



**Resources Department
Town Hall, Upper Street, London, N1 2UD**

AGENDA FOR THE ENVIRONMENT AND REGENERATION SCRUTINY COMMITTEE

Members of the Environment and Regeneration Scrutiny Committee are summoned to a meeting, which will be held in Council Chamber, Town Hall, Upper Street, N1 2UD - Islington Town Hall on **12 October 2021 at 7.30 pm.**

Enquiries to : Ola Adeoye
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Despatched : 4 October 2021

Membership

Councillor Tricia Clarke (Chair)
Councillor Gary Heather (Vice-Chair)
Councillor Santiago Bell-Bradford
Councillor Clare Jeapes
Councillor Roulin Khondoker
Councillor Gulcin Ozdemir
Councillor Caroline Russell
Councillor Kadeema Woodbyrne
Councillor Angelo Weekes

Substitute Members

Councillor Sara Hyde
Councillor Anjna Khurana
Councillor Dave Poyser
Councillor Toby North
Councillor John Woolf

Quorum is 4 members of the Committee



A. Formal Matters	Pages
1. Apologies for Absence	
2. Declarations of Substitute Members	
3. Declarations of Interest	

If you have a **Disclosable Pecuniary Interest*** in an item of business:

- if it is not yet on the council's register, you **must** declare both the existence and details of it at the start of the meeting or when it becomes apparent;
- you may **choose** to declare a Disclosable Pecuniary Interest that is already in the register in the interests of openness and transparency.

In both the above cases, you **must** leave the room without participating in discussion of the item.

If you have a **personal** interest in an item of business **and** you intend to speak or vote on the item you **must** declare both the existence and details of it at the start of the meeting or when it becomes apparent but you **may** participate in the discussion and vote on the item.

- *(a) **Employment, etc** - Any employment, office, trade, profession or vocation carried on for profit or gain.
- (b) **Sponsorship** - Any payment or other financial benefit in respect of your expenses in carrying out duties as a member, or of your election; including from a trade union.
- (c) **Contracts** - Any current contract for goods, services or works, between you or your partner (or a body in which one of you has a beneficial interest) and the council.
- (d) **Land** - Any beneficial interest in land which is within the council's area.
- (e) **Licences** - Any licence to occupy land in the council's area for a month or longer.
- (f) **Corporate tenancies** - Any tenancy between the council and a body in which you or your partner have a beneficial interest.
- (g) **Securities** - Any beneficial interest in securities of a body which has a place of business or land in the council's area, if the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body or of any one class of its issued share capital.

This applies to **all** members present at the meeting.

4. Minutes of Previous Meeting	1 - 10
5. Chair's Report	
6. Order of Business	

7. Public Questions

For members of the public to ask questions relating to any subject on the meeting agenda under Procedure Rule 70.5. Alternatively, the Chair may opt to accept questions from the public during the discussion on each agenda item.

B. Items for Decision/Discussion	Pages
1. Annual Report of the Executive Member for Inclusive Economy and Jobs 2020/2021	11 - 54
2. Net Zero Carbon Programme - Natural Environment	55 - 64
3. Future Parks Accelerator - Parks for Health Update	65 - 94
4. Employment and Skills Quarter 1 Performance Report 2021/2022	95 - 110
5. Work Programme 2021/2022	111 - 112

C. Urgent non-exempt items (if any)

Any non-exempt items which the Chair agrees should be considered urgent by reason of special circumstances. The reasons for urgency will be agreed by the Chair and recorded in the minutes.

D. Exclusion of press and public

To consider whether, in view of the nature of the remaining items on the agenda, it is likely to involve the disclosure of exempt or confidential information within the terms of the Access to Information Procedure Rules in the Constitution and, if so, whether to exclude the press and public during discussion thereof.

E. Confidential/exempt items **Pages**

F. Urgent exempt items (if any)

Any exempt items which the Chair agrees should be considered urgently by reason of special circumstances. The reasons for urgency will be agreed by the Chair and recorded in the minutes.

The next meeting of the Environment and Regeneration Scrutiny Committee will be on 30
November 2021

London Borough of Islington

Environment and Regeneration Scrutiny Committee - 14 September 2021

Minutes of the meeting of the Environment and Regeneration Scrutiny Committee held at Town Hall on 14 September 2021 at 7.30 pm.

Present: **Councillors:** Clarke (Chair), Heather (Vice-Chair), Bell-Bradford, Jeapes, Khondoker, Russell and Weekes

Councillor Tricia Clarke in the Chair

481 APOLOGIES FOR ABSENCE (Item 1)

Councillor Clarke welcomed everyone to the meeting. Members of the Committee and officers introduced themselves.

482 DECLARATIONS OF SUBSTITUTE MEMBERS (Item 2)

There were no declarations of substitute members.

483 DECLARATIONS OF INTEREST (Item 3)

There were no declarations of interest.

484 MINUTES OF PREVIOUS MEETING (Item 4)

RESOLVED:

That the minutes of the meeting held on 15 July 2021 be confirmed as an accurate record of proceedings and the Chair be authorised to sign them.

485 CHAIR'S REPORT (Item 5)

The Chair informed the meeting that Cathy Cook of Re London will be attending the informal working group meeting on Thursday 16 September which will be considering how the Council handles and manages waste and recycling.

486 ORDER OF BUSINESS (Item 6)

The order of business would be as per the agenda.

487 PUBLIC QUESTIONS (Item 7)

None

488 SCRUTINY REVIEW: NET ZERO CARBON PROGRAMME - BUILDINGS (COMMERCIAL AND INFRASTRUCTURE) (Item B1)

Matt West, Director of Housing Services and James Wilson, Energy Sustainability and Consulting Manager gave a presentation, with the following points highlighted:

Priority is to reduce carbon emissions from commercial, industrial and public sector buildings, which consist of 158,822tonnes from electricity (54%) 124,080tonnes from gas (42%), 9,892tonnes from 'other' fuels (3%) 166tonnes from large industrial installations and agriculture (0.06%)

Presently 33% of borough emissions emanate from commercial buildings, 7% from public sector buildings and 6% from industrial buildings.

It was noted that emissions from gas in commercial buildings is one of the few areas where there has been no emission reduction since 2005, in fact it has noticeably increased by 4%.

With regards to Council owned buildings, reduction in carbon emissions will be achieved by replacing gas heating with zero carbon alternatives, maximise energy efficiency of buildings through insulation and retrofit, maximise on-site renewables and purchase where possible any remaining electricity needs from renewable sources

In the case of reducing carbon emissions from other commercial/industrial/public sector buildings, the Council will not only continue to raise awareness of the need for businesses to make changes as climate change is a big issue, but encourage local organisations to act and provide support for local organisations to act.

The Council have identified buildings in scope for feasibility studies—all non-Housing and non-school sites, developed a specification for feasibility studies to assess buildings. The Council will be identifying the most cost-effective zero carbon heating system to replace gas boilers, including possible connection to or creation of new district heating networks.

Other proposed measure will include identifying and introducing energy efficiency improvements, such as insulation, glazing, heating controls, lighting upgrades, passive cooling measures.

Members were advised of Council's unsuccessful application for a grant from the Low Carbon Skills Fund which would have enabled the Council carry out the feasibility studies to produce a Heat Decarbonisation Plan for 57 corporate buildings with gas heating.

Over the next 12 months, meeting was advised that the Council will procure and complete the feasibility studies, prioritise buildings for work and create a retrofit programme. It will also identify and try and secure funding to start delivery

With regards schools, the officer advised that so far the Council has successfully applied to the Low Carbon Skills Fund (Nov 2020) for project development funding for pilot feasibility studies at three schools (Beacon High, Drayton Park Primary, New River College), this will provide funding to decarbonise buildings as it becomes available.

In addition, the Council recently applied to the Low Carbon Skills Fund to carry out feasibility studies on 20 additional schools, however this was unsuccessful due to an oversubscription of the fund, but there is another opportunity to apply on 13 September. A Schools page is being planned for net zero information website with ideas for teachers and students

In terms of commercial and industrial buildings, the Council has launched the Energising Small Business Fund, offering grants to small businesses for energy efficiency improvements. In addition the Islington Community Energy Fund, will offers grants to organisation for innovative energy projects, which include energy efficiency measures for buildings.

Council continues to promote the Solar Together scheme to encourage small businesses to install solar PV and it continues to support the Islington Sustainable Energy Partnership (ISEP), which brings together organisations in the borough that are interested in sustainability.

With regards to Residential Homes, Commercial and Industrial buildings, the officer advised that in September the Council will start a business audit scheme for small businesses, launch a new net zero information website in November with a section dedicated to businesses, which his will include information on what organisations can do and how they can do it.

In November, the Council aims to get organisations to pledge action using a pledge tool being developed for the net zero website, refocus ISEP to the net zero agenda and make it more targeted towards smaller businesses.

On whether ventilation measures were being considered as one of the proposed energy improvement efficiency improvements, the Director of Housing Property Services, acknowledged that this is taken into consideration in all the council's new build right from conception and not as an afterthought.

Meeting was advised that staff have a role to play in ensuring the Council meets it's carbon emissions target, that the Council has a staff communication plan, that training modules have been developed which will be delivered via e training and the Council will be appointing recycling champions amongst staff to help promote the council's vision 2030

On the question of whether the Council could take advantage of the Solar Togetherness Scheme, meeting was advised that the eligibility criteria was only suitable for small firms and not corporate organisations like the Council.

The Solar Togetherness Scheme is promoted via Newsletters and also a communication plan exist for small firms to apply and that the Council will be using it's tried and tested channels/forums to signpost firms for such schemes

On timescales with regards to the proposed feasibility assessment to be carried on whether council housing stock would be suitable for solar panels, the officer advised that an external consultant is to be commissioned so it will be completed within the year so that the Council can then move onto the next phase.

On what options exists for replacing the heating system at the Council Town Hall, officers advised that no decision had been taken and that any technology employed or introduced will have been tried and tested . Members were also reminded about the importance of the Enable Vehicle 2 Grid 1 trial in the town hall

The Chair thanked Matt West and James Wilson for their presentation

RESOLVED:

The presentation was noted

489 UPDATE - INFORMAL WORKING GROUP (NORTH LONDON HEAT POWER) (Item B2)

The Chair informed the meeting of the outcome of the first informal meeting in July, that it was informative, noting the contributions of the guests Dr Rembrandt and Jeremy Corbyn MP. The Chair welcomed the news that Islington Environment and Regeneration officers have agreed to work with Dr Rembrandt going forward.

Members were reminded that the next meeting of the informal working group is meeting virtually on Thursday September to consider how the council handles its waste and recycling. Members were advised that Cathy Cook of the North London Waste Authority has been invited and that members will be receiving presentations from officers.

490 Q1 PERFORMANCE REPORT (2021/22) - PLACE AND ENVIRONMENT (Item B3)

Councillor Rowena Champion, Executive Member Environment and Transport was present for consideration of this item

During consideration of the report the following main points were raised –

Executive Member welcomed the reduction in road traffic collisions in the last year, which can be attributed to low traffic volumes during periods of lockdown.

In response to a question about street cleaning in and around parked cars on roads, the Corporate Director acknowledged that despite all the gadgetry and technology being provided to the operators, the only effective solution is temporary suspension of parking and road closures which will have to be done by providing residents with sufficient notice

On the issue of weeds on pavements, the Executive acknowledged that although it might have some positive contribution in terms of biodiversity, but they represent a

trip hazard to pedestrians and damage to pavement. The Council is looking at the use of herbicides in addressing weed on pavements.

A member suggested that posters produced by the Council's communication team in parks to discourage littering should be clearer.

On the request for more secure bicycle hangers and electric vehicle charging points, the officer advised that the Council is committed by spring 2022 to provide 400 bicycle hangers and 400 electric charging points.

In response to concerns about a possible future lockdown on GLL's business model and the Council's finances, the Corporate Director informed the meeting that surprisingly with lots of people were working from home GLL's customer's base has shifted to residents especially in the south of borough.

In addition, meeting was advised that according to GLL, business has returned to 70% of its previous level prior to lockdown and the Council is managing the risk effectively.

The Chair reminded the meeting that GLL will be attending the meeting in November.

The Chair thanked the Executive Member for the report

491

EXECUTIVE MEMBER FOR ENVIRONMENT AND TRANSPORT - ANNUAL PERFORMANCE REPORT (Item B4)

Councillor Champion, Executive Member Environment and Transport, and Keith Townsend Corporate Director of Environment and Regeneration were present for discussion of this item

During consideration of the item the following main points were made -

Executive Member noted that despite last year being difficult and challenging for everyone, it has been an opportunity for the Council to galvanise action in areas that may not have happened in previous years such as the LTN's and cycle paths

Meeting were informed of the 7 Low Traffic Neighbourhoods which covers about 23% of the borough, 35 school streets, majority of which were introduced during the Covid period and Pop up cycle lanes which were introduced in conjunction with neighbouring authorities such as Camden and Hackney

Executive Member acknowledged that lot of lessons were learnt during the implementation period and as the Council proceeds into the Consultation period most of which will be fed into any of the scheme that becomes permanent.

Meeting was informed that Bunhill 2 has now been commissioned which is good news in light of council aims of addressing fuel poverty

Council has proceeded with its Net Zero carbon programme and it is progressing well and although its planned engagement with stakeholders was hindered with the pandemic it is good to acknowledge the cross working partnership of all the council services

Members were informed that figures have been put together regarding the retrofitting of homes, acknowledging that although it will be an expensive exercise, the Council recognises its long term impact if not addressed soon

Islington Council acknowledges Cop26, and it will be hosting a climate festival which will be an opportunity to address climate change and its challenges

Executive Member reiterated a recent survey which states that 45 % of young people were experiencing anxiety regarding climate change and was hoping that the governments of all parties will address the young people concerns

Chair welcomed the Council's focus on retrofitting especially in light of the recent news of expected high energy bills and its cost on its residents

Member was concerned that despite Islington Council's efforts in addressing climate change, it is not being reimbursed by central government but being subjected to more cuts

In response to Air quality monitoring and lack of data, the Director for Climate Change informed members that monitoring takes place 6 months prior to the scheme being introduced and 12 months after it is implemented.

With regards the People friendly streets and its impact on boundary roads, the meeting was advised that in terms of traffic displacement, monitoring has not shown so far that there has been any noticeable impact on boundary roads either in terms of traffic volume or emissions.

In response to concerns about too many short journey's still be being carried out by cars, Executive Member acknowledged that some people will still need to use cars even for short journeys, however the Council will keep encouraging residents the benefits of using public transport and walking, introduce traffic reduction measures and putting in place the necessary essential infrastructure to support other means of transport

On the Council's Circular Economy Action plan and the levels of engagement with the various stakeholders, the Corporate Director advised that an internal quality review is ongoing, and that at this stage it is relatively limited in terms of external engagement, that at present it involves the various council services. Members were reminded that Islington is the only authority that is embarking on a circular economy action plan.

With regards the 19% increase in workload in the crematorium and cemetery, the Corporate Director acknowledged the effort and work of the team, that a capacity review was carried out during the pandemic which confirms that there is adequate capacity

Members were reminded that circular economy will be on the agenda for the November meeting

The Committee wanted to acknowledge the environment officers and the team for the remarkable work carried out over the last year especially keeping the services running despite the challenges that arose from the pandemic

The Chair thanked the Executive Member for their report updating the committee on their work over the last year

RESOLVED:

That the report be noted

492 NET ZERO CARBON STRATEGY PROGRESS REPORT (QUARTER 1) (Item B5)

Timi Ashaye, Interim Head of Net Zero Carbon Programme gave a presentation, with the following points highlighted

Meeting was advised that progress against the delivery of commitments in the Net Zero Carbon 2030 strategy will be reported on a quarterly basis not only for members of the Committee to scrutinise but it serves as an opportunity to report progress in a transparent manner and easily accessible to the community and ensures accountability to residents.

In terms of engagement and communications, meeting was advised that there is good progress in developing the requirements for the delivery of the Islington climate change festival which is due to take place in October 2021.

Officer informed members of the Council's Community Municipal Investment (CMI) proposals currently going through approval process, and hoping to launch the CMI on/around COP26 which allows residents to participate and invest in green initiatives via bonds and shares.

In addition, the Council has secured c.£3m of additional programme funding through the carbon offset fund and other external funding to support priority activity, including Green Home Grants Two funding to upgrade homes across the borough (approx £750k)

Council has also implemented the switch to renewable sources for 100% of electricity being used across its corporate buildings and that University of London has completed a first phase report which will assist the Council develop a road

map on how to achieve Net Zero Carbon with its existing housing stock, noting that stage 2 phase is now being developed on this issue.

Members were informed of the good progress on the new local plan with several key milestones achieved as part of the work to draft and adopt the new plan and importantly members were advised that the Council has developed its social value guidance in draft form to include integrating net zero objectives into the awarding of all contracts

On the issue of Transport, officer reminded meeting of the completed trials of seven Low Traffic Neighbourhoods (LTN) , the Enable Vehicle 2 Grid1 (V2G) - Honda supply chain which although severely disrupted by COVID and bi-directional chargers will not be installed until July 2021 before the full 12 month trial is to commence. The project is now expected to be completed by July 2022

A suggestion by a Member to incorporate percentage variances on the bar chart so that it will be easy to enable comparison between quarterly updates was noted Member welcomed the layout of the report, as it is easy to keep track of what is happening and importantly identify the ownership of the different workstreams.

In response to a question on whether officers are taking into consideration going forward the issue with regards to solar panels and conservation areas, the Corporate director acknowledged that in the short term that additional information is being provided via FAQ and new web content, however in the long run possibly next year with the Net Zero Carbon programme, supplementary planning documents will be addressing those issues.

On the issue of Citizens Assembly and public engagement, meeting was advised that scope has not been agreed, however exploratory discussions have taken place with senior councillors, officers and some organisations on this issue.

On whether a budget has been allocated specifically for the Citizen Assembly, the Corporate Director acknowledged that a substantial sum of money had been agreed for the festival in general by the Executive recently, but nothing at this stage had been allocated to the Assembly.

On how council measures the success of its engagement, the meeting was advised that this is presently work in progress as the Council is looking at a range of options

With regards the resumption of Cycleway 50, meeting was advised that this ceased as a result of covid, however with other schemes in the pipeline, this is being managed by TfL.

The Chair thanked Timi Ashaye for their presentation and for the updates on the progress of the Council's commitments to achieving its Net Zero Carbon Emissions

RESOLVED :

The presentation was noted

493 WORK PROGRAMME 2021/22 (Item B6)

The Chair reminded the meeting that GLL is scheduled for consideration at the next meeting in October.

RESOLVED:

That the report be noted

The meeting ended at 9.20 pm

CHAIR

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Annual Report of the Executive Member for Inclusive Economy and Jobs 2020-2021

Councillor Asima Shaikh
Environment & Regeneration Scrutiny Committee

12 October 2021



1. Economic context and impact of Covid-19
2. Islington Covid-19 Response
3. Community Wealth Building from May 2020 to the Present
4. Reframing Islington's Economy – plans for 2021-2022
5. Detailed achievements from 2020-2021

- **988** Islington residents were **supported into paid work** through the Islington Working Partnership, a formidable achievement in the year of the pandemic.
- **Employment support services became much stronger** through the creation of a new Islington Working Partnership led and co-ordinated by Islington's iWork Service.
- **Practitioner workshops for employment** support bring the strengths of partner organisations to the fore to promote better collaborative working and knowledge sharing.
- **Pioneering approaches trialled** to sustain people in work, enabling them to progress and also to protect vulnerable people at risk of unemployment.
- **Concerted effort to ensure that underrepresented groups** and those furthest from the labour market receive employment support tailored to their needs.
- **Launched LIFT in September**, which **brings £3.5m into Islington** to support better access to tech, digital, creative production and life science jobs
- **Islington launches its own local jobs portal** in February with immediate impact and the **borough becomes a Living Wage Place in July** aiming to increase the number of living wage employers over the next three years
- **Innovative programmes brokered during the pandemic to address precarious employment including:** Home Cooks programme, with 7 Islington chefs, to become self-employed and deliver food to local people.

Highlights – Local Economies, Sectoral Strategies and Business Support

- Successful allocation and **distribution of over £8m in grants to over 4,000 businesses** and regularly communicates support opportunities to over 4,300 businesses through the Islington Business Bulletin.
- Continued to facilitate and **broker local relationships** between businesses, with other council departments and with larger organisations, through formal network meetings and informal engagement
- Re-established **traders' associations** on Blackstock and Caledonian Roads, and established a new association on Seven Sisters Road
- Piloting an offer to businesses to link their **inventory systems to Google** so that online searches capture goods and services available to people locally in Islington, as well as a **'My Virtual Neighbourhood'** that will provide free branding, trading information, and raise Islington small business profiles across the whole of London.
- **Innovative 'Shop Local' campaign to encourage** people to think more positively about shopping locally and know what to expect as they perhaps change their shopping habits after Covid-19.
- **Delivered 'Survive and Pivot' programme**, enabling 4 local businesses to adapt their business model, and develop skills and networks to survive the crisis.
- **Opened a new Council-owned retail unit with Fashion Enter, as part of affordable workspaces** in Fonthill Road.
- **Initiated a new partnership with City University at the flagship Ray Building in Clerkenwell**, to deliver over £2.5 million worth of social value, including helping residents into jobs and apprenticeships, acting as an incubator for new social enterprises and other social impact businesses.
- Maintained a multi-sectoral partnership to deliver **Islington as a 'London Living Wage' Place**, with partners from anchor institutions and the private sector

- **986 students enrolled** and a new emphasis on digital skills training targeting migrants and speakers of other languages
- **Services moved online** leading to more than a **doubling in the use of e-library** resource
- **Supporting the most vulnerable residents** and **children** to continue **reading during every lockdown.**
- Launching new projects like “**Get Islington Reading**” to stimulate interest in **reading** amongst **families in Islington** through **partnership working** with **schools.**
- Making **staff** available during lockdowns so that they can be **re-deployed** to **support the emergency** including **staffing phone lines** and **making befriending calls.**



1. Economic context and impact of Covid-19

2020/21



Parts of Islington's economy already vulnerable before the pandemic started in March 2020

- A significant minority of Islington's workforce and employed residents were in a vulnerable economic position, working in low paid, insecure jobs.
- A lack of mid-tier, skilled, secure jobs with good prospects for advancement led experts to describe Islington's labour market as 'hourglass' with some of the highest rates of pay inequality in London.
- Many residents were running small and micro businesses in sectors like **fashion, retail, leisure and hospitality**, a majority of whom were already pessimistic about their long-term viability.
- These businesses were found to be **disproportionately owned by women and people from BAME communities**, and typically operating with low levels of turnover.

Covid-19 intensified vulnerabilities by shutting down large parts of the economy

- It became clear that the initial sectors most affected by Covid-19 were those in which **workers needed to be in physical proximity at their place of work** and were not classed as 'key workers'. Lockdown effectively 'switched off' the demand for their services and some have still not fully recovered from the shock.
- In Islington these initially **hardest hit sectors were predominantly, but not exclusively, classed under 'Accommodation and Food Services' (A&FS)**, including hotels, short-stay apartments, student residences including on-site services, and restaurants, cafés, takeaways, catering services, licensed clubs, pubs and bars, and **'Arts, Entertainment & Recreation (AE&R)**, including performing arts, artistic creation, concert and theatre halls, libraries, archives, museums and other cultural activities, betting shops, sports, amusement and recreation activities; together accounting for approximately 25,000 jobs in the borough.
- As the effects of the pandemic have continued, businesses that rely upon demand for their services from commuters, business travellers and tourists are finding it harder to survive.
- These businesses include a **significant number of residents and workers employed in Professional Services, and Administrative and Secretarial roles**, both of which account for a large proportion of Islington workforce and residents' jobs.
- The Professional, Scientific and Technical category also includes creative workers in Publishing, Film, TV and Media production, and Legal Services which have been severely impacted upon by the pandemic.

As we emerge from the Covid-19 pandemic, these economic effects remain and new challenges are emerging:

- **Most recent data on the national picture shows that economic vitality is returning to the UK** with five consecutive months of growth in output, the last on record being a 1% increase in June. **Despite this, the UK economy is still 4.4% below its pre-pandemic size.**
- The service sector across the UK, which is of particular importance within London and Islington, also grew in June by 1.5%, although it remains 2.1% below its February 2020 level.
- **Construction, however, fell by 1.3%** and is now 0.3% smaller in terms of output than it was before the pandemic as supplies of raw materials and labour are hard to source.
- In relation to youth unemployment, Islington is performing much better than the London and UK average, with a **rate of 5.4% of young people** out of work claiming unemployment benefits compared to 8.9% in London and 7.2% for the UK.
- **9.3% of people in the working age population over 50** are claiming unemployment related benefits compared to 7.4% in London and 4.2% in the UK.

2. Islington's Covid 19 Response

Rescue, resilience, preparing for recovery



- **Re-deployed local economy officers** to every part of the borough with the task of contacting businesses to check on their status and find out what support they needed.
- Sustained **regular meetings of the Town Centre groups**, moving them online, to ensure that independent business owners could stay connected to others in their locality and to explain what council support they needed during the emergency phase.
- Devised a public-access **emergency business directory**, profiling businesses and services still open.
- Developed a **business bulletin** and linked our media to government websites to keep businesses informed about support available to them. The bulletin now broadcasts to 5,000 businesses in the borough.
- Brokered **employment opportunities** between local businesses and the iWork team, highlighting the benefits for employers of recruiting local residents, including supporting candidates to high demand sectors such as healthcare, retail and logistics on safety concerns.
- Paid out 2,111 **crisis awards** in 2020-21 totalling £247k, well above the sum normally paid out in any given year.

- Setting up **new business networks**, for example a new traders' association in Caledonian Road and Barnsbury, and a new Small Business Forum in Finsbury in the south of the borough
- Assisting businesses to adapt their business models in innovative ways, by hosting **dedicated webinars** helping businesses to go online in partnership with our affordable workspace provider Outlandish a tech co-operative.
- A series of '**Shop Local**' initiatives, including the distribution of 1000s of 'Open Safely' packs to local businesses and regular e-bulletins to over 5,000 businesses.
- Develop the '**My Virtual Neighbourhood**' app that will provide a platform for Islington businesses to promote themselves to local people, anchor institutions and businesses online.
- Distributed a **Discretionary Grant of just over £3m** to over 1,000 SMEs in Islington. Payments between £500 and £25,000, with 58% of grants awarded to businesses whose owners or directors who identified as BAME or female.
- Allocating central government financial support grants, for example £877,270 to households in poverty, **over £2.6m in the form of Council Tax Relief to 23,659 households**, and £431k for 200 older residents in pension credits

- Distributing Tranches 1 and 2 of the **Additional Restrictions Grant**, supporting nearly **1,500 businesses to the value of £7.4m**, including four targeted schemes operating up until mid-June 21. Of all awards, around 27% were made to Black and Minority-owned businesses, with approx. 43% awarded to female-owned businesses.
- **Employment support services across different organisations** in Islington fully co-ordinated through the Islington Working Partnership led by iWork.
- **Islington launched its own local jobs portal** in February with immediate impact and the borough becomes a **Living Wage Place** in July. Surpassed 600 target by achieving **nearly 1,000 residents into jobs** over 12 months.
- **Delivering over £2.5 million worth of social value**, through affordable workspaces, including helping residents into jobs and apprenticeships, acting as an incubator for new social enterprises and other social impact businesses.
- **Innovative programmes brokered during the pandemic to address precarious employment including:** Home Cooks programme, with 7 Islington chefs, to become self-employed and deliver food to local people. Also seed-funded a new delivery co-operative, Wings as an ethical alternative to other platform companies. Both pay the LLW and offers workers more secure terms and conditions.

3. Community Wealth Building approach



Why?

Community Wealth Building is rooted in Islington's corporate ambition to make the borough **a fairer place where everyone**, whatever their background has the opportunity to reach their potential and enjoy a good quality of life

Delivered through a **sustainable, inclusive, and locally-rooted economy**, where wealth is fairly shared; people are supported into and progress in well-paid, secure jobs; and assets and resources within the local economy **create prosperity and opportunity for all**

Community Wealth building is the means to achieve this, developing local assets, re-directing wealth back into the local economy, placing control and benefits back into the hands of local people

The case for an ambitious strategy with tangible targets was clear before Covid, the challenges and lack of opportunity faced by too many of our residents and businesses have been exacerbated by the pandemic, but we must **build back better**.



Proposed Strategic Framework

The Community Wealth Building Strategy is built on four pillars, supported by two cross-cutting foundations, and strengthened by the collective influence of anchor institutions

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Economic Wellbeing

Tackling poverty and labour market inequalities to create & sustain good jobs

Inclusive Economy

Creating a sustainable, socially-just local economy, where wealth is shared

Progressive Procurement

Boosting and locking in local wealth through the council's buying power

Enabling Assets

Developing accessible, affordable assets for the benefit of all

Green Economy

Supporting Net Zero Carbon through green jobs, sustainable business practice, & low carbon assets

Equalities

Tackling economic inequality to bring residents out of poverty and ensure everyone has the opportunity to realise their potential

Anchor Institutions

Like-minded, local organisations who can also leverage their influence as employers, purchasers and asset owners

4. Reframing Islington's Economy

Plans for 2021-2022

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Phase 4 Reframing Islington's Economy (2021-2022)

Building back better for an inclusive, fairer, greener, more creative local economy through promotion of series of business support initiatives, including:

- **Business Support: £3m Additional restrictions grant funding** to fund commissioned business development/growth programmes and continue direct grant aid to business, including:
 - Create small **business directory** – to help anchor institutions and larger businesses to purchase locally, including our own commissioned services
 - Training and development programme for aspiring or start-up circular economy businesses
 - Inclusive entrepreneurialism to support Black and Minority-owned social impact business start-ups.
 - A local development scheme for democratically owned co-operatives
 - Promotion of Black-owned businesses on the high street and online, to increase footfall and spend with local businesses
 - A business development programme to stabilise existing street market traders and recruit new ones, aligned to the public realm project.
 - Grant-aid to hospitality businesses.
 - Continue Shop Local campaign – shop window displays and other promotional activities.

Phase 4 Reframing Islington's Economy (2021-2022)

Building back better for an inclusive, fairer, greener, more creative local economy through promotion of sectoral interventions

- **Priority sectors**

- **Health and Care** – working closely with partners in the NHS and Adult Social care to ensure that local people are prioritised for local vacancies
- **Green Economy** – Creating new opportunities in the 'green economy' with jobs related to new new building techniques, and reusing and recycling.
- **Construction** – Working with colleagues in housing to implement a new approach to apprenticeships with the new build programme, across a range of construction roles.
- **Tech and Knowledge** – we are lead partner on LIFT (Leading Inclusive Futures through Technology), a £7.4m project to deliver jobs and training in tech and digital-related jobs.
- **Creative Production** - building strong partnerships with creative production companies such as Film London and the N7 business cluster to plug local residents into new opportunities

- **Support at least 1000 unemployed** Islington residents into employment and increase the proportion of residents from black and minority ethnic communities into work by 60%
- **Deliver a programme of support for 50+ cohort**, to mitigate impact of end of furlough in September 2021.
- **Research project** with **The London Metropolitan University** to focus on understanding ethnic labour market inequalities to be able to set meaningful employment targets.
- **Develop and maintain a granular understanding** of the underlying state of Islington's economy, its business sectors, communities and labour market, including, analysis on the current levels of unemployment for parents and those aged 40+.
- **Renewed focus on supporting those placed into work** to sustain employment by tracking and monitoring at 13, 26 and 52 weeks

- Phase back **face-to-face provision** strategically, forming a **curriculum offer with an eclectic mix of in person, online and blended delivery**.
- **Increase learner numbers** to reach the council target of **2000 unique learners** enrolled, resulting in **more residents benefiting from free skills training**.
- Develop the curriculum offer to include **courses in Health and Social Care, the Tech and Green sectors** that contribute to the post pandemic recovery.
- **Raise the quality** of the provision through **rigorous self-assessment, observations of teaching and learning and governance** so that the service is offering an **outstanding experience for residents**.

5. Detailed actions completed 2020 - 2021



Detailed Actions

1. Adult Community Learning
2. Libraries & Heritage
3. Adult Employment Support
 - a) Progress on Equalities
 - b) Sectoral Focus
 - c) Good Quality Work
4. Town Centres, High Streets and Markets
 - a) Nag's Head
 - b) Finsbury Park
 - c) Archway
 - d) Caledonian Road
 - e) Chapel Market
 - f) Clerkenwell
 - g) Bunhill
- 7 Affordable Workspaces



1. Adult Community Learning

- **Enrolment** of 986 residents on free courses over the academic year.
- **Learning** continues despite the challenges of Covid and lockdown.
 - Blended, 1:1 and small groups, supporting learners to succeed.
- **Digital skills during lockdown:**
 - 1:1 digital drop in sessions for residents at risk of digital exclusion.
 - New Essential Digital Skills courses offering qualifications for residents in digital skills.
 - Free coding training for 62 residents by local tech firms, Founders and Coders and Outlandish.

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Development of Excellence in Teaching and Learning

Education and Training Foundation fund digital skills training for ESOL learners.

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- Development of new resources to suit the needs of learners between pre-entry and Entry 3.
- Project engaged 27 residents with Easter Digital Skills for ESOL and Digital Skills for ESOL learners delivered in Summer 2021.



2. Libraries & Heritage

- Moved library services online, delivering events and exhibitions such as story sessions and a World War 2 exhibition. This led to a huge increase in the uptake of e-resources: E-books – over 175%
E-audio books – over 170%; E-newspapers and magazines – 100%.
- Supported key workers, vulnerable residents and children through lockdowns. Regular contact with all users during lockdown, providing support.
- Deliveries to key workers, and vulnerable children receiving books, music, films.
- “Get Islington Reading” - 10 primary and 3 secondary schools reading for pleasure, including parents and library membership.
- “We are Islington”; library staff redeployed to Test and Trace phone lines and befriending calls during the pandemic.



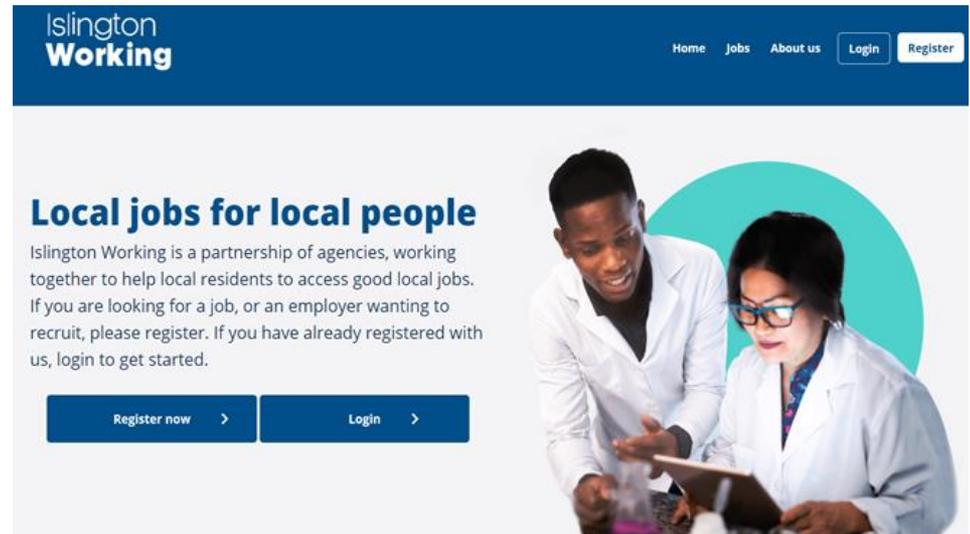
3. Adult Employment Support

Over the past year we have:

- Provided the right support to get over **900** people into work – despite lockdowns
 - **Launched the Islington Working** Jobs portal, which allows residents to register and express their job preferences.
 - **Convened a new forum** for BAME organisations to improve our reach into our ethnic minority and refugee communities. The forum aims to develop a greater understanding of employment support services that are available in Islington providing the opportunity to hear directly from members of the BAME community who have used employment support provision.
- Strengthened our relationship with Bright Start** to ensure parents across the borough have clear pathways to support from **iWork and the Islington working partnership**
- **New, national ‘Plan for Jobs’ employment programmes** Job Entry Targeted Support and Restart integrated into the Islington working and employability practitioners network.
 - **Islington Working Bulletin** distributed to over **6,000 readers twice weekly**, offering access to good local jobs, vocational training, childcare support, household budgeting advice.
 - **Partnership work underway** the council, DWP and the London Deaf Information Service to meet a gap in provision to support deaf residents into employment.

Recruit Local

- Developed the **Islington working jobs portal** which provides a free service to local high street employers. The portal was launched in **February 2021**
- **The portal provides employers** with a dedicated page to advertise vacancies and the option to have skilled brokers filter applications on their behalf.
- **1962 registrations**, 265 employers, and 764 local job roles advertised.
- All Council jobs advertised on website.



3a. Progress on Equalities

- Nearly half of the 998 residents supported into work in 2020-21 are from black, Asian or minority ethnic backgrounds
- A Black, Asian and Minority Ethnic Employment Forum raises awareness about employment support amongst black, Asian and minority ethnic communities
- The forum is linked to iWork, the Youth Employability & Skills team, Adult Community Learning, and Get Back on Track and three 'navigator' teams to help residents connect with a range of services, from employment to mental health to debt advice to housing. Those teams are based in Help on Your Doorstep, Age UK Islington, and Manor Gardens Centre.
- Black, Asian and minority ethnic businesses received information on how to bid for and deliver Council contracts through the Council's procurement process.
- iWork outreach started with LIFT Community Engagement visiting individual groups to explain support.
- The forum 'Talk For Health' shared intelligence about their mental wellbeing groups
- iWork information session on health and social care jobs with the Swahili group Stepping Stone.
- All groups signed up to the Islington Working twice-weekly e-bulletin and the Islington Working portal.

3b. Sectoral Focus & Good Quality Work

- During the pandemic, the Islington Health and Social Care Hub stepped forward as the key to local recruitment for social care contractors, and placed 47 residents into care roles in 20/21.
- Supported residents to access good work with responsible employers.
- Focused on key sectors that offer careers in construction, Health and Social care, the Green and Knowledge economies.
- Trialled new approaches to recruitment and training to remove systemic access barriers.
- Launched LIFT in September, which brings £3.5m into Islington to support better access to tech, digital, creative production and life science jobs across Islington and neighbouring boroughs.
- £600m New Build Programme, ensure fabulous new homes for our residents and careers for local young people in surveying, project management, engineering, and traditional skills.



THE MAYOR'S
GOOD WORK
STANDARD

The logo features the text 'THE MAYOR'S GOOD WORK STANDARD' in yellow, bold, sans-serif capital letters, centered within a yellow square border. A large yellow checkmark is positioned in the bottom-left corner of the square. The entire logo is set against a pink background, which is itself within a green border.

3c. Islington Council Leads by Example

- Setting a standard for good practice and high quality services, ensuring that jobs are accessible to a diverse local talent pool
- All jobs advertised on the Islington Working internet portal.
- Starter opportunities offered in conjunction with vocational training. Living Wage Action Plan agreed with partner employers from across the borough, and **launched Islington in July as a “Living Wage Place”**.
- New temporary jobs on the Islington Working portal and promotion as a first step into work
- Local residents are supported with interview preparation for apprenticeships and job opportunities through Kick-start programme for young people
- Supporting the council’s ambition to be net zero carbon by 2030 by supporting local businesses to become greener, and by identifying training opportunities for residents to access green jobs



4. Town Centres, High Streets & Markets

- Since the start of the pandemic the council has supported local shops with **advice and free materials** enabling them to trade safely in circumstances where the law allows
- **Provided emergency support to small businesses** by recording their details and trading status into an online customer directory and brokering deals with zero emissions cycle delivery riders to deliver from local shops to residents.
- **Conducted free webinars led** by a local tech co-operative on tips for businesses to go online
- Piloting an offer to businesses to link their **inventory systems to Google** so that online searches capture goods and services available to people locally in Islington
- Transforming this information into a **'My Virtual Neighbourhood'** that will provide free branding, trading information, and raise Islington small business profiles across the whole of London.
- **Islington's Summer Discretionary Fund** included support for our evening and night time economy businesses, to provide direct financial assistance. **£1,250,000 of financial aid** was distributed with additional funds distributed to our evening retail.
- **Provided direct 1:1 assistance for our pubs** and venues on completing grant applications and guidance



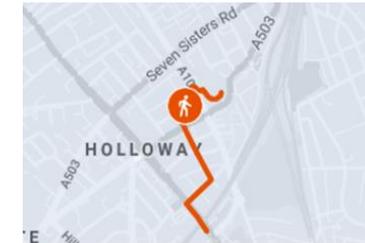
Shop Local

- **Innovative campaign to encourage** people to think more positively about shopping locally and know what to expect as they perhaps change their shopping habits after Covid-19.
- **To take pride in their local shops** and show their support for businesses reopening and remaining open in challenging times.
- **To promote High Street traders** as vital to the UK economy



6a. Nag's Head

- Town Centre Management Group supported local businesses and funded popular initiatives such as the Holloway Road flower baskets.
- One to one support to a range of town centre businesses, from market stalls and mobile phone repair kiosks to Holloway Road's unique Storm Rehearsal Studios.
- Supported Manor Gardens Welfare Trust's High Streets for All Challenge, developing a community led food coop and café, and proposals for Nag's Head improvements.
- Local uptake of energy efficiency and cargo bike grants, helping businesses reduce their environmental impact.
- Clean Air Villages 3 project with Cross River Partnership, lowering freight transport emissions and creating a new clean air walking route from Holloway Road Station to the Sobell Leisure Centre.



6b. Finsbury Park

- Launch of Wings Co-op, paying London Living Wage and offering restaurants an alternative cost effective delivery option
- Painting Finsbury Park bridge as a place-making initiative and to welcome back visitors
- Partnership with Muslim Welfare House, and funding for the Blackstock Road Outreach project, to tackle ASB and engage with young adults in the area.
- Launch of FC Designer Workspace to offer business and skills development in fashion.
- Conducted one to one engagement and face-to-face support with over 250 businesses.



6c. Archway

- A growing 80 strong forum of business representatives
- Improvements to Navigator Square to create a safer, greener and brighter space
- Walkabouts to highlight local issues and identify possible mitigating measures
- Grant aid to local pubs and venues, to help survive lockdowns
- New community-led Archway Strategy to recover the local economy and enable it to thrive



6d. Caledonian Road

- New local business managers recruited to the Caledonian Road Traders Association Board
- The Brewery Road Creative Industries cluster incorporated in the Traders Association to develop relationships and supply chain activity.
- Work to develop relationships with the Knowledge Quarter.
- Over 30 traders have been encouraged to register their businesses on the MyVirtual Neighbourhood platform.

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6e. Chapel Market

- The Chapel Market inclusive economy project builds on the strengths of the existing affordable, diverse and inclusive market.
- £1.4 million Chapel Market Project (funded by the Greater London Authority (GLA) is scheduled to complete by September 2022.
- The project will deliver improved street infrastructure, signage and market space layout to make the market experience better for everyone. New planting and seating for community event space, to encourage people to spend more time in the market.
- More events and opportunities planned for the local community to socialise, relax and celebrate Islington's diverse culture at the market.



6f. Clerkenwell

- 5 new businesses so far committed to pay the London Living Wage following the announcement of Islington Living Wage Place Status on 5th July
- More Affordable Workspace for the community with the opening of the Ray Building
- Delivering the Bunhill & Clerkenwell Local Economy Strategy with integrated reporting system to compare performance across all Islington local economies
- Promoting funding opportunities for local traders, such as Covid relief and energising small businesses.
- £150k awarded to independent pubs and venues for Islington's culture grant



6g. Bunhill

- 134 local businesses awarded £363,500 grants as part of our Covid recovery schemes
- Town Square Spaces appointed to manage 3 affordable workspaces in Bunhill, developing local business and community connections including support for start ups and links to jobs in tech and digital companies.
- Whitecross Market made more resilient with support provided to meet community needs for affordable goods and services provided by the market.



Bunhill Waste Recovery Facility

7. Affordable Workspace

- 'Affordable workspace' is space that: generally secured through the planning process; and charges at below-market rates (generally 80% or less) in return for the delivery of social value
- Already secured approximately 4,000sqm of space including prestigious locations include the White Collar Factory at Old Street, and The Ray in Farringdon Road, as well as £2m Good Growth Fund project
- **FC Designer Collective retail space launched on Sept 2020, with 13 Businesses received support and training (30% minority-owned) plus online training programme (apprenticeship programme and sewing masterclasses), facilitated by Adult Community Learning**
- **Over £450k Social Value delivered through Outlandish tech workspace, including training and securing jobs for 45 people for an 'advanced qualifications' tech boot-camp with Founders and Coders targeted at supporting under-represented groups into digitally-enabled jobs**

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Space4 shifted online during the pandemic:

- Generated over £0.5m social value for residents in training and jobs; 63 people progressed into work
 - 205 online events and training sessions held for over 1200 local people
 - Delivered COVID-19 business support sessions to 75 businesses supporting them through the pandemic by going online
-
- **FC Designer Collective managed:**
 - 10 designers working in store and 13 more receiving support and training
 - Local residents joining the Finsbury Park Sewing Group
 - To acquire free fabric which enabled 800 face masks for local people shielding

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Next affordable workspaces

New affordable workspace contract signed for **Ray Building, Farringdon** with **City, University of London** to provide business support to Social Enterprises and community businesses – with Social Value targets integrated into contract management framework



New affordable workspace operator commissioned for **White Collar Factory and 160 Old Street** with **Town Square Limited** to locally owned micro businesses and inspire community enterprise start-ups.



Questions?





Together we can make
Islington net zero carbon
by 2030



ISLINGTON

Environment and Regeneration Scrutiny Committee

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Net Zero Carbon Programme
Natural Environment

October 2021

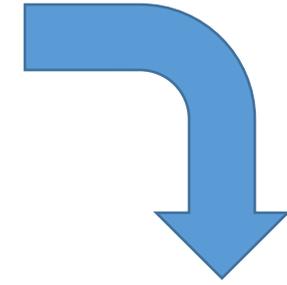
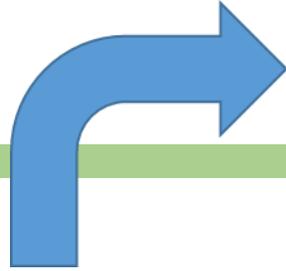


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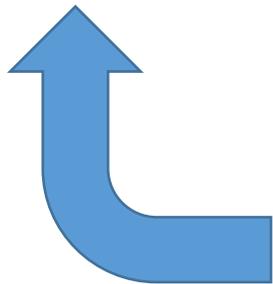
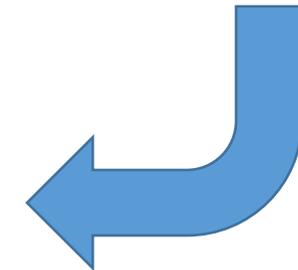
Sections

- 1. Scope** – What we are focusing on today
- 2. The challenge** – What we are trying to address
- 3. Our objectives** – How we will address the challenge
- 4. Deliverables** – What we have achieved so far, and what we want to achieve in the next 12 months for the natural environment.

1. Scope



The whole borough is in scope. We need to look at how we can create greening opportunities and developments across every part of the borough. This included parks, Highways, housing (private and council owned) and commercial land.



2. The challenge – Why is this important?

Intergovernmental Panel on Climate Change (IPCC) , 9th August issued "code red for humanity" Without deep carbon pollution cuts now, the 1.5°C goal will fall quickly out of reach.

Climate Vulnerability Mapping produced by City Hall and Bloomberg Associates, Bloomberg Philanthropies' pro-bono consultancy for cities, shows that six London boroughs are at particularly high risk from the effects of climate change. Islington is identified as one of those boroughs at high risk.

At a time when concerns about climate change is the strongest it has ever been, we need to remember the important role that biodiversity and the natural environment plays in climate control. Greening the borough will cool microclimates, absorb carbon and aid in flood risk mitigation as well as offering up many more benefits.

While it is understood that Islington doesn't have the open space to significantly capture the carbon emissions within the borough, making the borough greener will ensure it is a healthier and more enjoyable place to live and will provide increased habitats.

A greener borough will also build climate change resilience, we're aiming to increase the canopy cover in Islington **from 25% to 27% by 2030 and to 30% by 2050** by protecting our existing trees and open spaces, increasing tree planting on public and private land in line with the targets set in Vision 2030.

3. Our objectives

- Identify new opportunities to increase the amount of green infrastructure on all council public realm developments.
- Condition appropriate recommendations in ecological submissions from developers.
- Provide guidance to developers on how to comply with planning policies that seek to maximise biodiversity gains
- Identify new opportunities to increase the amount of green infrastructure on all council public realm developments.
- Increase tree canopy cover in Islington from 25% to 30%

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4. Deliverables

Key priority: Improve our natural environment as outlined in the Biodiversity Action Plan (2020-2025)

What we have achieved so far:

- Launched consultation of the new BAP in spring 2020, receiving 175 responses.
- Published final BAP September 2020.
- Successful partnership working with local communities to conserve and enhance wildlife habitats.
- Provided opportunities for local residents to learn about and enjoy nature, through events, volunteering and education, e.g. 6,500 children benefitted from activities provided by The Garden Classroom during the past year.

What we want to achieve in the next 12 months:

- Complete a review of progress at the end of the first year of implementation of the BAP.
- Seek to maximise benefits for biodiversity through the emerging Greening the Borough Programme.
- Engage with new audiences to ensure equal access to nature for all, e.g. through a new programme of activities aimed at improving mental health.
- Work with Bright Lives to deliver environmental education activities for under fives plus a training programme to skill up the Bright Start team with accredited forest school training.



4. Deliverables

Key priority:

- **Condition appropriate recommendations in ecological submissions from developers.**
- **Provide guidance to developers on how to comply with planning policies that seek to maximise biodiversity gains.**

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What we have achieved so far:

- Planning applications are carefully scrutinised for their biodiversity impacts and developers are challenged to improve their contributions to the natural environment.
- Proper consideration for tree protection and tree mitigation through the planning process, with a dedicated tree officer commenting on planning applications and strong tree protection policies in the Local plan.

What we want to achieve in the next 12 months:

- The adoption of the new Local Plan will include clearer and more robust biodiversity requirements for developers.
- New legislation on Biodiversity Net Gain comes into force in 2023 and the Council will provide guidance to developers on how to comply with this.



4. Deliverables

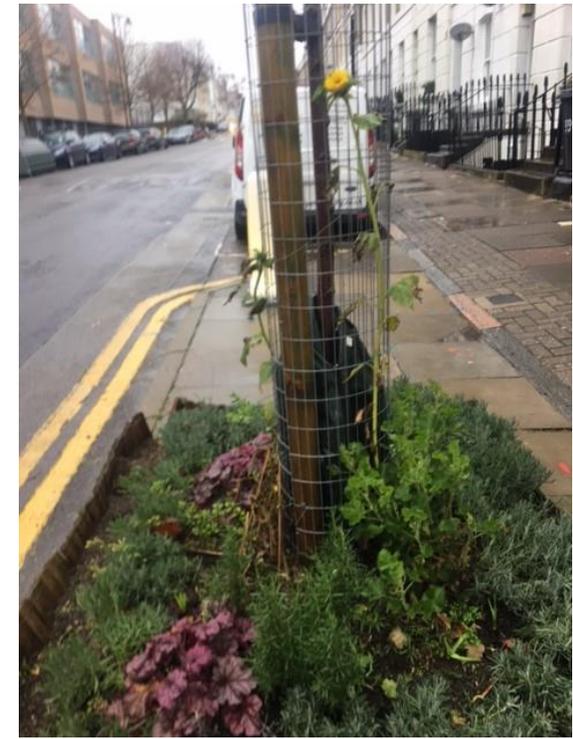
Key priority: Identify new opportunities to increase the amount of green infrastructure on all council public realm developments.

What we have achieved so far:

- Set up a Greening the Borough Task Group to develop an action plan with the aim of accelerating the delivery of greening the borough.
- Completed a review of Community Gardening and Food Growing in the borough which will support the development of the Greening the Borough Action Plan.
- Secured funding and appointed a new dedicated Project Greening the Borough Programme Manager.
- Secured funding to develop a master plan of greening opportunities on the public highways.
- Secured an addition £140K per year to invest in greening improvements on the highways.

What we want to achieve in the next 12 months:

- Finalise and agree the new Greening the Borough Policy and Action Plan.
- Identify and deliver training programs for current staff to support the delivery of more green infrastructure in Public Realm Projects.
- Deliver improvements to all website to better promote community opportunities for greening and support for those getting involved.
- Complete the Master Plan of greening opportunities in the public realm.
- Deliver physical green infrastructure improvements on the ground.
- Secured £150K of funding for a new Housing Community Gardening Team to improve the planting/biodiversity on estates and supporting/develop community gardening.



4. Deliverables

Key priority: Increase canopy cover from 25% to 30%

What we have achieved so far:

- Commissioned reports to understand the baseline tree data and allow for focused tree planting
- Secured a central tree planting budget to enable a minimum of 430+ trees annually to be planted on public land via Capital Program.
- Worked with Clean Air Parents to secure 161 trees from the Forest for Change initiative. The Clear Air Parents secured £23K for planting and maintenance through crowd funding.

What we want to achieve in the next 12 months:

- Continued tree mitigation for tree loss to development. Example: 63 trees planted for tree loss at DCC
- 161 trees planted in conjunction with Forest of change and clean air parents
- 680+ trees planted in the 21-22 tree planting season
- Implement online tree planting donation process
- Develop a tree warden scheme to encourage resident engagement and promote private tree planting
- Seminars on tree management and tree walks delivered for the climate festival



Thank you and questions





Future Parks Accelerator Parks for Health

Scrutiny Committee Update Report

October 2021

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Agenda Item B3

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Introduction

The report sets out our starting point, the journey we have been on, the achievements and the challenges we have had, our plans for the transition phase and beyond, and our belief that we will place our parks at the heart of the health agenda, enabling others to do the same as well.

Two years ago, our parks' health offer was passive. Attractive as our parks are, they were undersold by us. We did not know their full potential or engage much with others to find this out. Now, two years later, we know our vision, objectives and outcomes, and what we and our partners need to do. One of our successes is finding out who these partners are and making plans together.

We will have further challenges, but this is to be expected for a vision as ambitious as ours and making the whole system change that has not been attempted before.

Our Parks for Health Vision

Camden and Islington's public parks and green spaces are used, enjoyed and maintained as health assets for the whole community.

Everyone feels welcome in our parks. More people than ever before visit and stay for longer - enjoying nature and taking part in activities which make them healthy and happy.

Our parks are places where people can come together or spend time alone, be active or pause and reflect.

Our parks are at the heart of community life.



How the programme fits into borough priorities

To help achieve the cultural shift, it is imperative that the project is integrated into the wider policy landscape and borough priorities. The structural changes needed include aligning with, and embedding in, the following partnerships and priorities. We have made good progress with this during the co-design phase. For example: presentations to Islington's Fairer Together Partnership local wellbeing teams have resulted in plans for specific health-related activities in our parks to be delivered by other partnership members. By the end of the transition phase, we will be further embedded, with tangible results that will improve our residents' health.

	Environment	Focus	Target Groups
Inequalities - Challenging inequalities action plan (LBI)	Tackle widening health inequalities	The need to target activity and seek to level up outcomes through increasing access	Black, Asian and other ethnic groups, children, people living in overcrowded housing
Islington's Fairer Together Partnership	Localities through Local Wellbeing Teams; VCS through Community Partnership Board	Key route to engage with health and other sectors at local and borough level	Families, people aged 65+

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Section 1: The story so far

The Green Social Prescribing pilot has been a wonderful opportunity to connect green spaces with patients, colleagues and the parks in general. It has opened up a dialogue and created some wonderful connections and positive outcomes already in a short space of time.

Dr Radhika Shah, Goodinge Practice

Original project vision and objectives

For both Camden and Islington early intervention and prevention were clear priorities. The original vision set our aspiration to situate parks as central to achieving them.

Camden and Islington Parks for Health will transform the role of green spaces, recommissioning them as public health assets for the 21st century.

Public parks were created in the 19th century as a direct response to public health needs. Building upon this legacy, we want to transform the management of parks and green spaces to ensure they continue to actively address health challenges but also improve health and reduce inequalities. We set out the following key aspirations:

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- Green spaces will be transformed from passive health enablers, to take an active and central role in delivering improvements to health and wellbeing by promoting social cohesion, tackling isolation, improving mental health, and creating much wider opportunities for physical activity for people of all ages and interest.
 - A strong partnership with the health and voluntary sectors will ensure benefits are focused on those with greatest need developing both a clear universal offer as well as being part of pathways of support around improved health and wellbeing.

This vision has remained true and central throughout the project as its developed. When we started this project, we could not have conceived how even more relevant this vision would be.

Three overarching objectives were defined:

1. Create insight and innovation to understand the current value of our parks as health assets in terms of physical and social infrastructure.

2. Transform the workforce and building new partnerships with the health sector and to re-focus parks staff' role to support Health and wellbeing outcomes

3. Build sustainable infrastructure through co-design and innovation, to maximise the current usage of parks to achieve health and wellbeing benefits.



Objective 1 - Insight and innovation

Main activities and outputs:

- The FPA's Parks Challenge visit of National Trust experts took place in late 2019 that looked at how our parks could be improved
- **Parks for Health Toolbox** by [Tisdall Associates](#) which provides us with a roadmap for development of greenspaces for health guided by health principles, set within primary prevention.
 - 90+ park health audits
 - Produced technical reports, ward level audits, and detailed data including health status of each park and ward, opportunities for interventions and a way to prioritise these to reach the areas with the greatest health inequalities.
- **Natural Capital Account (NCA) /Greenkeeper** completed in mid-2020
 - Additional scenario modelling e.g. modelling visitor projections in 2045, adding new greenspace amenities and administering social prescriptions to council-owned spaces, and adding new greenspaces
- Explored **options for future funding models** e.g. park foundations, social impact investment.
- Rapid **evidence review** in-kind support requested via FPA and completed. The slide deck and accompanying literature database include summary of health benefits of greenspaces and case studies e.g. green gyms and social prescribing.
- Examined **barriers to using parks** through an evidence review, and targeted engagement to explore specific barriers relating to members of the Black, Asian and minority ethnic communities
- Explored options for calculating park usage.

Together, the above **formed the basis for the development of a Strategic Business Case**, emerging future funding model, and the green space capital investment strategies. See page 19 for more, and the attached pack for further detail and outputs.

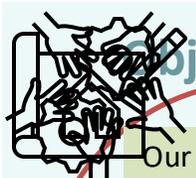
Key findings and pivotal moments

- Parks Challenge provided independent back up that the structure of our parks are good, and informed workstreams priorities.
- Ongoing data collection and maintenance needs would be a challenge/consideration for future use of database
- Toolbox provides **invaluable database and mechanism for prioritising greenspace investment that is in line with health outcomes** and is now a key part of our new Green Space Investment Strategies.
- Based on 2045 population projections, the value of council-owned green spaces in Islington are predicted to increase by as much £10.4 million

Key achievements

- Our Strategic Business Case has already protected budgets from savings rounds.
- Diversified funding with Islington **securing £200k/year (ringfenced Public Health)** for the Ranger Service and additional **£150k/year** for a new community gardening team (from **Housing**).





Objective 2 - A Parks for Health Workforce

Our aim is to have a greenspace workforce so that everyone has a good knowledge and understanding of the health and wellbeing benefits that parks can offer to the community and how their role actively contributes to ensuring these benefits are realised.

Cultural

- Permissive, let's try and make it happen!
- Stronger VCS and health partnerships created
- All staff understand how their roles deliver health outcomes (universal or targeted)

Structural

- Job descriptions including health outcomes/KPIs for engagement
- New dedicated role focused on communications
- New dedicated role focused on leading on the health partner development and support
- Strong relationships with existing core council programmes
- modified role from within the parks team focusing on fundraising and grant application support.

Operational

- Staff deliver health walks
- Staff trained in health programmes
- Staff take a more active role in volunteer engagement and development.
- Peer support groups created to support staff through the changes and provide ongoing support to sustain it

Islington - Full restructure in 2021/22

A key element of the redesign will be ensuring that parks staffing structures have clearly defined roles, responsibilities and capacity to support the delivery of the "universal and targeted" Parks for Health offer. An example of this will be the creation of Parks for Health Partnership Manager whose primary role will be to ensure we create and sustain effective partnerships with the health and voluntary sectors to deliver the targeted offer. This will be a role within the structure.

There will also be changes to existing roles to ensure more focus is placed, ensuring the best possible health outcomes for residents. Examples of these changes include upskilling park keepers to deliver more direct health and wellbeing activities and continuing to trial the static gardening model, who will look to develop support for more gardening group activities. As part of the restructure, Islington are splitting the Grounds Maintenance Service into separate park and housing teams. This will allow us to embed the Parks for Health working practices more easily into the workforce. With staff working consistently in parks it will allow us greater flexibility to further trial and test new working practices



Objective 3 - Build sustainable infrastructure

This objective looked at how our social infrastructure could be strengthened to maximise park usage to achieve health benefits. This was tackled in a few different ways. For instance, a networks and partnerships workstream was set up to work collaboratively with key networks and partners to co-design, pilot and evaluate initiatives that explore better ways to deliver health benefits from parks for target groups.

Green Social Prescribing Pilot

- With funding from Defra we set up a six-month Green Social Prescribing (GSP) Pilot in late 2019. The aim of the pilot was to understand the local context for social prescribing, and how we could support/enable scaling up and promotion of *green* social prescribing in the boroughs.
- A co-ordinator was appointed, and early engagement with the health sector and VCS began. Two parks were chosen as pilot sites (Caledonian Park and Talacre Gardens). Outputs included:
 - Three co-design workshops
 - Borough action plans (to embed and scale GSP)
 - Parks for Health Charter to link GP practices to their local park(s)
 - In autumn 2020 we ran a GSP pilot in the two parks designed in consultation with local GPs and social prescribing organisations. 10 activities delivered by ourselves and VCS organisations. 70 people attended 152 times; very positive feedback from participants. The pilot was formally evaluated by Public Health
 - Targeted engagement with GPs, CCG, all 7 local social prescribing organisations, local mental health trust and VCS organisations

Key findings and pivotal moments

- GSP co-design work which included over 50 people showed that there is strong interest and commitment by partners to be involved/lead in this space.
- Recognition by health partners of the importance of parks
- Willingness by health partners to socially prescribe parks to service users
- To make GSP part of our and our health partners' work, we need to:
 - improve communications so health partners know more about our parks and the activities in them.
 - establish ways to monitor health and wellbeing outcomes
 - give quality assurance to referrers about a park's activities

Key achievements

- **The GSP work strengthened our plans, stakeholder engagement, peer collaboration and our impact on the wider sector/nationally**
- We have been creating new relationships, learning from other sources, e.g., Health Citizen Assembly in Camden
- We facilitated a grant application to the Green Recovery Fund, bringing together partners to form a joint approach to delivering more green social prescribing activities in parks. While this application was unsuccessful, it did bring together groups who previously had not worked together. The project is part of a recent bid to the fund's second round.



Build sustainable infrastructure (cont'd)

To maximise current use of parks, we first had to understand what was going on in and around our parks – and understand the barriers to use.

- We commissioned Shared Assets to map community infrastructure and build capacity for organisations to deliver activities in our parks (co-created by organisations with reach to priority groups). We cover this activity and where it has led us on the next page.
- We commissioned a marketing strategy with early work completed to assess the current communications assets and opportunities for joint campaigns with partners. One of our target groups is the Black, Asian and other minority ethnic groups: findings from Islington Covid-19 Work show that voluntary organisations are very effective for communications reaching this target group. Our other target group is People with a mental health condition: the local mental health trust, Social prescribing organisations and voluntary organisations that work with this target group are key for effective communications
- Strategic engagement with health sector colleagues, public health, adult social care, VCS sector, senior council officers to explore ways to embed parks for health in long-term formal governance structures. We also sought to understand what commissioners needed from us to support commissioning of park-based services.

Key findings and pivotal moments

Working with health:

- Structure is in constant flux, exemplified by pandemic.
- Public Health want to embed health in services, not absorb services.
- No appetite for additional (governance) structures in what is already a complex system.
- GPs and PH colleagues keen to be involved (even during pandemic) with CCG involvement in our meetings.

Borough structures and corporate priorities:

- Islington's structures are changing, our work to date has provided the evidence/mandate to engage on corporate priorities to lead discussion and inform strategic development.

Communications assets/public awareness of parks and health benefits

- Marketing strategy highlighted weakness across our communications assets and how we can change our tone and focus on the right things.
- We did not have a proactive presence.
- Refreshed website, so significant content was lost

Key achievements

- The project **accelerated its partnership working** with the health sector, VCS colleagues and other partners (such as children's centres) across both boroughs. Our partners, new and existing, understood the health benefits of parks and want to engage in them. Specific opportunities identified for new activity.
- **We are part of borough partnership structures** key to our work that previously we had not belonged to, and similarly we have successfully engaged with other council teams. This embeds our work.



Community infrastructure mapping and capacity building

Working with [Shared Assets](#) we have undertaken a community mapping exercise across eight wards in Camden and Islington to explore existing activities in parks, relationships between active organisations and identify areas for future collaboration and support. The mapping work identified a number of 'cluster leads' with whom we are working to co-design a programme of support activities (e.g., training and masterclasses) as well as resources to be used through the Transition phase and beyond. These resources will include material for organisations to support their use of parks, as well as resources for parks teams to provide advice on effective ways of working with partners identified through the co-design process.

The community mapping phase identified just how broad the range of activities and interests in delivering health-related activities in parks are, and a strong enthusiasm within the sector for engaging with the Parks for Health programme. It has made visible the complex relationships among organisations and developed a stronger understanding of the VCS landscape to support collaborative working.

We are leading a series of workshops are underway to explore issues in greater depth and co-design the tools and resources that will help unlock community-led activities in parks. It is also identifying a host of exciting opportunities for specific activities and projects, ranging from health walks and gardening initiatives to innovative ways of empowering residents to develop and deliver projects, such as the Mobile Maker Space (a collaboration with the University of Arts London).

Some key themes are emerging in the workshops to inform Transition phase work:

- **Facilitation:** areas that organisations feel they need support in or how to plan an activity in a park safely
- **Confidence:** the importance of making organisations and individuals feel comfortable using parks, when doing activities in a public setting can be intimidating. 'Hand-holding' for initial activities identified as important for building confidence, as well as providing facilities that meet a range of needs
- **Inclusion and accessibility:** discussion with organisations working with specific communities has highlighted the need for parks and activities to be inclusive, and a desire among broader organisations to better understand their needs
- **Tackling barriers of bureaucracy:** the need to make it easier and clearer how organisations can go about arranging activities in parks and the potential for a more permissive approach to community-led activities



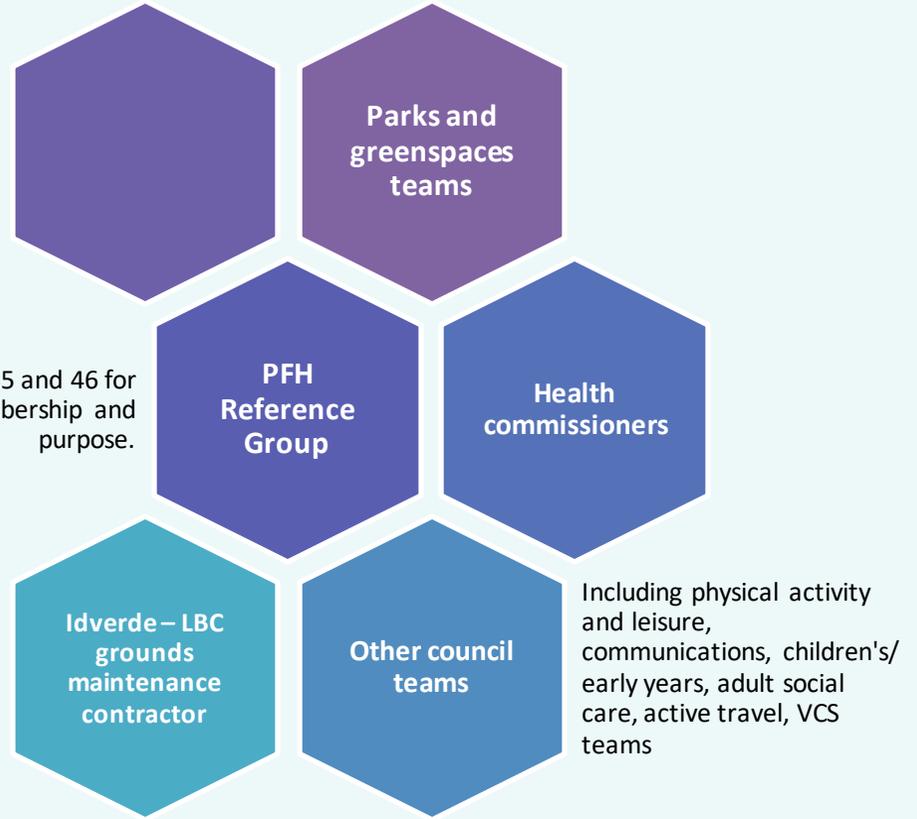
Who we worked with

Our stakeholder engagement and communications objective for the project has been to co-design plans to deliver the Parks for Health vision, explore the changes to parks, their infrastructure, activities, marketing, referrals, workforce, and evaluation that would improve residents' health.

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See pages 45 and 46 for more on membership and purpose.

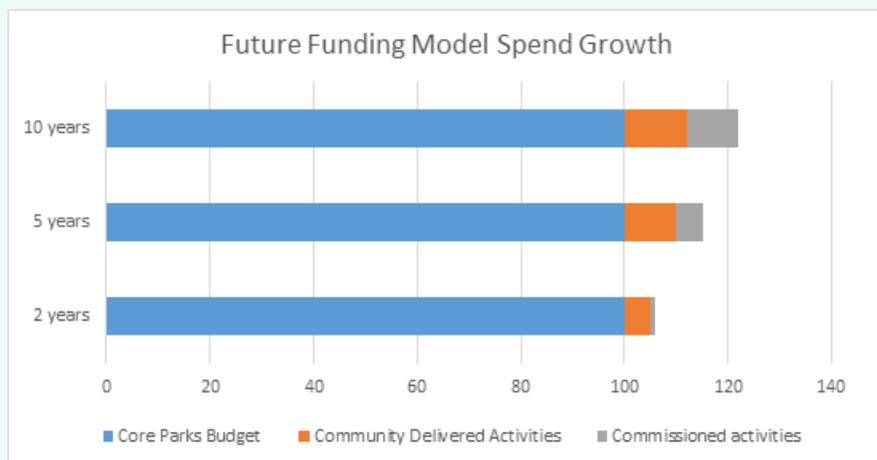


Emerging future funding model

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Overall aims of emerging funding strategy

- To provide better protection for existing core funding levels of parks revenue through establishing and maintaining a strong business case across our councils and with NHS partners.
- To develop and shape strategic capital investment plans that have an explicit focus on health and wellbeing, leveraging in additional funding
- To work with Public Health colleagues to identify funding that could underpin core budgets for services directly delivering health outcomes.
- To bring added value to parks service by enabling partner organisations to secure funding to deliver activity programmes in parks
- To add value to the service by working with NHS and social care services, delivering health commissioned activities in parks that directly address health outcomes.



Future funding model

We know all too well that there is no magic money tree and the co-design phase findings have confirmed this. Our new model looks at protecting and growing expenditure within parks in the following three core ways:

Protect existing expenditure by the council on parks and support services

- We are the second and third highest funded (per hectare) services in London.
- Ensuring we have a very strong business case in place to demonstrate the value.

Grow the levels of expenditure in parks by the VCS and council partners

- Building capacity and sustainable partnerships to address health and wellbeing needs. The broader project will develop and shape partnerships with wider VCS and support their role within parks, building social value. Our workforce transformation will ensure we also have capacity to capitalise on funding opportunities and provide support to our partners.
- We have supported and facilitated two bids to date.

Grow the levels of expenditure on commissioned health and wellbeing activities delivered in parks

- Use the partnerships developed and strengthened as part of the Parks for Health programme to explore and develop targeted innovative health and wellbeing activities funded/commissioned. This is to explicitly meet public health and NHS/social care priorities, (building on our current exercise on referral activities in leisure centres) including:
 - Green Social Prescribing
 - Mental health prevention and treatment
 - Exercise on referral activities in parks

Emerging future funding model continued.....

What change will occur over the transition period?

Protect existing expenditure by the council on parks and support services

- **Strategic influence and profile of parks increased** by ensuring parks prominently represented in key strategic documents both within councils and the NHS to highlight value and influence, with commitments around the role and value of parks and the role that these services play
- **Strategic Business Case** socialised within both councils at a senior level, highlighting the value and benefits of parks, with practical examples
- **Better promotion of the existing health and wellbeing value/opportunities** to community and key partners through our new Communications Strategy

Grow the levels of expenditure on health and wellbeing activities in parks by the VCS and council partners

The broader project **will develop and shape partnerships with wider VCS partners and support their role within parks, building social value.**

Create additional capacity to provide **direct fundraising support for community and VCS partners** to ensure we capitalise on any grant funds that become available.

- **Create systems to receive donations for community health programmes** and improvements. We will work with Islington Giving to create ways for the community to donate to build on existing platforms

Grow the levels of expenditure on commissioned health and wellbeing services delivered in parks

- Work with relevant stakeholders to **develop a programme of activities** which promote health and wellbeing. This includes but is not solely limited to GSP activities
- **Further develop the Green Social Prescribing pathway/offer**
- Commission VCS organisations or CCG to support **co-ordination and embedding** of GSP as part of the whole social prescribing offer
- Work to embed **exercise on referral** activities into parks



Green Space Investment Programme (GSIP)

Through the co-design phase we identified that while both boroughs' parks received high levels of capital investment, one borough (Camden) had an existing approach to securing and targeting investment where needed. Camden already had an excellent strategic investment framework, which considered the following criteria when deciding on where and what investment to make in green spaces. These included:

- Is it in an area deficient in access to open space?
- What is the resident satisfaction with open space within the ward?
- What is the level of deprivation within the ward (Indices of Multiple Deprivation)?
- How does the site score on overall quality using a green flag style assessment?

All these factors remain important when considering where investment is needed. However, with the addition of the learning and data in the Parks Health Toolbox, we now have another key criteria to consider to ensure that we are maximising health and wellbeing outcomes for the community when deciding where investment should be made and on what features.

The project has taken the existing Camden Investment Strategy and updated it to reflect the Parks Health Toolbox criteria. This progressive approach allows the data to be reviewed at borough, ward, park, and element level for each of the health criteria. From this analysis we are able to develop park-based health strategies guided by their key priorities and targets. This provides a roadmap for the optimisation and use of parks and green spaces for health which can be used to deliver appropriate responses to changing health priorities.

The Parks Health Toolbox provides practical steps in the identification and promotion of existing facilities, and the development of parks for health through improvements and new interventions. As such it provides a sound basis for parks to be valued as health assets, and to be delivered within the context of primary prevention, within the principles of Public Health.

The green space investment programme allocates funding, whilst the green space projects quality controls and internal design review ensures appropriate material selection, rational design decisions and a clear handover procedure, reducing the maintenance burden across the parks.

As our relationships with communities develops through the Parks for Health programme, our localised understanding of needs and barriers will also increase. The next stage in the evolution of our Investment Strategies will be to combine the strategic analysis of the Toolbox with this 'live' local insight and knowledge, to create investment programmes and projects that are even more responsive to local needs and that complement and strengthen the increasing community role within our parks.

The next stage will see the new GSIP methodology go through the formal internal adoption process (Islington).



Green Social Prescribing

Our Green Social Prescribing Delivery Plan sets out our priorities for Transition and beyond and how we will deliver transformational change in partnership with our colleagues in health, social care and the voluntary and community sector.

Together we will implement the Parks for Health Charter to build place-based partnerships between GP practices and their local parks.

The contribution of parks and public health: our offer to health partners

We will build on public health insight and segmentation data that we have to co-design and evaluate the effectiveness of reaching our target groups with specific activities and opportunities in parks. This will enrich the growing evidence base as well as directly benefiting our own communities.

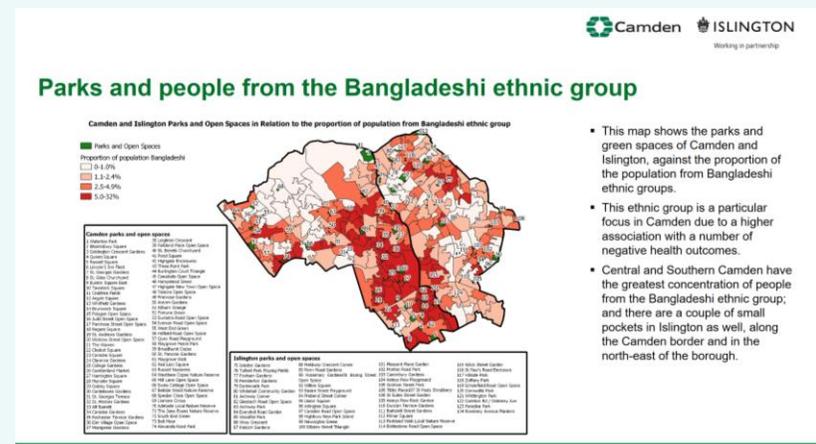
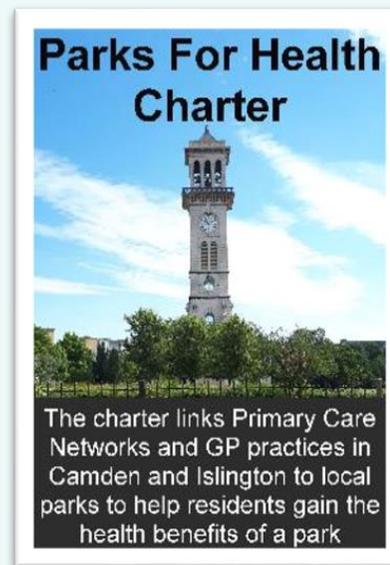
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We will provide social prescribing link workers, GPs and other health care professionals:

- Comprehensive information about our parks, activities available, and their health benefits in formats which work for them.
- Support to engage in parks and contribute to their improvement for health.

The difference we will see

- Social prescribing link workers, GPs, and other health care professionals have confidence that parks and their activities will improve the health of their service users, and refer to them
- Health care professionals know and value what is on offer in parks and use this knowledge to refer to parks
- The VCS and other partners are willing for their existing activities, and to create new activities, to be part of the GSP offer
- Improvement in the health of service users who take up a referral to a park including reduced social isolation and improved mental and physical health, and report that activities are enjoyable, culturally appropriate and of good quality based upon indicators such as timing, type and frequency of activity.



- This map shows the parks and green spaces of Camden and Islington, against the proportion of the population from Bangladeshi ethnic groups.
- This ethnic group is a particular focus in Camden due to a higher association with a number of negative health outcomes.
- Central and Southern Camden have the greatest concentration of people from the Bangladeshi ethnic group; and there are a couple of small pockets in Islington as well, along the Camden border and in the north-east of the borough.



Marketing and Communicating the Parks for Health Offer

Islington Council operates a corporate communication model; this creates excellent channels that have a strong following and are well curated. It does, however, mean park priorities are pitted against a whole host of political and operational priorities, so exposure has traditionally been challenging.

Stakeholder engagement and the Parks Challenge told us we need to improve communications. Parks for Health provided a core priority – health – and the buy-in of corporate communication teams who worked within the workstream to review existing messaging and channel use.

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The pandemic has had three significant impacts:

- Communication colleagues have been highly prioritised elsewhere, often with very little notice
- Public awareness of the value of parks to all our health has never been higher
- Our narrative is part of the next chapter following the pandemic

As our communication colleagues had less time than expected, we commissioned WYS Communications to carry out

a Communication Strategy for Parks for Health, with emphasis on:

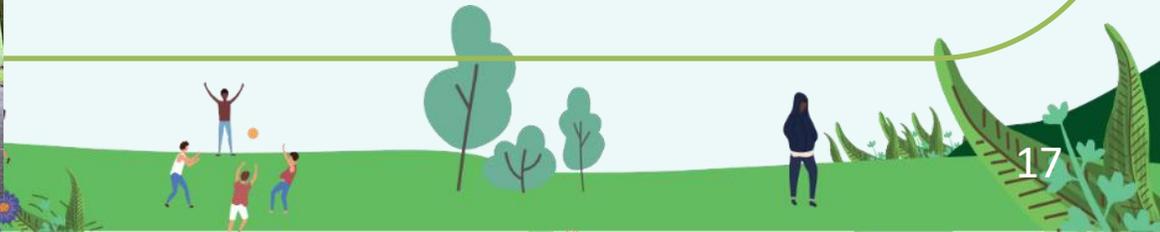
- Creating engaging communications around parks, linking to key milestones throughout the year
- Ensuring communications around parks are positive and inviting
- Delivering accessible communications that reflect and target all of Islington's diverse communities
- Highlighting and promoting parks as essential community spaces for relaxation, socialisation and enjoyment. This is especially vital against the backdrop of Covid-19 and as we emerge from the pandemic.

Our key VCS colleagues agree with the strategy. We are now talking about their needs to fully participate in sharing this communication strategy and engaging with their channels: delivering on this is part of our transition plan.

We know the future is uncertain, so we are trialling two approaches to improve outputs, responding to our services' strengths:

- **Islington** – recruit to a specific role that is hosted within the corporate communications team, thereby embedding parks in the team and strengthening links to Corporate Communications

We are currently working in fortnightly sprints which includes Public Health Communications to refine and deliver our strategy.



Natural spaces and wildlife have a positive effect on mood, stress and concentration 🌹🐝🌳

Help us to make sure they continue to thrive now & in the future - have your say on our biodiversity strategy 🗣️

[...enbiodiversitystrategy.commonplace.is](https://enbiodiversitystrategy.commonplace.is)
#MentalHealthAwarenessWeek #ConnectWithNature



11:00 AM · May 12, 2021 · Twitter Web App

As we deliver a communications campaign for Parks for Health, we have identified many ways in which our parks work links in with existing and upcoming key priority areas and ongoing work. Our immediate priorities include:

- **Covid-19 roadmap:** Continuing to support the vital role of parks in the government's roadmap out of lockdown. This includes promoting government guidance in parks and open spaces and highlighting parks as safe places to meet as we head into the summer months.
- **Building on momentum:** Parks have been a key lifeline for many during the Covid-19 lockdown. Communications will use this momentum to build on the positive health and wellbeing benefits of parks, creating opportunities to profile them as spaces to visit, socialise, exercise and enjoy. This work will also link to the boroughs' summer programme, encouraging residents to use parks for sports and summer activities, and our work around mental and physical health and wellbeing.
- **Embedding parks into council workstreams:** We will work to ensure that parks are linked to key council work, such as Islington's Fairer Together agenda
- **Embedding parks into partners' work:** We will work to ensure that partners in the health and voluntary sectors, and other council teams (such as children's centres), promote parks, their activities and their health benefits
- **Branding:** Developing a brand to give our parks a consistent look and feel.

The first 3 stages, to be undertaken in transition are:

Inform: Raise the profile of parks with residents and partners through an engaging strategic plan of communications, linking to key milestones and priorities across the year. We are using the unique summer season of 2021 to make the connection of health and parks a clear message

Invite: Welcome all audiences to parks through accessible, clear and consistent communications. We are aligning with both boroughs' priorities to support those disproportionately impacted by Covid-19, who suffer significantly worse health outcomes.

Discover: Raise awareness of activities and volunteer opportunities in our parks. Communications will highlight nature, wildlife and other parks features to enjoy. Our messaging with parks works. We have a calendar of activity to maximise the impact of this strength and now we have corporate communication support, and resourcing resolved, we can make the impact we need.

Section 2:

Our roadmap to change

Walking to Camden's green spaces with a group of local residents I had never met before four weeks ago has changed my life and changed me.

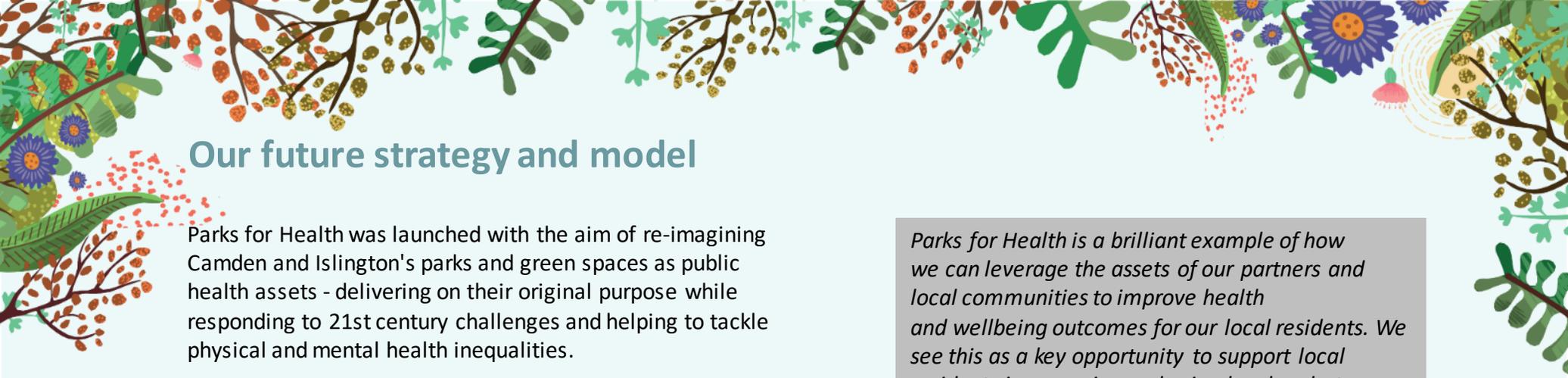
Green social prescribing pilot participant

At 81 and through the first lockdown I wondered how I was going to take pleasure in my remaining time on earth. These walks opened up a new lease of life and the start of a new community which I could embrace.

Green social prescribing pilot participant

Tackling the wider determinants of health is a core part of our clinical strategy, and our local parks can play an important role in addressing these. As a trust, we are closely involved with the Camden and Islington Parks for Health project and would like to continue this collaboration to help improve outcomes for people locally.

Dr Vincent Kirchner, Medical Director for Camden and Islington NHS Foundation Trust



Our future strategy and model

Parks for Health was launched with the aim of re-imagining Camden and Islington's parks and green spaces as public health assets - delivering on their original purpose while responding to 21st century challenges and helping to tackle physical and mental health inequalities.

The breadth and depth of our collaboration with council colleagues, health sector partners and the voluntary and community sector have resulted in:

- a shared vision for parks in both boroughs
- a strategic framework for making the vision a reality.
- substantial progress in developing our new funding model and strategy, workforce development, understanding the potential of our social and community infrastructure, and realising the potential of parks-based green social prescribing.

In this section, we outline how we are embedding change through place-based leadership and mainstreaming. We describe our refined vision, what we want to achieve and how we will measure progress, as well as setting out our plans for building on the foundations of our grant-funded co-design and transition phases.

Overall, our approach is based on a combination of cultural, structural and operational factors – none of which would be sufficient on their own.

Parks for Health is a brilliant example of how we can leverage the assets of our partners and local communities to improve health and wellbeing outcomes for our local residents. We see this as a key opportunity to support local residents in accessing and using local parks to improve their physical and mental health through connecting with nature and their local community. GPs are seeing unprecedented demand but also recognise that many patients would benefit from green social prescribing, and we are thrilled to be working with Islington Council and their partners in support of this project.

Clare Henderson, Director of Integration,
Islington Directorate, North Central London CCG

Collaboration is critical to our success, and we describe this in further detail in sections five and six.

Our strategic framework: making our vision a reality

Our strategic framework comprises the following elements:

5 priority health impacts

- The contribution of our parks to the prevention of ill health, early intervention and promotion of wellbeing over the longer term.

4 Programme strategic outcomes

- The ways in which the Parks for Health programme itself will contribute to these health impacts, reflecting our ambition and driving innovation.

5 strategic objectives

- A suite of measurable programme-wide strategic objectives for delivery which will continue in some form beyond the grant-funded period but increasingly embedded in mainstream business.

8 workstream objectives

- The focus for each area of delivery to ensure everything we do is directed towards the programme outcomes and, ultimately, mainstreaming for improved health.
- These objectives will be achieved through two overarching priorities:
 - Our parks experience
 - Green social prescribing.



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The changes by the end of the project

Our logic model details the changes we will see at the end of the transition phase and how these take us further on our journey towards transformation and our vision.

We will be poised to embed the project's vision and work in our parks' services, structures, other council teams and partners in the post-transition phase.

Residents	Partners	Embedding in structures and councils	Parks' Services
<p>Page 86</p> <ul style="list-style-type: none"> • Make greater use of parks to improve their health, and so are less isolated, more active, with improved health and wellbeing, and more engaged in their community; particularly our target groups • Feel there are parks that meet their wants and needs, and use them accordingly 	<p>Our partners in the health and voluntary sectors:</p> <ul style="list-style-type: none"> • Remain engaged and have ownership of the development and delivery of this work • Increase the number of activities they offer in our parks • Feel supported by parks teams with both capacity and fundraising to pay for the activities 	<p>Senior officer buy-in:</p> <ul style="list-style-type: none"> • The Parks for Health strategy has been agreed by Islington's Executive • Our senior councillors and officers remain fully committed to our work and vision. <p>Parks and their health offer are fully embedded in our borough partnership structures and strategies, such as:</p> <ul style="list-style-type: none"> • Islington's Fairer Together structure and tackling inequalities group • Borough's Covid-19 recovery plans 	<ul style="list-style-type: none"> • Islington council has restructured its workforce to help deliver our vision <p>Parks staff:</p> <ul style="list-style-type: none"> • Are supportive of the health-related changes to their roles and to parks • Are willing to engage with partners, and have a greater awareness of the specific needs of our communities • Identified skills training delivered



The changes by the end of the project phase.....

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Residents	Partners	Embedding in structures and councils	Parks' Services
<ul style="list-style-type: none"> The health sector recognises the health offer of parks and “socially prescribes” parks to residents Evaluation of referrals to parks show that the health has improved of residents who took up the referral 	<p>Our partners in the health and voluntary sectors:</p> <ul style="list-style-type: none"> Know what is happening in parks and promote this and our vision to their service users Friends of Parks groups have greater capacity and confidence to deliver activities in parks 	<p>Other council teams:</p> <ul style="list-style-type: none"> Recognise the health offer of parks Refer service users to parks Where possible deliver activities in parks, such as by Islington’s children centres 	<ul style="list-style-type: none"> Islington Green Space Investment Programme agreed <p>The future of our parks and their funding is strengthened.</p>



Our priorities for delivery 2022-26: building on into normal business

Our work during the transition phase will shape and refine our delivery plans for the medium term. However, we have identified a number of priority areas/themes for focus. These will contribute to the five-year outcomes in our logic model and take us significantly further along the path to transformation and our vision. Our priority themes are:

The parks experience/quality of our parks

We will continue to develop, appraise and refine the physical and social infrastructure of our parks to maximise health and inclusion.

Wider green infrastructure

We will take every opportunity to mainstream the Parks for Health vision and approach by influencing planning and policy and delivery of our green infrastructure as a whole.

Sustainable investment and resourcing

We will use the power of health as a priority to secure greater and more diverse investment and funding for our parks and green spaces over the long-term.

Ways of working

We will ensure our strategic partners, parks teams and delivery partners maintain the motivation, skills, knowledge and capacity to deliver the Parks for Health vision.

Green social prescribing

We will continue to evolve the GSP offer in order to meet identified needs more effectively, tackle health inequalities, and shift the balance towards early intervention and prevention via widespread parks usage.

Leadership and excellence

We will foster a culture of continuous improvement while also helping and influencing others across London and nationally to transform parks into sustainable health assets.

Parks for Health information, workshops and meetings, and green social prescribing pilots, are really helping to change minds and present a different view of how residents can use and benefit from their local parks. This is really useful for our social prescribing work where you can encounter a lot of resistance to doing things outdoors!

Donna Turnbull, Voluntary Action Camden



The long-term changes

Our logic model includes the outcomes we want to achieve by 2031. Like the NHS long-term plan, which has helped to shape our own planning, it lasts for ten years. By 2031 Camden and Islington's parks will be part of life as normal for our residents and business as usual for our partners, and health will run through everything we do.

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Residents	Partners	Parks' Services
<p>Camden and Islington residents:</p> <ul style="list-style-type: none">• Through park usage are less isolated, more active, with improved health and wellbeing, and more engaged in their community• Use our parks as a matter of routine, particularly our target groups who do not wait for a referral through green social prescribing• Feel there are parks that meet their wants and needs, and use them accordingly• Are involved in the design and delivery of parks themselves and the activities in them• Use parks such that it matches the diversity of our communities	<p>Our partners in the health and voluntary sectors, and other partners such as children's centres:</p> <ul style="list-style-type: none">• Are engaged in parks as part of their mainstream work• Recognise that parks are an active health asset, referring service users to them, advocating for them, and delivering activities in them that contribute to the universal, targeted and GSP offers• Have sustainable funding to deliver activities in parks• Influence the management and investment in parks• Feel that they have a shared ownership of parks as health assets	<p>All parks' staff:</p> <ul style="list-style-type: none">• understand their role in supporting parks to be an active health asset• feel confident and motivated to support the health and wellbeing of park users <p>Health is central to changes and improvements to park infrastructure.</p> <p>The future of our parks and their funding is safeguarded.</p>



Section 4: Sharing the learning

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Sharing what we have learnt

Our status as an FPA project and the only one solely about health has helped to bring our work to a wide audience.

Collaboration with others

- We are promoting our work and sharing our learning through corporate programmes, such as:
 - Camden Participation team work on We Make Camden, Camden Renewal Commission, Community Connectedness, Diversity in the Public Realm
 - Islington's localities and VCS work in Fairer Together, Islington Time to Change mental health initiative and Islington mental health partnership board
 - And social prescribing organisations across both boroughs
- Participating in The Bartlett Faculty of the Built Environment, University College London research projects: Making better use of urban green spaces for public health; How park users in North London derive wellbeing from greenspaces
- Worked in partnership with local CCG to submit a joint bid to be a GSP test site and with local VCS organisations to the Green Recovery Fund rounds 1 and 2, bringing together organisations that had not collaborated before
- Provided a venue in Camden and hosted a site visit for the Improving Mental Health through Green Social Prescribing event organised by the Dept of Health and Social Care (National Leadership Centre!)
- Shared article with the Centre of Excellence on the impact of Covid and the integral role of parks in the response

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Follow our journey at:
www.futureparks.org.uk/Camden-Islington

Our evolving practice, learning and practice we have shared

Publications:

- A case study in:
 - [Public Health England: Improving access to greenspace, A new review for 2020](#)
 - [Parks for London Good Parks For London 2020: Parks and the Pandemic](#)
- Feature heavily in the [Mayor of London's Green Spaces Commission Report \(2020\)](#)
- Article in ACES Terrier – [Association of Chief Estates Surveyors and Property Managers quarterly magazine](#)

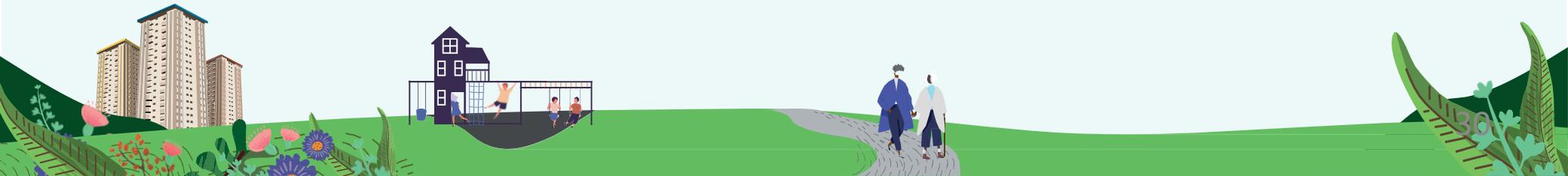
Presentations:

- Keynote speaker at the Health and Green Spaces Workshop held by Parks for London Centre of Excellence
- Speaker at PHE Healthy Places Webinar #6: Natural Environment and Health
- London Greenspace Commission
- Nesta/FPA event: [Rethinking the Future of Parks](#)
- Show and tell events with council staff
- Mental health awareness week, May 2021:
 - Presentation at event for staff of Islington council and partners about Black men and mental health
 - [Thrive London panel discussion](#)
- Shared learning with Hackney Local Delivery Pilot and Brent Parks Forum
- Presented to the London Environment Directors Network (LEDNet) workshop



Examples of success and changes so far:

- Work with Bright Start to deliver environmental education activities for under fives plus a training programme to skill up the Bright Start Team with accredited forest school training.
 - Diversified funding with Islington securing £200k/year (ringfenced Public Health) for the Ranger Service and additional £150k/year for a new community gardening team (from Housing).
- Worked with Public Health and a variety of council departments to bid for and secure, funding from Public Health England for Prevention and Promotion for Better Mental Health. This will lead to a range of targeted health and wellbeing activities taking place in our parks over the next 6 months.





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Camden



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Report of: Interim Director of Children’s Services, Corporate Director, Community Wealth Building and Corporate Director, Resources.

Meeting of:	Date:	Ward(s):
Environment and Regeneration Scrutiny Committee	12 th October 2021	All
Delete as appropriate		Non-exempt

SUBJECT: Employment and Skills Quarter 1 2021/22 Performance Report

1. Synopsis

- 1.1 The council has in place a suite of corporate performance indicators to help monitor progress in delivering the outcomes set out in the Council’s Corporate Plan. Progress on key performance measures is reported through the council’s Scrutiny Committees on a quarterly basis to ensure accountability to residents and to enable challenge where necessary.
- 1.2 This report sets out 2021-22 Quarter 1 progress against targets for those performance indicators that fall within the Jobs and Money outcome area, for which the Employment and Skills has responsibility.

2. Recommendations

- 2.1 To note performance against targets in 2021-22 Quarter 1 (1st April – 30th June 2021) for measures relating to Jobs and Money outcomes in Employment and Skills.

3. Background

- 3.1 A suite of corporate performance indicators have been proposed for 2018-22, which help track progress in delivering the seven priorities set out in the Council’s Corporate Plan - *Building a Fairer Islington*. These continue to be reviewed, to ensure that they are fit for purpose, both providing Committee with a measure of overall performance, as well as stretching services to meet the exceptional economic circumstances we now face. Targets are set on an annual basis and performance is monitored internally, through Departmental Management Teams, Corporate

Management Board and Joint Board, and externally through the Scrutiny Committees.

3.2 The Environment and Regeneration Scrutiny Committee is responsible for monitoring and challenging performance for the following key outcome area: Jobs and Money which covers delivering an inclusive economy, supporting people into work and helping them with the cost of living.

4. Quarter 1 performance update – Outcome: Reduce levels of long-term unemployment and worklessness

4.1 Key performance indicators relating to ‘Reduce levels of long-term unemployment and worklessness’.

PI No.	Indicator	2019/20 Actual	2020/21 Actual	2021/22 Target	Q1 2021/22	On target	Better than Q1 last year
JM 1	Number of Islington residents supported into paid work through Team Islington activity.	1,318	988	1000	371	Yes	Yes
	a) Parents of children aged 0-18	348	223	330	67	No	Yes
	b) Young people aged 18-25.	381	238	300	88	Yes	Yes
	c) Disabled people / those with long-term health conditions.	300	186	250	157	Yes	Yes
	d) BAME.	661	491	600	181	Yes	Yes
	e) Council Contracted Suppliers	89	180	250	58	No	Yes
JM 2	Number of London Living Wage entry level jobs achieved through the Islington working partnership	New indicator	307	200	86	Yes	New Indicator

JM 3	Monetary value of social value derived through affordable workspace	New indicator	£157,968	TBC	£391,324	N/A	New Indicator
JM 4	Assessment by businesses of impact/value added by Inclusive Economy & Jobs	New indicator	New indicator	N/A	N/A	N/A	New Indicator
JM 5	Number of Islington residents supported into apprenticeships with an external employer	138	67	30	13	Yes	Yes
JM 6	Number of Islington residents gaining apprenticeships with council contracted suppliers	18	9	20	1	No	Yes

4.2 **Corporate Indicator JM1 - Number of Islington residents supported into paid work through TeamIslington activity.**

The Council's corporate plan 2018-22 set out an objective to 'Deliver an Inclusive Economy', supporting people into work helping them with the cost of living. As part of delivering this objective, the Council has set a target of supporting **4,000** residents into employment over a 4-year period. **We have surpassed the target** and at the end of June 2021 had successfully placed **4029** residents into employment. To achieve the manifesto commitment before the end of the expected term and despite the economic downturn due to the impact of the Covid-19 pandemic is an **excellent achievement**. This result reflects the embodiment of the **Islington working partnership** and joint working with partner organisations.

4.3 This year we have set an annual target of **1000** Islington residents into paid employment. We have identified the issues of sustainment in work as a key measure in assessing the effectiveness of employment support services and have developed a '*new performance indicator*' to track clients at 13 and 26 weeks which will be reported from Quarter 2. This will also be rolled out and embedded across the Islington working partnership. The Islington working partnership has signed up to council priorities on tailored employment support for priority groups; Black & minority ethnic, those with disabilities, parents and young people (18-25).

- 4.4 Performance has been strong in Quarter 1 with **371** unemployed Islington residents supported into paid employment exceeding the profiled target of **300** target of by **24%**. Employment Support is delivered in Islington by a wide range of services. The iWork service offers 1-2-1 tailored coaching and mentoring support to get unemployed Islington residents into jobs they want to do, providing targeted job searching, job applications, tailored CVs and interview practice, constructive feedback, childcare support, discretionary payments and pastoral support.
- 4.5 Contact agents provide initial contact for the Islington working partnership through a telephone and email in box response service. This is the primary route for residents seeking employment support and provides a single front door for the client. The contact agent's specialism is their ability to direct clients to the best possible local service, either an in-house employment coach or to an Islington working partner.
- 4.6 The launch of the **Islington working jobs portal** which connects local residents to local vacancies has further expanded this offer. There are approximately **2000** residents registered on the portal and **110** employers. The portal provides an additional resource to support the anticipated demand for employment support as furlough comes to an end in September 2021. Residents registered on the portal who are newly unemployed and require minimal employment support are able to apply for vacancies directly. The portal has provided the contact agents with additional capacity to support residents furthest away from the labour market, who require dedicated employment support.
- 4.7 In addition to efforts to support people into work, we also recognise the need for advice and support to help those in work remain in their jobs and progress. The Council-funded Get Back on Track service is delivered by Shaw Trust and is targeting support to residents whose jobs have been directly impacted by the Covid-19 pandemic. The service offers specialist Human Resources and Legal advice, furlough, changes to job descriptions or working conditions (acting as an intermediary between employee and employer), redundancy. In Quarter 1, 59 residents registered with the programme and 27 were supported to sustain employment.
- 4.8 Restart a new Government initiative commenced in Islington in June 2021. This is a national programme and forms part of the Government's Covid-response, 'Plan for Jobs'. For delivery purposes the country has been divided into twelve Contract Package Areas (CPAs). Islington falls within the Central and West London CPA and the programme will be delivered by Ingeus. It will offer employment support to residents who are on Universal Credit and have been out of work between 12 and 18 months. Performance information will be available and reported from Quarter 2.
- 4.9 Ingeus will also be the delivery partner for the new Job Entry Targeted Support service (JETS) which will offer support to the newly unemployed and work with any resident who has been claiming benefits for 13 weeks or more. Tailored employment support will be provided for up to 12 months which will include career coaching, health and well being support and skills training. There is concern that this programme is mandatory with sanctions likely to be applied. We will be monitoring this closely. Ingeus have assured us that they will be reluctant to propose sanctions, but the decision ultimately rests with the Department for Work and Pensions (DWP).
- 4.10 From its peak in March 2021, unemployment in Islington has followed a universal downward trend, falling for the fourth consecutive month on record, from 7.6% of the working age population making unemployment related benefits claims in March, to 6.5% in July. This is higher than the UK rate (5.5%), but lower than the rate for London (7.3%), both of which have also witnessed falls.

More males as a percentage of the working age population in Islington are unemployed than females (7.2% of males compared to 6.1% of females). In both cases this was lower than the figures for

London and the UK.

- 4.11 In relation to youth unemployment, Islington is performing much better than the London and UK average, with a rate of 5.4% of young people out of work claiming unemployment benefits compared to 8.9% in London and 7.2% for the UK.
- 4.12 Islington fares less well in the level of over 50s unemployment. 9.3% of people in the working age population over 50 are claiming unemployment related benefits compared to 7.4% in London and 4.2% in the UK. The Institute of Employment Studies found people still on furlough were more likely to be older workers. It also underlines an increasing digital and technological skills divide emerging amongst older workers, as described in further detail by the Centre for Ageing Better in their report 'Covid-19 and the digital divide: supporting digital inclusion and skills during the pandemic and beyond.'
- 4.13 Furlough rates in the borough are at 7% of the eligible workforce, which is lower than the London average of 10%, but continues to be quite a high percentage compared to some other parts of the UK. In July 2021, 7,000 people in Islington were on furlough - 8% of eligible men (3,700) and 6% of eligible women (3,300). Compared to other parts of London, this was the lowest percentage rate, equivalent to the national average. For comparison, Hounslow and Newham each witnessed 12% of eligible workers still on furlough in July.
- 4.14 Given that the government subsidy will phase out completely in September, there is a possibility that the ending of furlough could still translate into a rise in unemployment. If the decline continues at the same rate of 20% each month, then by the time furlough is phased out an additional 3,500 people could still be on furlough at the end of September when the scheme finally ends. This would raise the claimant count by nearly 30% to over 16,000 people and bring the rate up to 8.6% from its current level of 6.7%. However, it may also be the case that there is an acceleration in people coming off furlough by the end of September, thereby reducing the potential claimant count. Approximately half of people on furlough in Islington are employed in sectors that rely upon demand from outside visitors, hospitality and food services, arts, entertainment and recreation and business support services.
- 4.15 As we emerge from the Covid-19 pandemic we know that Islington's economy has suffered. Pre pandemic economic effects remain and new challenges are arising. We are ambitious for Islington's economic recovery and plans are now fully underway, which is being blended with an approach to reframe the economy, taking advantage of new relationships forged during the pandemic to build back better to **achieve a fairer, more inclusive, more democratic, innovative and greener economy** built on the principles of social and environmental justice. This will see more local residents into good jobs, protect our high streets and forge a better future for everyone in Islington.
- 4.16 **Corporate Indicator JM1a - Number of Islington resident Parents of children aged 0-18 supported into paid work through Team Islington activity.**
- Council services and partners supported **67** parents of children aged 0-18 into employment in Quarter 1. Whilst the Q1 position is below the profiled target we hope to recover by year end to hit our target. We anticipated that this quarter would see less engagement across the board, Some cohorts have actually achieved better outcomes than we anticipated but those experiencing systemic barriers such as childcare have been affected in the way we had expected. Parental outcomes should begin to improve from September when children go back to school. We will continue to work with employers to negotiate flexible working hours and have re-established links with Bright Start Centres to engage more parents across the borough and increase referrals.

Some parents actively engaging with iWork and Islington working partners have reported finding remote engagement preferable to face to face appointments as they do not need to arrange childcare facilities or factor in additional travel time. There are a few clients who would prefer face to face appointments and we aim to have a blended approach available in place from October 2021.

4.17 **Corporate Indicator JM1b - Number of Islington resident young people aged 18-25 supported into paid work through Team Islington activity**

By the end of Quarter 1, **88** young people aged 18-25 were supported into paid employment. Over the course of the pandemic, the digital divide has affected the most vulnerable young people in the borough, with many not having access to devices to access provision. To address this, the service was swift in securing devices for loan and dissemination to young people. The online mode of delivery has made engagement of youth more challenging, so the team have been taking a blended approach to mitigate this.

Engagement and enrolment of young people onto the YES programme has been strong, with the programme having already surpassed the annual target set. It is envisaged that the increase in face-to-face delivery will bring about further engagement opportunities that the Programme Manager is planning for. Overarching KPIs for the programme include:

- 106 young people have been referred to the programme by local partners and agencies.
- 76 young people in total have been enrolled against the target of 60 to end November 2021.
- 66 are currently enrolled (23 from our youth offending cohort, 15 community referrals and 28 care leavers).
- 21 young people are being supported to sustain their work or training placements.

The following priorities had been identified for the next three months:

- 100 hours of the World of Work: Convert new expressions of interest across the council to broker and deliver world of work tasters, placement and entry-level roles.
- LBI as an employer: to continue to work closely with HR Early Careers and make referrals to Kick-start and apprenticeship programmes.
- To develop a second careers taster week collaboratively with HR Early Careers.
- To develop a YES 'best practice for placements' guide for employers.
- To increase referrals for care leavers.
- To increase take-up of Functional Skills offer for 19+ age group, where possible.
- Localities: To increase referrals from Cally partners.

4.18 **Corporate Indicator JM1c - Number of Islington resident Disabled people / those with long term health conditions supported into paid work through Team Islington activity**

By the end of Quarter 1, **157** residents with a disability/long term health condition were supported into paid employment. Outcomes for disabled people are particularly strong this quarter and reflects the strong focus placed on support for this group. Disabled residents have lower employment outcomes compared to average and have been disproportionately affected by the Covid-19 pandemic.

- 4.19 The Islington working partnership have a renewed focus on developing greater awareness of and expertise in supporting those with disabilities and long term health conditions. The Work and Health Programme delivered by Ingeus is currently the largest employment support programme operating in the borough and focuses both on helping residents to get jobs and take action to improve their health. In Quarter 1 the programme supported 121 Islington residents into work.
- 4.20 Recognising the adverse effect of the pandemic on those declaring they have mental health challenges. The Council has renewed its funding for Mental Health Working (MHW). The programme delivered by Hillside Clubhouse offers specialist support to residents who are out of work and experiencing mental health issues. In Quarter 1 MHW supported 15 residents into work. Whilst the Work and Health Programme and Mental Health Working are the Council's key partners in supporting those with disabilities or health conditions, we also maintain close links with other disability organisations including Scope and Mencap.
- 4.21 Residents with autism or global learning disabilities have been adversely affected by the Covid-19 pandemic. National government lockdown restrictions had a severe impact on the labour market and subsequently halted the provision of brokered adjusted job opportunities required for this group. Despite this challenge, 7 residents with autism or a global learning disability residents with autism or a global learning disability (GLD) started work in Quarter 1. Specialist support services including Caretrade, Kaleidoscope, The Elfrida Society, and Courtyard School have been significant contributors to these outcome.
- 4.22 Partnership work is underway between the council, DWP and the London Deaf Information Service to meet a gap in provision to support deaf residents into employment. BSL Interpreters provide support using virtual toolkits to provide a pathway to employment.
- 4.23 **Corporate Indicator JM1d - Number of Black, Asian and Minority Ethnic Islington residents supported into paid work through Team Islington activity.**
- We continue to report strong outcomes for BAME residents with **181** into paid employment in Quarter 4. We know that people from BAME backgrounds have been severely impacted by the onset of the Covid-19 pandemic, as they are more likely to be working in low paid, insecure jobs in shut down sectors in retail, hospitality, catering and parts of the creative industries.
- The council is committed to improve our reach into our ethnic minority communities. We have established a forum of BAME organisations to develop a greater understanding of employment support services that are available in Islington, providing the opportunity to hear directly from members of the BAME community who have used employment support provision. Highlight of work with the forum in Quarter 1 include:
- The introduction to three 'navigator' teams that can help residents connect with a whole range of services from employment to mental health to debt advice to housing and more. Those teams are based in Help on Your Doorstep, Age UK Islington, and Manor Gardens Centre.
 - Circulated information to Black, Asian and Minority ethnic groups on how to bid for and deliver Council contracts through the Council's procurement process.
 - Commenced a programme of outreach whereby the new LIFT programme Community Engagement Officer meets grassroots community groups in groups and on a 1-1 basis to explain the programme and build relationships.

- Delivered an information session on health and social care jobs with the Swahili speakers' group Stepping Stone.
- Encouraged all groups to sign up to the Islington Working twice-weekly e-bulletin and Islington Working portal

4.24 In March 2021 the LIFT (Leading Inclusive Futures Through Technology) programme was launched. A £7.4m joint project in Islington, Hackney Camden & Tower Hamlets to make sure underrepresented communities and businesses benefit from the Technology, Science and Digital sectors. It aims to address the underrepresentation of some communities in these sectors including women, those with disabilities, lone parents and people from Black, Asian and ethnic minority backgrounds.

4.25 The programme is being led by Islington Council and delivered in partnership with entrepreneurship not for profit firm Capital Enterprise which has supported more than 3,500 small businesses and created nearly 7,000 in new start-ups since 2014.

4.26 Residents are being supported through targeted employability programmes to boost career prospects and prepare them for careers in tech, paid internship programmes with tech start-ups, and enterprise programmes that support people to start or grow their own businesses. Community outreach by a dedicated officer has helped to build a pipeline of residents for these opportunities. By the end of Quarter 1 the programme had supported **228** residents from BAME backgrounds through activities including employability programmes, community events and business support. We have placed **11** residents from our target audience into a full-time job, apprenticeship or work experience.

4.27 We have designed a research proposal to work with the London Metropolitan University with support from the Runnymede Trust to develop an understanding of labour market outcomes for Black and minority ethnic communities in Islington. The research will inform how we set meaningful targets and develop support that is tailored to the needs of this group. In the interim we have set ourselves a target to support 600 residents from Black & Minority ethnic communities into paid employment.

4.28 **Corporate Indicator JM1e - Council Contracted Suppliers.**

We continue to find that the single largest directorate whose contractors are working with us, is the Adult social care directorate. This has been a growing trend, linked to our strong partnership working through our Health and Social Care Academy. We have now presented to management teams in Housing, Public Health and Youth & Communities, to further promote the message that we can achieve a huge impact if the message to our contractors is loud and clear. In addition, we have begun to work closely with Reed who manage our temporary roles, so that we are better placed to support our residents to start work in council. We now need all council commissioners and contract managers to promote the use of the Islington Working portal and the iWork recruitment services, so that our commitment to paying the living wage is genuinely supporting the recovery of our local economy. We have been working to raise awareness of this with council commissioners, and in the past quarter 27% of the roles on the portal were in some way funded by Islington council grants. This is in line with the ambition set out within the council's recently agreed Progressive Procurement Strategy, and the imminent publication of our draft Social Value guidance for commissioners.

JM3 - Monetary value of social value derived through affordable workspace.

This indicator relates to an estimation of the monetary value of the social value delivered by workspace operators participating in the Councils Affordable Workspace Programme. Operators do not have formal targets until year 2 when their space is established. We have captured all early outputs, whether quantitative or qualitative and assigned a monetary value where possible. The monetary value is calculated using the Social Value Portal's TOMs evaluation methodology.

Affordable Workspace Programme - Social Value Performance 2021/22

Workspace	Opening Date	SV Output Total 2020/21 & 2021/22 (£)	SV Output Q1 2021/22 (£)	Detailed Outputs
Space 4 Outlandish and Founders & Coders	November 2019	£9,616	£391,324	<p>Enterprise</p> <p>Regular workspace users = 64 total</p> <p>6 Unemployed People took Founders & Coders (FACs) full time course (360 hours each)</p> <p>7 Apprentices from local firms on FACs full time course</p> <p>24 people took part in FACs pre-apprenticeship training and drop in sessions</p> <p>113 took part in FACs online training (meet ups)</p> <p>90 staff hours delivering Space4 workshops</p> <p>16 'Tech for Better' Projects delivered by FAC</p> <p>30 hours meeting and working with local VCS and community groups</p>
FC Designer Collective	September 2020 (closed due to COVID lockdown from	£30,184		<p>Enterprise & Employment</p> <p>Regular workspace users = 10 total (designers now in the retail space)</p>

	December 2020 to May 2021)		£30,184	<p>91% of users are from BAME and women's groups</p> <p>Training & Events</p> <p>2 residents completed the level 2 stitching qualification</p> <p>15 hours - Provision of expert business advice to VCSEs and SMEs (Training)</p> <p>3 Hours - Provision of expert business advice to VCSEs and SMEs (Business advice/Development)</p> <p>2 Hours - Provision of expert business advice to VCSEs and SMEs (Public Relations)</p> <p>12 Hours - Provision of expert business advice to VCSEs and SMEs (Market research)</p> <p>10.25 Hours - Provision of expert business advice to VCSEs and SMEs (Marketing)</p> <p>4 Hours - Provision of expert business advice to VCSEs and SMEs (Writing or editorial)</p> <p>16 Hours – MIND Mental Health Training for senior staff</p>
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Both Space4 and FC Designer Collective have now re-opened following lockdown. Whilst both are open to the public, it should be noted that footfall is still much reduced on pre-COVID rates.

Space 4 Outlandish and Founders & Coders

Outlandish and Founders and Coders have achieved good outcomes post COVID. The space is busy and vibrant and they took the opportunity during the quiet months to make some aesthetic improvements to the space. They have also taken occupation of the upper floor of the building which will allow them to further expand their operations in the locale.

FC Designer Collective - Fashion Enter Ltd. (FEL)

FEL figures for Q1 represent outputs from the retail space only. Whilst this space does have several sewing machines which have been useful for limited training and clothing alterations, we expect a significant increase in outputs and outcomes for the next quarter once the FC Designer Workspace on the Andover Estate is open. This new space will greatly enhance both the range and number of local people FEL can access and accommodate in the future. The new space provides over 5000sqft of state of the art studio space equipped with cutting table, sewing machines, pressers, photo studio and individual studios to let.

In the meantime, FEL is undertaking extensive communications with local sewing and community groups including Minority Matters, Holloway Neighbourhood Group, Islington Refugee Forum, The Islington Turkish, Kurdish and Cypriot Woman's Welfare group, MEWSO, KMEWO, IMECE Woman's centre and Jannaty Women charity. Many of these groups include BAME minority groups and women. Once in the workspace these groups have free access to the space at dedicated times, will be provided with free fabric and threads, those that are unemployed or on low income will have access to a free Level 1 accredited course.

FEL is working closely with local job centres, youth centres and organisations such as the Princes Trust, Islington Community Network, and Action for Children, Voluntary Action Islington, and the Maya Centre for Women, One Housing Group, Islington Somali Community and Islington Refugee Forum. Accredited training from Level 1 will be available at the workspace as well as functional skills in Maths and English and employability skills. FEL understands not everyone is academic and this is where a practical, hands-on skill can be taught both through formal qualifications but also with vocationally based short courses which can lead to employment, or for the right individual set up their own business with the support and guidance from FEL.

New Affordable Workspace in Development

Despite the constraints imposed by lockdown and the pressures on construction posed by Bruit, development of new affordable workspace has continued apace. Several projects currently in development have reached major milestones in their delivery:

- Fit out of 127 Farringdon Road began in January and is now complete. The space is a collaboration between the Council and City University of London and offers just over 4,000sqft of tech accelerator space. The space, is branded "Better Space", is now open and building up local engagement and workspace users. We are currently working with the University to create a local engagement and communications plan to ensure the community is aware and starts to use this superb new asset from day one. In June the space hosted a successful early engagement event with Urban MBA and the London Co-Working Assembly. We will report outputs for this space from the next quarter.
- The programme has now appointed an operator for a further three affordable workspaces spaces, Town Square Spaces Ltd, subject to final contracts. Two spaces, White Collar Factory and 160 Old Street will be open by the end of the year and a third space at 250 City Road, will be open by the spring of next year.

The programme has also secured an additional £100,000 funding through the Mayor's Good Growth Fund Round 1 to deliver internal enhancements to Space4 on Fonthill Road, which will create additional capacity and enhance the user experience.

4.30 **JM4 - Assessment by businesses of impact/value added by Inclusive Economy & Jobs.**

This is a new corporate indicator for 2021-22 that will be reported on from Quarter 4. The service has developed new action plans for each of the Council’s local economy areas. The plans include activities to support local businesses on the high street to create a welcoming and sustainable town centre, as well as local community wealth building initiatives. Further work is ongoing in relation to local performance measures as part of the action plans, and it is anticipated that an annual survey will be developed to track stakeholder satisfaction in the services provided, to enable full corporate reporting of performance on JM10 with sub-targets/measures.

4.31 **JM5 - Number of Islington residents supported into apprenticeships with an external employer.**

The number of Islington residents supported into apprenticeships with an external employer has been low in Quarter 1. However, a new Mayoral drive connected to the Greater London Authority (GLA) sector academies may help to address this. We are hopeful that interest in apprenticeships will begin to increase from January 2022. We continue to work with colleagues to explore whether the employers may seek to move their Kick-start new employees on to apprenticeship programmes rather than lose them.

4.32 **JM6 - Number of Islington residents gaining apprenticeships with council contracted suppliers.**

The number of Islington residents gaining apprenticeships with Council contracted suppliers has been significantly impacted by the Covid-19 pandemic and subsequent government lockdown restrictions. Some employers ceased to take on new apprentices and others made the decision to terminate the contracts of their existing apprentices, as they found the remote working arrangements challenging to manage and train junior staff. However, this will continue to be a key ‘ask’ within council contracts in 21/22, as part of the enhanced Social Value approach set out in the new corporate Progressive Procurement Strategy. In particular we will be working closely with the contractors on the councils three year New Build contract to create and fill sustainable, higher level apprenticeships.

5. **Quarter 1 performance update – Outcome: Help residents get the skills they need to secure a good job**

5.1 Key performance indicators relating to ‘Help residents get the skills they need to secure a good job’

PI No.	Indicator	2019/20 Actual	2020/21 Actual	2021/22 Target	Q1 21-22	On target?	Q1 last year	Better than Q1 last year?
JM7	Corporate indicator Number of Islington residents enrolled on an Adult & Community Learning Course, with sub-targets for:	19-20 Academic year 1,504	20-21 Academic year 954	2,000 for 20-21 Academic year 2,000 for 2021-22 (reported from Q3)	2020-21 Autumn - Summer terms : 954	No	1,518	No

	Corporate indicator a) Parents of children aged 0-18	19-20 Academic year - 423	20-21 Academic year 420	1,100 for 20-21 Academic year 700 for 2021-22 (from Q3)	2020-21 Autumn - Summer terms : 420	No	399	Yes
	Corporate indicator b) Residents with disabilities/those with a long-term health condition	19-20 Academic year - 317	20-21 Academic year 175	600 for 20-21 Academic year 450 for 2021-22 (from Q3)	2020-21 Autumn - Summer terms : 175	No	317	No
	Corporate indicator c) Black, Asian and Ethnic Minorities	19-20 Academic year 1,110	20-21 Academic year 776	1,540 for 20-21 Academic year 1,540 for 2021-22 (from Q3)	2020-21 Autumn - Summer terms : 776	No	1,120	No
	Corporate indicator d) Residents engaging with online courses	19-20 Academic year - 479	20-21 Academic year 859	500 for 20-21 Academic year 400 for 2021-22 (from Q3)	2020-21 Autumn - Summer terms : 859	Yes	476	Yes
JM10	Number of schools engaged in 100 hours of work programme	25	22	40 (10 for Q1)	9	No	20	No
JM11	Number of page views for 100 hours of the world of work	New indicator	4,504	2,000 (700 for Q1)	879	Yes	690	Yes

5.2 Corporate Indicator JM7 - Number of Islington residents enrolled on an Adult Community Learning Course¹

ACL performance is tracked over the period of an academic year and the entire year has been affected by prolonged COVID measures. Quarter 1 of 2021-22 coincides with the summer term of

academic year 2020-21. The enrolment numbers will continue to increase during the summer and a final revised figure for the full academic year will be confirmed in Quarter 2 report.

The enrolment of 2,000 learners was a target agreed prior to pandemic and the service enrolled 954 residents for the period of the end of June, with some outdoor Family Learning provision planned for the July. Despite not having met Council targets, the service has achieved 91% of its GLA target, ensuring that it will achieve its funding in full.

To manage the performance of residents enrolled on courses, the service will:

- Liaise with partners, such as Bright Start and local schools to identify opportunities to develop provision.
- Deliver summer programmes of face-to-face support (including digital drop in and employability)
- Market courses through the Council's end of furlough support campaign
- Conduct face-to-face enrolments for the new academic year
- Deliver more courses that will prepare residents for a post-covid employment landscape, such as Essential Digital Skills; Setting up your own Business and Level 3 Health and Social Care.

5.3 **Corporate Indicator JM7a - Number of parents of children aged 0-18 enrolled on an Adult & Community Learning Course**

The Service engages parents with children 0-18 across all curriculum areas. The service had engaged with 420 parents by the end of June, and while below the target, this number was higher compared to the previous academic year, representing a good achievement given that outdoor Family Learning could not take place during summer 2020. Due to lockdown, Family Learning provision moved online, but uptake on courses offered was low. April marked the beginning of face-to-face Family Learning since the first lockdown. These were well-attended and this resulted in an increase in numbers from April to June 2021. Additional face-to-face provision is planned for the rest of the summer and the service anticipates further increase in numbers of parents engaging.

The Service is continuing its work with Bright Start strategically, interweaving recovery plans to support parents through the crisis.

5.4 **Corporate Indicator JM7b - Number of residents with disabilities/those with a long-term health condition enrolled on an Adult & Community Learning Course**

People with this demographic have been worst affected by the pandemic. Despite this, the service has enrolled 175 residents with disabilities and long-term health conditions onto courses and digital drop in sessions. As the world returns to a 'new normal', the service will increase engagement with this cohort by:

- Joint working with partners, such as Adult Social Care and the Light Project Pro International, to talk directly to these cohorts and take direct expressions of interest
- Increased paper-based marketing in community spaces that these cohorts are likely to access, such as libraries and community centres
- Ensuring all promotional and learning materials are accessible
- Promoting the provision's USP of intimate learning in a covid-safe environment.

5.5 Corporate Indicator JM7c - Number of Black, Asian and Ethnic Minorities enrolled on an Adult & Community Learning Course

The target for this measure was based on the ratio of 77% of overall enrolments. Although the hard figure of 776 at the end of June 2021 is below the target number, proportionally, 81% of learners enrolled were from Black, Asian and ethnic minorities, exceeding the target profile of 77%.

With the mitigating actions in place to support increase in enrolments, service will expect to see the number of Black, Asian and ethnic minority figures to increase.

5.6 Corporate Indicator JM7d - Number of residents engaging with online courses

The service exceeded the annual target of 500 residents engaging with online courses in 2020-21 academic year with 859 residents as at the end of June 2021. The service has continued to engage learners via blended means of delivery, making use of Microsoft Teams, Zoom, its Virtual Learning Environment (MOODLE) and the telephone. Learner feedback has indicated that higher level learners tend to prefer courses online, due to the convenience and flexibility the mode offers, and lower-level learners prefer face-to-face. For academic year 21/22, the service will be delivering a range of face-to-face and online courses, meeting the needs of learners and having taken lessons learnt over the pandemic. Due to further COVID measures in the past year, planned classroom learning has not been possible and therefore virtually all learning remained online.

5.7 JM10 - Number of schools engaged in 100 hours of work programme

Schools' virtual careers activities declined in Q1 as many careers leads reported students getting fatigued with online activities alongside challenges with 'school bubble' closures. In response, in person activities were offered (where possible) and a significant increase in face to face events are anticipated for the start of the new academic year. In total, 9 schools have been engaged this quarter against a target of 10, with a further increase expected at the end of Q2 (Sept) and Q3 when schools are back and collaborating with the programme.

At present, a review of the 100 hrs activity menu is underway alongside an enhanced level of employer engagement. Both are designed to ensure a wide range of employers and opportunities for all year groups, particularly primary aged children, by the start of autumn term. This will include some targeted careers activity to support SEND young people and work with New River PRU, due to go live in September.

5.8 JM11 - Number of page views for 100 hours of the world of work

The team has been regularly updating its web pages with new content including partner careers fairs, online resources and bookable activities for the autumn term. There has also been a push on promotional activity of the menu through social media channels. As students return to school, we expect to see a further increase in visitors to the career resources and activity pages, with a decline in the use of the home learning site.

6. Implications

6.1 Financial implications:

The cost of providing resources to monitor performance is met within each service's core budget.

6.2 **Legal Implications:**

There are no legal duties upon local authorities to set targets or monitor performance. However, these enable us to strive for continuous improvement.

Environmental Implications and contribution to achieving a net zero carbon Islington by 2030:

6.3 There is no environmental impact arising from monitoring performance.

Resident Impact Assessment:

6.4 The council must, in the exercise of its functions, have due regard to the need to eliminate discrimination, harassment and victimisation, and to advance equality of opportunity, and foster good relations, between those who share a relevant protected characteristic and those who do not share it (section 149 Equality Act 2010).

6.5 The council has a duty to have due regard to the need to remove or minimise disadvantages, take steps to meet needs, in particular steps to take account of disabled persons' disabilities, and encourage people to participate in public life. The council must have due regard to the need to tackle prejudice and promote understanding.

Conclusion

7. The Council's Corporate Plan sets out a clear set of priorities, underpinned by a set of firm commitments and actions that we will take to work towards our vision of a Fairer Islington. The corporate performance indicators are one of a number of tools that enable us to ensure that we are making progress in delivering key priorities whilst maintaining good quality services.

7.1 It is evident that the Covid-19 crisis has had, and will continue to have, significant impact on progress against targets for those performance indicators that fall within the Jobs and Money outcome area. As the economy and labour market change, it is likely that a corresponding evolution of the performance reports to this Committee will be needed to ensure that it is able to provide oversight and challenge to the relevant Services.

Signed by:

Date: 7 September 2021

Cate Duffy, Interim Director of
Children's Services

Stephen Biggs, Programme Director
of Community Wealth Building

Dave Hodgkinson, Corporate
Director, Resources

Report Author:

Heads of Service for: Employment,
Adult Community Learning, Youth
Employment, Progression and Skills

WORK PROGRAMME 2021/22

12 OCTOBER 2021

- 1) Inclusive Economy Annual Report – Presented by the Executive Member for Economic Development - 2020/21
- 2) Parks for Health - Officer update
- 3) Q1 Performance Report (2021/22)- Employment & Skills
- 4) Scrutiny Review : Net Zero Carbon Programme (Natural Environment)
- 5) Work Programme 2021/2022

30 NOVEMBER 2021

- 1) Scrutiny Review: Net Zero Carbon Programme – Waste Reduction and Recycling & Circular Economy
- 2) GLL - Leisure Recovery
- 3) NLWA updates by Martin Capstick
- 4) Net Zero Carbon Progress Report (Quarter 2)
- 5) Q2 Performance Report (2021/22) – Environment & Transport
- 6) Quarter 2 Performance Report (2021/22)- Employment & Skills
- 7) Work Programme 2021/2022

1 FEBRUARY 2022

- 1) Air Quality – Officer update & Islington Clean Air Parents
- 2) Green Economy
- 3) Scrutiny Review: Net Zero Carbon Programme – Finance and Investment
- 4) Work Programme 2021/2022

7 MARCH 2022

- 1) Scrutiny Review: Net Zero Carbon Programme – Sustainable and Affordable Energy
- 2) Borough Reading Strategy 2022-25 – Presentation
- 3) Q3 Performance Report (2021/2022) – Employment & Skills
- 4) Q3 Performance Report (2021/2022) – Environment & Transport
- 5) Net Zero Carbon Progress Report (Quarter 3)
- 6) Work Programme 2021/2022

14 MARCH 2022 – Special Meeting

- 1) Tackling the Environment and Climate Emergency – With stakeholders
- 2) Work Programme 2021/2022

3) 14 JUNE 2021

- 1) Scrutiny Review : Topics

