care Act Assessments	Already achieved savings target.
Indicative (tbc) savings from last three Care Act Assessments of £250, £1582 and £2184 per week £550k cost avoidance in previous financial year	Our Demand Management Strategy will enable us to forecast spending and commissioning needs, leading to more effective use of resource	We will use a monitoring tool that enables us to forecast spend, track packages of support etc. This will enable us to predict savings year on year.	April 2025 (EOFY)

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