

Annual Performance Update 2013/14

Introduction

The Annual Performance Update 2013/14 sets out progress over the past year in delivering the Council's six corporate priorities which, together, contribute towards the overarching goal of a Fairer Islington. These priorities are:

- Decent, suitable and affordable homes
- Lower crime and anti-social behaviour
- Cycle of poverty broken
- Best start in life for all children
- Healthy, active and independent lives
- Delivering basic services efficiently and well

Progress is measured through a set of **performance indicators**, each with an annual target. These allow us to track our direction of travel against specific challenges and activities which are key to meeting our overall objectives. There is, of course, a much wider range of services and activity across the Council which are not captured here that contribute towards the Fairness agenda and delivering core services.

Within the set of indicators, we've included a number of **equality** measures and targets. These aim to tackle inequalities faced by specific groups based on evidence set out in our State of Equalities Report.

The report looks at each corporate priority in turn and sets out final end of year figures for 2013-14 for performance indicators, together with some commentary, highlights from the past year and priorities for the coming year.

In the final section of this report we set out the **financial position** – funding for the past year and for the coming year (2014-15).

A more detailed summary of progress in taking forward the recommendations of the Islington **Fairness Commission** is attached at Appendix A. This sets out a range of tangible actions the Council has undertaken with partners to put the recommendations into practice.

Summary

The table overleaf summarises council performance across all six corporate priorities. Overall, it shows that we've made **good progress in nearly all areas**, with some real highlights and achievements. There are a small number of areas where progress has stalled, and we will focus on these over the coming year, looking at what else we can do to turn performance around. But we will also continue to focus on those areas where we are doing well, ensuring that we maintain our high standards and pushing for even better performance if possible within available resources.

Finally, it is important to acknowledge the key role our partners - the Police, Fire Brigade, Jobcentre Plus, City & Islington College, NHS Islington, housing associations, voluntary, community and faith organisations, local businesses, schools and others - have played in helping to achieve such positive results. Partnership working will become increasingly important over the coming years. We will need to look for new ways to join up services, work collaboratively and share limited resources if we are to drive forward improvements for Islington residents in tough times.

	Good performance	Good progress, though target not met	Off target
Decent, suitable & affordable homes	Affordable new homes Downsizing Illegal subletting Equalities: Energy efficiency Homelessness	Energy efficiency (boilers / insulation) Temporary accommodation	Overcrowding
Lower crime & Anti-Social Behaviour	Serious youth violence Perception of police Perception of Anti-Social Behaviour Equalities: Stop and search of young black people	Total crime (MOPAC 7) Reducing repeat offending First time entrants into YJS	Theft from person Domestic violence
Cycle of poverty broken	Overall unemployment Equalities: Youth unemployment, Council support into work, overall Council support into work: target groups - parents, lone parents, female lone parents (Equalities) Amount saved on energy bills Residents receiving support to tackle fuel poverty	Council support into work – Learning difficulties ACL learners into work	
Best start in life for all children	Breastfeeding (though awaiting final figures) Pupils with 5 or more A*-C level GCSEs Child Protection (no target but good progress in auditing quality) Dental health – fluoride varnish applications	Equality GCSEs – narrowing gap for disadvantaged School leavers into education or training Recruitment of childminders Ofsted ratings for childminders Obesity at end of Key Stage 2 (age 10-11) Reducing teenage pregnancy	Early access to maternity services Early Years Foundation Stage Recruitment of foster carers Obesity in reception age pupils (age 4-5)
Healthy, active & independent lives	Substance misuse – drug treatment Sexual health – GUM clinic appointments Mental health – access to IAPT services NHS Health Checks BME smoking quits	Smoking quits Substance misuse – alcohol treatment	
Delivering basic services efficiently & well	Missed waste collections Planning applications within target time Council tax paid by Direct Debit My E-Account transactions Electoral registration	Recycling Rent arrears – LBI Abandoned calls to Contact Islington	Street cleanliness (complaints) Collection of business rates Rent arrears – PFI Staff sickness – average days

Decent, suitable, affordable homes

Increasing the supply of affordable housing is key to ensuring that middle and lower income families are able to remain in the borough, particularly given the continued rise in the cost of renting and buying in Islington.

But we also want to tackle illegal sub-letting and make best use of existing Council housing stock by ensuring that families are in the most appropriate size of property for their needs.

Improving the energy efficiency of homes, both council and private sector, will help vulnerable residents cope with the rising cost of living.

Increased living costs means that some families are struggling to pay their rent. Where possible, we work with families to prevent homelessness or the need to be placed in temporary accommodation.

Performance measure	End of year figure 2013/14	Target for 2013/14	Did we achieve target?	Performance better than 2012/13
Increase the number of new affordable homes built	380 (1,567 since 2011)	4 year target (2,000 for 2011-15)	Yes (on track for 2015 target)	Yes
Increase the number of severely overcrowded households that have been assisted to relieve their overcrowding.	170	180	No	No
Increase the number of under-occupied households that have downsized	291	280	Yes	Yes
Increase the number of properties recovered from illegal subletting	137	135	Yes	No
Increase the number of council and private sector households that have had their boiler replaced	1,094	1,208	No	Yes
Increase number of households that have been insulated	1,178	1,230	No	Similar
Equalities Target: Replace the boiler and/or install insulation for at least 200 disabled or elderly residents	882	200	Yes	n/a
Reduce the number of households accepted as homeless	402	500	Yes	Yes
Reduce the number of households in temporary accommodation	1,004	758	No	Yes

Increasing the supply of new affordable homes

The majority of new build in Islington is through private development or housing associations. The Council uses planning policy and powers to negotiate with developers to maximise the number of affordable homes. We have also embarked on a programme to build new council homes.

This year, we've made good progress, with completion of a **further 380 affordable new homes**. This brings the total completed since the start of the programme in 2011 to 1,567. There is an ongoing programme of development over the next few years, including the regeneration of the Packington Estate, which is scheduled to be completed by 2015. We are therefore confident of meeting the target of 2,000 new homes by 2015.

Making better use of existing stock

Tackling under-occupancy

In 2013-14 we supported **291 under-occupied households** to move to smaller properties.

Since 1 April 2013, the 'bedroom tax' has brought in new rules for people claiming housing benefit for their council or housing association homes. There is now a limit on the number of bedrooms housing benefit will help pay for. Some families deemed to have one or more 'spare' rooms are struggling to meet the shortfall in their rent. During the past year the Council has contacted those affected to offer support in downsizing or finding alternative affordable accommodation.

To date under occupation moves have freed up 96 x 3 bedroom properties, 23 x 4 bedroom properties, 3 x 5 bedroom properties and 2 x 7 bedroom properties.

Tackling over-crowding

We have helped **170 families out of severe overcrowding this year**, which is less than our target for 2013-14 and less than last year. Households are defined as being severely overcrowded if they have two or more bedrooms less than their requirement.

The number of households we have been able to proactively help is lower than anticipated due to the need to focus our effort and resources on assisting under occupying households affected by the 'bedroom tax'.

Over-crowding continues to be a real problem which is likely to get worse as the rising cost of living and changes to welfare benefits reduce the amount of money families have available to pay rent.

Recovered Homes

In 2013-14 a further **137 council properties were recovered from illegal sub-letting**, which further increased the number of affordable homes available to Islington residents.

Reducing homelessness

Number of Homeless

Our priority is to avoid homelessness, encouraging families to access advice and support before they reach crisis point and risk losing their homes. We continue to make good progress. In 2013-14 there

were **402 households accepted as homeless**, much better than the target of 500 and just better than last year's figure of 406. This represents the first fall in homelessness in four years.

Comparatively we are seeing a lower number of homeless acceptances than other boroughs. We have the fifth lowest acceptance level in Inner London and 13th lowest across the whole of London. Homelessness in Inner London is increasing at a much slower rate than outer London.

Temporary Accommodation

Similarly, we are aiming to reduce the numbers in temporary accommodation as this is unsettling for families and costly for the Council. At the end of 2013-14, there were **1,004 households in temporary accommodation**, a slight reduction on the previous year, though not enough to meet our ambitious target of 758. A Temporary Accommodation Reduction Action Plan has been put in place, which should result in reduced numbers next year.

Our performance compares well with other London boroughs. We currently have the fifth lowest number of households in temporary accommodation in Inner London, and 13th lowest across the whole of London. Both Inner and Outer London have seen a minimal increase in the number of households in temporary accommodation.

Energy efficiency improvements

Many residents are struggling to cope with the rising cost of living, and some are faced with making difficult choices between paying for rent, food or warmth. Reducing fuel costs in Council and private sector properties has been a priority over the past year with almost 1,100 households benefiting from more modern, fuel efficient boilers and nearly 1,200 from home insulation. We have made particular efforts to deliver improvements to the most vulnerable residents – older people (over 60s) and disabled people.

New Boilers

In 2013-14 **1,094 new boilers were installed** against a target of 1,208 (with up to a further 59 installed but awaiting formal confirmation of completion). These boiler replacement programmes cover both council and private homes. Latest figures indicate 561 new boilers installed in **Council stock** in 2013-14 (with a further 59 at 'issued' status, awaiting confirmation from the contractor with completion data). Over 500 new boilers were installed in private sector-homes, of which almost 200 were in the homes of older people or those with disabilities. Of all the new boilers installed, at least **214 (20%)** were in the homes of **residents over 60** and **167 (15%)** in homes of **disabled people**.

New Insulations

In 2013-14 **nearly 1,200 homes were newly insulated**, including cavity walls at 623 properties (Girdlestone Estate, Skegness House & Turpin Way). This means that 99% of treatable cavities in Council stock now have insulation. Also achieved was solid wall insulation to 269 properties at Holly Park Estate, and a contract is in place to insulate the remaining lofts in our stock. Of all the homes insulated in 2013-14, **198 (16%)** had at least one **resident over 60** and **303 (25%)** had at least one disabled **resident**.

Key Successes in 2013-14

- *Over 500 homes made available to Islington residents through the new homes building programme and the recovering of illegally sub-let properties*
- *The first fall in the number of homeless households for four years*
- *Securing a deal with the main energy suppliers that allowed us to bulk-refer residents to the £135 annual Warm Home Discount. Between mid-November 2013 and the end of March 2014 we signed up 1010 households, bringing in over £136,000 into the borough this year and potentially even more next year*
- *Securing EU funding for the trans-Europe Celsius project that supports Bunhill Phase 2. This will capture waste heat from the underground and an electricity substation and extend the heat network to supply a further 500 Council homes in Islington*

Priorities for 2014-15

- *Delivering more new affordable homes, including council homes*
- *Introducing measures to support private tenants, including a dedicated advice line and non-profit private lettings agency*
- *Ongoing focus on reducing over-crowding, under-occupancy and the number of households in temporary accommodation*
- *Ongoing delivery of energy efficiency programme including high-rise solid wall insulation in 304 properties (Arlington House, Halliday House, Gambier House and Ilex House), installation of loft insulation to 330 properties and new boilers for most vulnerable households*
- *Ensuring a smooth transition and quality of service as contracts for main works, gas works, and managing voids are brought back in house*

Lower crime and anti-social behaviour

Partnership working is key to tackling crime and anti-social behaviour in Islington. Efforts and resources are focused on priority crimes such as phone theft, tackling youth violence and deterring young people from getting involved in crime or antisocial behaviour, domestic violence and repeat offending.

The Council's Community Safety Partnerships Unit and the Public Protection team work closely with the Police, Probation Service, London Fire Brigade, Housing providers, Health services and voluntary sector organisations to take practical action and deliver targeted interventions.

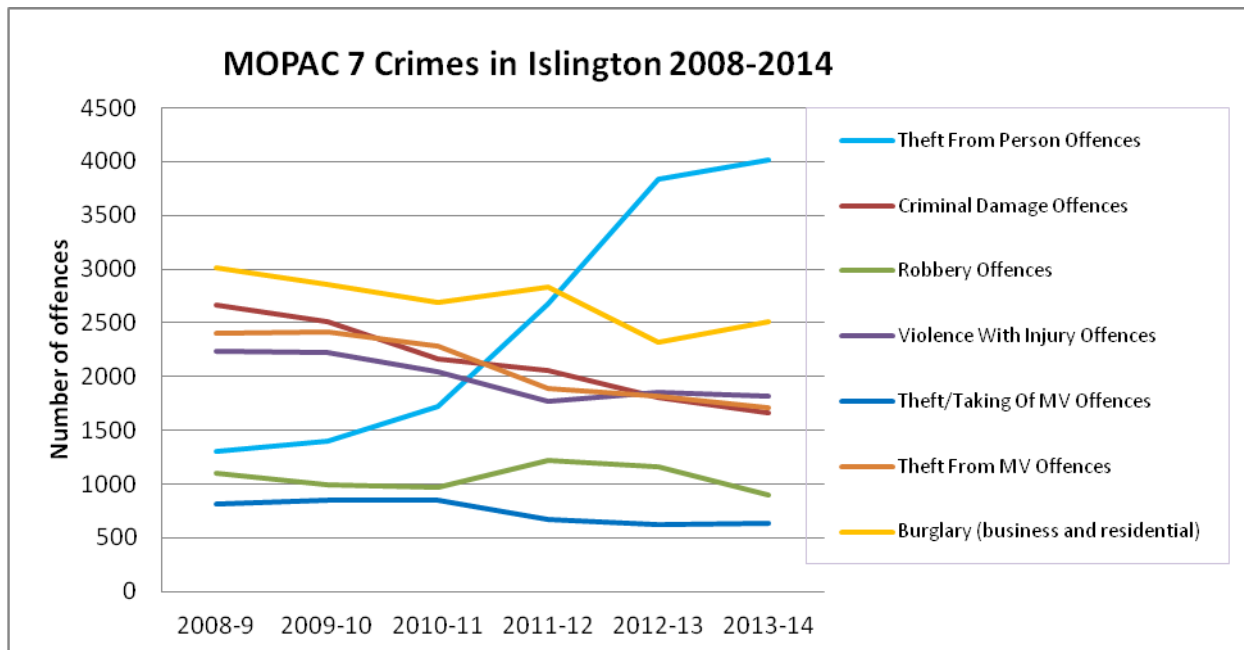
The Mayor's Office for Policing and Crime (MOPAC) has identified 7 key crime types – the 'MOPAC 7' – as being key neighbourhood crimes. Each London borough is required to set targets for the MOPAC 7 year on year which, collectively, will achieve a 20% reduction in crime and a 20% increase in confidence in the police by 2020.

Performance measure	2013/14 figure	2013/14 target	Was target reached	Performance better than 2012/13
Reduce total number of MOPAC 7 offences	13,402	11,935	No	Yes
Reduce theft from person offences	4,013	2,199	No	Similar
Reduce serious youth violence offences	146	No comparable data on which to base target	n/a	n/a
Increase the percentage of residents who believe the police are doing a good job in Islington	69%	66%	Yes	Yes
Decrease proportion of residents who say antisocial behaviour is a very or fairly big problem in their local area	12%	30%	Yes	Yes
Reduce the number of offences committed by repeat offenders (target is number of offences per offender)	2.13	2.00	No	Yes
Equalities Target: Reduce number of young black people involved in stop and search	1,368	2,198	Yes	Yes
Equalities Target: Increase the proportion of stops which revealed grounds for an arrest	19.4%	20%	No	Yes
Reduce the number of first time entrants into Youth Justice System	93	No target set other than to reduce	n/a	Yes
Increase proportion of Domestic Offences reported which lead to a sanctioned detection	45%	Change is not a measure of performance	n/a	Similar

Overall crime and the MOPAC 7

Overall crime in the borough has reduced by over 3,000 offences – from 27,864 in 2012-13 to 24,546 in 2013-14. This reflects a longer-term downward trend in numbers of total offences.

However, we have not achieved the targeted 9% reduction in the total number of **MOPAC 7** offences. The end of year figure of 13,402 was similar to the figure for last year. While there have been reductions in most of the offences which make up the MOPAC 7, they are masked by a steep increase in Theft from Person which has been worsening year on year for the last five years and has gone up from 3,835 last year to 4,013. These offences are overwhelmingly mobile phone snatches by young people on cycles and mopeds. The rate of increase this year is slowing down but it remains a serious problem for Islington as our rate is one of the highest in London.



Youth Crime

Serious Youth Violence

There were **146 serious youth violence offences** in 2013-14, almost equalling the all-time low rate for last year of 140. This is a very good achievement when compared with the 2011-12 figure of 242 offences.

Youth Offending

The latest figure for **first time entrants into the Youth Justice system is 93**. The latest comparative data is to December 13-14, which shows the Islington rate of first time entrants is 815 per 100,000 10-17 year olds, a 64% decrease since 2007/08. The national average rate is 460, and the group of areas with similar conditions to Islington which is used for comparison purposes - the 'YOT (Youth Offending Team) Family' - has a rate of 610.

The use of custody has fallen to 1.57 per 1,000, above the national average of 0.48 and the 'YOT Family' rate of 1.42 (Jan – Dec 2013).

Stop and Search

As part of our commitment to tackling **inequalities** we aimed to reduce the disproportionate rate of **stop and searches amongst young black people** and figures just released for 2013-14 show positive results. The number has fallen to **1,368**, well below our target of 2,198 and less than half the 2012 figure of 2,748.

Where young black people are stopped and searched, we want to reduce the instances where there are no grounds for the stop. ensure that the **searches are justified by monitoring the proportion where there are grounds for an arrest**. Our target is for 20% of searches of young black people to show grounds for a stop being justified by leading to an arrest. We are currently **exceeding** this target for **18-24 year olds at 21%** but the rate for **10-17 year olds is below target at 17%**. Combining the two groups, the overall proportion is just over 19%, slightly below target but an improvement on last year. This is likely to remain an equalities objective for the coming year, as there is more work to be done to embed new procedures and practices.

Domestic Violence Offences

Whilst the number of Domestic Offences has fallen by 5% to 1,586, the proportion reported which **resulted in a sanctioned detection was 44.8%**, similar to the previous year. Domestic Violence with Injury offences have fallen by 20 compared to last year but at 516, remain high. Through promotion and expansion there has been a 34% increase of cases referred to the Domestic Violence MARAC (multi-agency risk assessment conference) panel dealing with the highest risk domestic violence victims, which have come from a range of partner agencies.

Repeat Offending

Information is only available to September on **offences committed by repeat offenders** for which the year-end target is 2 offences per offender. The **current rate is 2.13 offences**, which is slightly above target but indicates progress compared with 2.29 last year. Gang-intervention work with young people who continue to seriously offend post 18 years old has led to a reduction in re-offending across the highest risk gang members in the borough.

Perceptions of Crime and Community Safety

Public perception is measured through the Public Attitude Survey, which interviews 12,800 Londoners each year and uses the findings to direct operational activity. Latest data to quarter 3 shows that 69% of Islington residents who were surveyed responded positively when asked how **good a job the police are doing in Islington**, an increase of 7% on the previous quarter and 12% up on the figure for 2012-13. We have exceeded our target of 66%.

On another positive note, the proportion of residents who feel that **anti-social behaviour** is a problem in Islington has fallen to 12%, 2% down on the previous quarter and 4% less than the same time last year.

Key Successes in 2013-14

- *Continued year-on-year reductions in Youth Violence, Robbery, Knife Crime and Gun Crime, achieved through partnership working*

- *The Anti-Social Behaviour Action Group (now the Community Risk MARAC (multi-agency risk assessment conference) is effectively tackling the issues behind a number of the most prolific repeat callers, reducing their call levels to the Police and to the Council's Anti-Social Behaviour reporting line*
- *Introduction of the Late Night Levy to tackle community safety issues linked to the night time economy*

Priorities for 2014-15

- *Improve the identification and coordination of response across the partnership for young people on the cusp of the criminal justice system*
- *Bring down re-offending rates across adults and young people in the borough, including domestic violence perpetrators and other targeted groups.*
- *To stop the increase in phone snatch offences and work to secure a reduction in this and other related crimes such as bike/moped theft*
- *Support the police to bring down levels of burglary and violent crime and help improve the detection rates for key crime types, including theft snatch and domestic violence*
- *Aid the implementation and monitoring of the Late Night Levy, the charge made on licenced premises which serve alcohol between midnight and 6am*
- *Increase sanction detections for key crimes like domestic violence*

Cycle of poverty broken

Islington has a high proportion of families living in poverty. According to latest government figures, 39% of Islington's children are living in poverty, the second highest rate in the country. This is largely associated with workless households.

In order to break the cycle of poverty, we are working with key partners such as Jobcentre Plus, City & Islington College and local voluntary and community sector organisations to support residents into employment, helping them to develop the employability skills and confidence they need to get a job. We are also working with local businesses to identify job opportunities.

Fuel poverty is also a real issue for vulnerable households. So we've set targets to tackle fuel poverty and to reduce energy bills - these link closely to the energy efficiency improvements outlined earlier.

Performance measure	2013/14 figure	2013/14 target	Was target reached	Performance better than 2012/13
Reduce number of working age (16-64) people claiming Jobseekers Allowance	5,280	6,200	Yes	Yes
Reduce number of 18-24s claiming Jobseekers Allowance or in the Employment Support Allowance Work-Related Activity Group (Equality objective)	1,200	1,305	Yes	Yes
Increase number of people supported into work by council-run programmes	816	600	Yes	Yes
200 Islington <i>parents</i> (of 0-15s) will be supported by the council into paid work in 2013-14 (sub-set of above)	353	200	Yes	Yes
Islington <i>lone parents</i> (of 0-15s) will be supported by the council into paid work in 2013-14 (subset of above)	239	150	Yes	Previous data not available
Equality Target: Number of people with <i>learning disabilities</i> supported into work by council-run programmes (subset of above)	16	20	No	Previous data not available
Equality Target: Number of <i>female lone parents</i> supported into employment (subset of above)	211	150	Yes	Previous data not available
Number of Adult Community Learning learners who secure employment after completing their learning	96	120	No	Yes
Amount (£) saved on residents annual energy bills through energy efficiency programmes (estimated)	577,236	442,341	Yes	Yes
Increase number of vulnerable residents receiving support in tackling fuel poverty	1,186	800	Yes	Yes

Overall numbers on out of work benefits

The total number of Islington residents on out of work benefits is 21,300 (November 2013). The figure has been going down consistently since it reached a peak of 25,560 in August 2009, the height of the recession. This includes all out of work benefits – Jobseekers Allowance, Employment Support Allowance, Incapacity Benefit and Income Support. Only those on Jobseekers Allowance are required to seek work, though people on Employment Support Allowance in the Work Related Activity Group are expected to work towards employment.

The total number of **working age residents (age 16-64) claiming Jobseekers Allowance** has reduced by 23% from 6,861 (March 2013) to **5,280 (March 2014)**. We have surpassed our target of 6,200 by end of 2013-14. Numbers on Jobseekers Allowance have been steadily falling since a peak of 8,029 in October 2009.

Similarly, the number of **young people (18-24) on Jobseekers Allowance** continues to fall – from 1,465 (March 2013) to 1,100 (March 2014).

Our target for **reducing youth unemployment** includes both Jobseekers Allowance and those on Employment Support Allowance in the Work Related Activity Group, because we are keen to support these people into work to avoid a dependency on benefits. The total number of 18-24 year olds on Jobseekers Allowance or in the Employment Support Allowance Work Related Activity Group has also fallen – from **1,600 in March 2013 to 1,200 in November 2013**. We are on track to reach the target set out in our Youth Employment Strategy of reducing youth unemployment to less than 1,000 by 2015.

Questions have been raised regarding the role of sanctions by Jobcentre Plus in falling Jobseekers Allowance claimant counts. While a direct link is unproven – and while an improving job market and better Work Programme performance are also factors – sanctioning has increased in the last 3-4 years and 18-24s are much more likely to be sanctioned than other age groups.

Supporting people into employment

This was well above our target of 600 and a significant increase on the previous year. The Council works closely with partners such as Jobcentre Plus, City & Islington College and voluntary and community organisations, to maximise resources and ensure people are referred to the right support to meet their needs. In 2013-14, a total of **816 people were supported into paid work** through the Council's own employment support programmes, well above our target of 600. A further 93 were placed into volunteering and work experience opportunities to build employability skills in readiness for work.

The Council's Business Employment Support Team and Islington Working for Parents supported 594 people into paid work (including self-employment and apprenticeships), of which:

- 488 were paid work
- 22 Self employment
- 84 Apprenticeships
- 509 were full time jobs
- 85 were part time jobs under 16 hours

Support for vulnerable groups

The Council programmes target those who face additional challenges in securing work, providing intensive tailored support. Of the 816 who secured paid employment through our programmes:

- 353 were parents
- 95 were clients of mental health working support
- 248 were young people (16-24 years)

The Council's Islington Working for Parents Team supported 286 of the 353 parents into work. Members of the team are co-located in Job Centres and Children's Centres to enable easy referral for parents accessing these services.

Learning Disability Clients

Around 90% of people who have a global learning disability are out of work. The Learning Disability Partnership, supported by the Business Employment Support Team, piloted a new scheme to help those who Adult Social Services have identified as having learning disabilities to secure paid work. The scheme worked with employers to develop recruitment processes. A total of 16 people with learning disabilities were supported into paid work. Although this was below target, it represents a big step forward, and the learning from the pilot will be used to support more people with learning disabilities into employment. Of those who got paid work, most are in part-time work which was their preference.

Apprenticeships

88 Islington residents, mostly under 25, were placed into apprenticeships in 2013-14, including 36 into Council positions. A large majority of external apprenticeships were in the construction sector, reflecting the Council's success in securing section 106 agreements as part of new developments. Other apprenticeships were mainly in customer care or business administration roles.

A particular success was the Creative Apprenticeships programme, which provided 13 apprenticeships and internships to local unemployed young people. The programme was delivered in partnership with local arts organisations and funded through a grant from Creative and Cultural Skills, match-funded by section 106 monies and around £89,000 contributions from the arts employers themselves. However, overall the number of apprenticeships in Islington is significantly lower than the national figures, in common with many London boroughs.

Working with local employers

In 2013-14 the Council's Business and Employment Support Team sourced 531 paid jobs from local employers, which were advertised across the various Council teams and partners working with unemployed residents. Local employers were also keen to provide work experience and mentoring, and to engage with schools to support young people to prepare for work.

Adult skills and training

The Council's Adult & Community Learning Team provides skills and training courses for residents over the age of 19. It works in close partnership with City & Islington College and other local training providers to provide a comprehensive and coherent skills offer to residents – from basic, ESOL and Entry Level courses offered through Adult & Community Learning through to Level 2, 3 and 4 skills and vocational courses at the College.

In the academic year 2012-13, Adult & Community Learning delivered courses to 2,662 Islington residents and has seen an increase in the success rate of learners from 82% to 86% over the past three years. Six new vocational courses were piloted in key sectors where there are employment opportunities, such as catering, care and hospitality, and have been well received by residents.

A learner tracking survey of a sample of learners who had completed their courses found that **25% (or 96 learners) had moved into paid work**. This is below target but an improvement on the previous year and shows that the change to a focus on employment related courses is paying off. Of the 96 learners who found employment, 25 were full time jobs, 65 were part time, and 6 were self employed. 46 confirmed that they were parents. The main sectors they found work in were Retail Sales & Customer Services, Catering & Hospitality and Health & Social Care.

Tackling fuel poverty

In 2013-14 the Council supported **1,186 vulnerable residents to reduce their fuel bills**, almost 50% above target. In total, our energy efficiency programmes saved vulnerable residents well over half a million pounds on annual energy bills.

Our two key initiatives for tackling fuel poverty – the Seasonal Health Interventions Network (**SHINE**) and the Energy Doctor in the Home – saw an increase in requests for support from residents. SHINE received nearly 3,000 referrals in 2013-14, a 70% increase on the previous year. Much of this was due to the very successful Warm Home Discount pilot, but also to increased referrals from other organisations. There was also increased demand for the ‘Energy Doctor in the Home’ service due to the surge in SHINE referrals and to the significant media coverage of rising energy prices. Additional funding was secured to meet demand and allow nearly 1,200 visits to take place.

Across all relevant programmes and schemes, it is estimated that the **amount saved by residents** on annual home energy bills amounted to **over £577,000** (30% above target), largely due to the Warm Home Discount bulk referral pilot (see Decent, Suitable, Affordable Housing).

Key Successes in 2013-14

- *Increased numbers of residents supported into work as the Council's programmes are now embedded and working effectively*
- *The Creative Apprenticeships programme which funded 13 apprenticeships and internships and has now just secured a further £34,000 from Creative and Cultural Skills to run Round 2*
- *A Ready to Work Business Breakfast, held in June 2013, resulted in pledges from 65 businesses to take part in our mentoring, schools, work experience and learning disability programmes*
- *£350,000 European Integration Fund secured to provide ESOL and other support to migrants from outside the EU. Lack of English presents a significant barrier to getting a job and integrating in the community*

Priorities for 2014-15

- *Implement the recommendations of the Islington Employment Commission which is aiming to tackle unemployment among Islington residents*
- *Tackle the growing number of long-term unemployed. People who have been claiming Jobseekers Allowance for two years or more has risen to 17% of Jobseekers Allowance claims (from 1% in 2009).*
- *Develop a programme of support for over-50s who are out of work. The Jobseekers Allowance count is not falling as fast as for other age groups and the proportion who have been claiming for over two years has increased from 3% in 2009 to 33% in 2013-14. The Employment Services Board has commissioned research into the barriers faced by over-50's*
- *Establish a new multi-disciplinary Employment Team as part of the customer centre at 222 Upper Street. The team, which will comprise officers from key council employment and other support services and from Jobcentre Plus, will support those who face significant challenges in getting a job*
- *Develop relationships with key growth sectors - Digital/creative, Construction/technical, Hospitality/retail, Medical, health and social care (including childcare), Professional services – to explore job opportunities for local residents and careers pathways for our young people*

Best start in life for all children

Giving children the best start in life requires delivery of effective services from conception right through to the end of formal education, with targeted support to those parents, carers and children who most need it. The targets below reflect key stages of a child's life: birth, early years, childcare, achievement at school, and post 16. They also ensure effective support and safeguarding for the most vulnerable and tackle some of the key health issues for children young people.

Performance measure	2013/14 figure	2013/14 target	Was target reached	Performance better than 2012/13
Increase the percentage of women booked with maternity services by 12 weeks 6 days	81.4% (q3)	90.0%	No	No
Increase the percentage of babies who are breastfed at 6-8 weeks	Not available – see below	75.0%	tbc	n/a
Narrow the gap between Islington and Inner London at the end of the Foundation Stage (percentage point gap)	9.0	No comparable data on which to base target	n/a	n/a
Narrow the gap between Islington and the Inner London median for pupils achieving 5 or more A* to C at GCSE or equivalent including English and Maths (% point gap)	0.0	6.1	Yes	Yes
Equalities Target: Narrow the gap within Islington between disadvantaged pupils achieving GCSE (5+ A*-C grades including English & Maths) and the rest (% point gap)	12.2	10.0	No	Yes
Increase the percentage of Islington school leavers in education or training	94.9%	96.0%	No	Yes
Increase number of new foster carers recruited (mainstream and friends & family)	17	27	No	No
Increase number of newly recruited childminders	23	25	No	Yes
Percentage of childminders with good or better inspection outcomes in their most recent Ofsted inspection	71.4%	80.0%	No	Yes
Number of child protection plans	137	Change is not a measure of performance	n/a	n/a
Rate per 10,000 of children subject to CPP	37	Change is not a measure of performance	n/a	n/a
Decrease the percentage of children who are obese in reception (4-5 years)	10.7%	9.9%	No	No
Decrease the percentage of children who are obese in year 6 (10-11 years)	21.8%	21.4%	No	Yes
Increase the number of fluoride varnish applications	13,578	12,000	Yes	Yes
Reduce teenage conception rate	30.1	26	No	Yes

Pre- and Post-Natal Support

Women booked with maternity services by 12 weeks 6 days

The early stages of pregnancy are a key time in a baby's development and a mother's health. It is recommended that all women are booked into maternity services before the 13th week of pregnancy, to ensure a comprehensive health and social care assessment by the midwife. Latest figures (for the year to December 2013) showed **82.8% of women booked into maternity services before 13 weeks**, a fall of over 8% compared to the previous year (the figure of 81.4 in the table above is for quarter 3 only). The majority of Islington women were booked into University College London Hospital (UCLH) (60%) and the Whittington hospitals (40%). Quarter 4 data is currently not available. Early access data fluctuates each quarter, ranging from 81% - 86% with the main reasons related to:

- high numbers of women do not attend their first appointment
- high numbers of late referrals from GP practices
- trusts capacity to manage bookings by gestational age

Breastfeeding

Evidence shows a link between breastfeeding and reduced illness in young children; breastfeeding and healthy weaning also contribute towards a long term reduction in the risk of developing Type 2 diabetes, higher levels of blood pressure and higher levels blood cholesterol in adulthood.

6-8 week breastfeeding prevalence data is not available for 2013/14. This is due to new NHS England data collection and validation systems. A number of areas across England (including Islington) have not submitted full coverage data (i.e. data on 95% of all their child population)*. For Islington, the data submitted is invalid because it does not meet the 95% coverage. This means that the % of children breastfed at 6-8 weeks cannot be accurately calculated. The Public Health team is liaising with local providers and NHS England to resolve this.

* NHS England data source: *NHS England. Statistical release. Breastfeeding initiation and prevalence at 6-8 weeks. Q4, 2013/14* <http://www.england.nhs.uk/statistics/statistical-work-areas/maternity-and-breastfeeding/>

In previous years, **initiation of breastfeeding** in Islington has been 89.5%, similar to Central London (90%), and higher than Greater London (87%) and England (74%). Prevalence of breastfeeding at 6-8 weeks was 75%, similar to Central London (75%) and higher than Greater London (70%) and England (47%).

While breastfeeding initiation and prevalence in Islington compares well with other areas, a local health equity audit shows that younger mothers and those living in the most deprived areas of Islington are least likely to breastfeed. These groups are actively targeted and supported by Islington breastfeeding peer supporters.

Early Years education and development

44% of 5 year olds attained a '**good level of development**' in the Early Years Foundation Stage Profile, which is below the rate for Inner London (53%) and the national average (52%). The equality gap in Islington between the lowest performing children at Early Years Foundation Service and the rest is lower (at 34.2%) than Inner London (35.9%) and the national average (36.6%), however, this is not necessarily positive in light of the low percentage achieving a good level.

91% of Children's Centres have an Ofsted inspection outcome of 'good' or 'better', which is above the national average. 76% of early years settings have an Ofsted inspection outcome of 'good' or 'better' – narrowing the gap to the national average of 77%.

Childminders

Availability of good quality and affordable childcare is a key part of supporting parents into work to reduce child poverty. In 2013-14, **23 new childminders were recruited**, 3 more than last year but below the target of 25. The registration requirements have changed and new childminders now have to complete all training prior to registration, resulting in a 6 month delay in registration. In 2013-14 we delivered 8 registration courses to 120 people, compared to 3 courses with 60 people in 2012-13, indicating an increased demand for training.

However, a higher proportion of the 2013-14 trainees (around 20%) were childminding assistants. Assistants are not required to be registered, as individual childminders so will not be counted against the target but will help to increase the overall number of childcare places available.

Schools and education

Key Stage 4 (GCSE) attainment

In 2013, **63.5% of Islington pupils** achieved 5 or more A*-C GCSEs including English & Maths – similar to Inner London and above the national average. This means that we have met our target of narrowing the gap between Islington and Inner London. The gap between disadvantaged pupils and the rest in Islington schools has reduced slightly, to 12.2 percentage points, though short of the target of 10 percentage points. However, Islington compares well with the national average where the gap between disadvantaged and the rest is 26.9 percentage points.

Key Stage 2 (end of primary school) attainment

77% reached Level 4+ in reading, writing and maths, above the national average of 76%, but below London average of 79%. 75% achieved Level 4 in grammar, punctuation and spelling, again above the national average of 74%, but below London average of 79%.

Pupil Progress

Key Stage 1-Key Stage 2: 90% of pupils made 2 levels of progress in reading, which was above the national average of 88% but below London average of 91%. Key Stage 2-Key Stage 4: Pupils making 3 levels of progress - English 78.2% Maths 79.5% - both above National and London averages.

Post 16

The proportion of young people who remain in education and training post 16 is good; **94.9%** of pupils who completed Year 11 in 2013 **remained in education or training**, the same as in 2012. The results for those with Special Educational Needs were particularly impressive. 95% of students with a statement of Special Educational Needs who completed Year 11 in an Islington school in 2013 remained in education, employment or training, an improvement on 2012. The percentage of students with Special Educational Needs but without a statement who remained in education, employment and training also increased.

We continue to make progress in reducing the number of 16-18 year olds who are not in education, employment or training but there is more to do. Latest figures show 5% of Islington's 16-18 year

olds are not in education, employment or training, compared to the Central London average of 3.7% (Jan 2014). 6.5% of Islington 16-18 year olds with Learning Difficulties or Disabilities are not in education, employment or training (March 2014), which is lower than Inner London (7.8%) and England (11.1%) averages.

The proportion of Islington young people who achieve a Level 2 (5 GCSEs or equivalent) by age 19 has risen to 77.8%, though still below Inner London 83.0%. However, the proportion achieving a Level 3 qualification ('A' Levels or equivalent) by age 19 has fallen slightly to 49.7%, and is well below the Inner London average of 59.4%. This is an important area to address as it is a key predictor of employment success.

Looked-after children and foster carers

17 new foster carers were recruited locally this year, which is below the target of 27. Recruiting local carers is important as it enables us to place Islington children within the borough, rather than having to send them to foster care outside of Islington. However, there have been some real achievements for looked-after children over the past year including:

- A 6% reduction in the number of looked-after children compared to the previous year (and 30% reduction since 2005) although the rate is still above the national average
- Key Stage 2 and Key Stage 4 outcomes for looked-after children and school attendance are all better than the national average.
- 97% of looked-after children have up to date health assessments, 96% are fully immunised and 91% have dental checks – all above national averages

Safeguarding

The number and rate of Child Protection Plans are monitored but no target is set as they are put in place as and when the need arises, depending on individual cases. Over the past year we have undertaken multi-agency audits to ensure quality in our Child Protection work and delivered training to support practitioners in protecting children and improve outcomes. We've increased the identification and protection of sexually exploited young people, and worked with the Safer Islington Partnership to reduce serious youth violence and gang involvement.

The effectiveness of early help and services to protect children is evaluated by the Islington Safeguarding Children Board. During the year the Board has considered both quantitative and qualitative data and conducted multi agency audits to provide assurance on the quality of services to protect and promote the welfare of children. The annual report of the Board provides further information about its priorities.

Health and wellbeing

Weight management/obesity

Excess weight (overweight and obesity) in children often leads to excess weight in adults, and is a major determinant of premature mortality and avoidable ill health. Children who are obese are more likely to suffer from poor self-esteem and less likely to socialise or do well at school.

The proportion of children who are **obese in at age 4-5 years is 10.7%**, a slight increase (less than 1%) on the previous year, whilst **obesity at age 10-11 years is 21.8%**, a marginal decrease (again, less than 1%) compared to last year. Until this year, obesity levels had been falling year on year since 2007-08. Over 200 overweight and obese children and young people have successfully completed a weight management programme this year.

Teenage Conception

Teenage pregnancy is strongly linked with poor social and health outcomes. Most recent data shows that teenage conception is on a strong downward trend. The performance indicator measures the under-18 conception rate per 1,000 females aged 15-17. Data is published 14 months after the period end and is updated annually.

Latest data is for 2012 and indicates a **teenage conception rate of 30.1 per 1,000** against a target of 26 per 1,000. Although we have not met the target, this is an improvement on the 2011 figure of 34.4 per 1,000, and a significant improvement on the 1998 baseline of 41 per 1,000.

Fluoride varnish applications

Dental ill health is one of the most common causes of hospitalisation for children under the age of eleven and can have a longer term impact in speech and language development, social confidence and oral health problems later in life. The Islington community-based fluoride varnish programme delivered a total of 13,578 fluoride varnish applications in 2013/14, exceeding the annual target by 13%.

Key Successes in 2013-14

- *90.5% of Islington schools now have an Ofsted inspection outcome of good or better which places Islington in the top 10% of local authorities – the national average is 79.6%*
- *Excellent GCSE results with 63.5% of Islington pupils achieving 5 or more GCSEs A* to C (including English & Maths) – now matching performance of Inner London*
- *Islington Reads and Word 2013 both hugely successful – with high numbers of parents and children involved in reading and writing related activities*
- *100% of Child Protection Plans were completed in time, plans have been quality assured through multi-agency audits, and our Adolescent Multi Agency Support Service has successfully prevented 84% of children worked with from being looked after*
- *The Families First service reached over 1,100 families in 2013-14, with early evaluation showing positive impact. The Specialist Multi-Agency Outreach Service reached 97 families facing more challenging problems. 86% of children and young people engaged in the programme have not become looked after or received custodial sentences at the end of the 12 month intervention*

Priorities for 2014-15

- *Improve achievement at Early Years Foundation Stage, GCSE attainment for disadvantaged pupils, and Level 3 by age 19*
- *Support and challenge children's centres to increase sustained reach particularly workless/low income families*
- *Maintain good inspection results for children's centres and schools and increase the number which are outstanding – the new framework for inspection has significantly raised the bar*
- *Support and challenge the 3 schools below national floor targets and schools where progress measures indicate that students do not make enough progress*
- *Reduce the number of young people not in employment, education or training; increase the number in education and training, and refocus the work of the Youth Careers team to provide more targeted support to those most at risk of being not in employment, education or training*
- *Improve timescales for single assessment of children at risk, and reduce the impact and incidence of neglect and domestic violence*
- *Improve adoption timescales. Recruit more local foster carers to reduce numbers of children placed out of the borough and implement specialist foster carer scheme*
- *Improve weight management programmes to reduce obesity rates in children*

Healthy, active and independent lives

Promoting healthy, active and independent lives covers a wide range of activity – from supporting helping older and vulnerable residents to live independently for as long as possible, through to prevention and early intervention to avoid health problems escalating, and tackling public health priorities such as substance misuse, sexual health and mental health.

Performance measure	2013/14 figure	2013/14 target	Was target reached	Performance better than 2012/13
Increase proportion of people using social care who receive self-directed support	88.8%	100.0%	No	Similar
Increase proportion of carers and people using social care who receive direct payments	35.6%	40.0%	No	Similar
Increase proportion of carers receiving needs assessment or review and a specific carer's service or advice and information	40.9%	40.0%	Yes	Similar
Increase the proportion of vulnerable people who move on from supported living in a planned way	75.0%	75.0%	Yes	Similar
Proportion of adult safeguarding investigations concluded where alleged abuse has been substantiated	30.60%	Change is not a measure of performance	n/a	Similar
Achieve 10% or more of eligible population who have received a NHS Check	15.5%	10.0%	Yes	Similar
Maintain high level of four week smoking quits	2,123	2,229	No	No
Equalities Target - Ensure 47% of smokers accessing stop smoking services are from black and minority ethnic communities	46%	47%	No	n/a
Equalities Target - Increase the quit rate amongst smokers from black and minority ethnic communities to 45%	53%	45%	Yes	n/a
Increase the percentage of adults who have planned completion of their alcohol treatment	58%	59.0%	No	Yes
Increase % of people who successfully complete drug treatment who do not re-present to treatment again within 6 months (% of all in treatment during the 12 mth period 6 mths prior)	15.5%	15%	Yes	Yes
Ensure all patients are offered an appointment in a genito-urinary medicine clinic within 48 hours	100%	100%	Yes	Yes
Increase the number of people accessing the Council's service for depression or anxiety and moving towards recovery	4,288	3,800	Yes	Yes

NHS Health Checks

The NHS Health Check programme aims to help prevent heart disease, diabetes, kidney disease and stroke. In Islington, everyone between the ages of 35 and 74 who has not already been diagnosed with one of these conditions will be invited (every five years) to have a free NHS Health Check.

Islington is doing well - **15.5% (9,217) of the eligible population** have had an NHS health check, greatly exceeding the target of 10% and making us one of the top performing boroughs in London. However we need to ensure more equitable provision across all practices and improve the referral pathway from NHS health checks into lifestyle services.

Smoking cessation

Smoking is the leading risk factor for premature death in Islington and a significant contributor to the number of deaths from cardiovascular disease (368), cancer (318) and respiratory diseases (149). Reducing smoking is an important contributor to reducing inequalities in life expectancy and infant mortality, and mortality from coronary heart disease, diabetes, and cancer.

Latest GP data (2012-13) shows that the **adult smoking rate is now 24%**. Islington's Stop Smoking Service maintained its position as the 2nd best performing service in London achieving approximately 1,300 quits per 100,000 population against the London average of 800. The local service makes use of **national campaigns** such as *Stoptober* to engage and treat more smokers. In 13/14 over 1,000 Islington smokers signed up to join the national campaign.

Final performance figures for 2013/4 show that 2,123 people quit via Stop Smoking services, 106 short of the target of 2,229. Residents are not accessing stop smoking services in the same numbers they have previously, informal data suggests this could be because a substantial number of smokers are choosing to use aids such as e-cigarettes to quit on their own rather than accessing services. Despite this, there are some positive achievements:

- The service has sustained a quit rate in excess of 48% and has reduced the number of smokers where the outcome is unknown to less than 18%.
- The Housebound/Chronic Obstructive Pulmonary Disease service has achieved quit rates of between 8-15% within a community with significant levels of tobacco dependency
- The first joint focus on tobacco control was held with Camden in February and will lead to a joint Smokefree Alliance and further opportunities for working together on tobacco control initiatives

Smoking rates among **black and minority ethnic groups** remain higher than in the general population with rates of 33% and 29% among the Turkish and Irish communities respectively. Our target for the proportion of smokers accessing local services from black and minority ethnic communities was 47%, we have achieved just short of that figure with 46%. We have done considerably better at increasing the black and minority ethnic quit rate, our target was 45% and we have achieved 53%.

Substance misuse

Alcohol

The performance measure records the proportion of users leaving treatment who have become alcohol free or no longer have problematic alcohol use. End of year figures show 58% of people achieving planned completion of their treatment, just 1% below the 2013-14 target of 59% but an improvement on the previous year. Islington has more people in alcohol treatment system than any other London Borough and treatment outcomes are good across the treatment system.

Public Health re-commissioned the dontbottleitup.org website to promote sensible drinking and local services. In addition 150 hours of community alcohol awareness raising activities took place across the borough in 2013-14 including a Dry January 2014 campaign which involved a 'Shout it Out' event at Islington Town Hall, the distribution of posters and leaflets across the council and Voluntary Sector and promotional pharmacy bags delivered in collaboration with the Local Pharmacy Committee.

Drugs

Performance is measured by the percentage of people who successfully complete drug treatment who do not then re-present for treatment again within 6 months. Data to August 2013 shows that Islington outperformed national averages early in the year and has been achieving its target of 15% of service users with 6-month sustained recovery. A new model of delivery has been introduced which focuses on increasing engagement with psychosocial treatment and more regular contact with key workers encouraging service users to engage in a more structured way with the service. This year has seen significant improvements in performance across the drug treatment system and targets are being achieved following a long period of underperformance. Services have made small but significant improvements in recovery outcomes for opiate users. The treatment system has also adapted to changing patterns of drug use and has achieved success in significantly increasing successful treatment outcomes for non-opiate users.

Other health support

Genito-Urinary Medicine

Genito-Urinary Medicine clinics provide testing for sexually transmitted infections, treatment and referral into specialist services where necessary, as well as health promotion advice. They are widely recognised as a critical component of prevention of sexually transmitted infections. Islington aims to offer each user an appointment in a Genito-Urinary Medicine clinic within 48 hours to minimise risk from onward transmission and to ensure clients are seen when they are ready and willing to access services. Despite high levels of pressure on services, and increasing demand, we have achieved our goal of offering 100% of appointments within 48 hours.

The 'Improving Access to Psychological Therapies' (IAPT) Service for depression or anxiety

Mental health problems are very common, affecting approximately one in four adults every year and one in ten children or young people at any time; with an estimated prevalence rate of around 15%. Approximately 31,000 adults in Islington are experiencing depression or anxiety disorders in any one week. There can also be mental health problems amongst people with physical long term health conditions or with substance misuse problems.

There has been a significant year on year improvement in the performance of the service. The number of people accessing the service and moving to recovery in 2013-14 was 4,288, well above the target of 3,800. Mental Health Promotion services have recruited 40 mental health champions, delivered 32 mental health awareness workshops and provided Mental Health First Aid training to 489 individuals.

Independent living

Figures for the proportion of people who receive self-direct support, receive direct payments and carers receiving support are lower than last year, but the actual number of people receiving these services has increased which is why they look slightly lower overall compared with this year's targets (although very similar to last year's proportions). Provisional benchmarking figures indicate that we will still be a top performer in London for these indicators when compared with other boroughs.

Key Successes in 2013-14

- *Islington is ranked 4th out of 33 Local Authorities in London and 10th out of 152 Local Authorities in England, for delivery of NHS health checks, based on most recent data (Quarter 1 – Quarter 3, 2013/14)*
- *Alcohol Services have provided treatment to nearly 900 people last year, the highest number in London. Numbers in treatment are up 21% compared to the previous year with successful completions up 2%*
- *Development and implementation of the Healthy Minds programme in secondary schools to raise awareness and understanding of mental health issues amongst pupils and staff as well as better knowledge of local support services*

Priorities for 2014-15

- *Improve delivery of health checks in community settings through innovation with community provider, such as use of a health bus*
- *Addressing the reducing number of smokers that are accessing services for treatment. The Provider will need to recruit more smokers outside of primary care settings.*
- *Address the increase in hospital admissions for alcohol-related conditions of 22% in men & 19% in women in last 5 years. Islington remains in the top 5 London boroughs for alcohol-related deaths and hospital admissions.*
- *With the 3rd highest density of licensed premises in inner London, we will need to effectively managing the night time economy*
- *Joint development of the suicide prevention pathway across Camden and Islington*
- *Preparation for the new Social Care Bill - to map the potential demand for services and to look at how our front door services deal with the increased demand for assessments.*
- *Continue to develop personalised care options so that service users can receive their care in a way that suits them, for example the new homecare contracts which will allow people to bank hours and use them when they want over a 4 week period.*

Delivering basic services efficiently and well

The Council delivers a wide range of core services from emptying bins and keeping the streets clean, to planning and income collection (from rents, business rates and Council Tax).

Performance is closely monitored to ensure that these are delivered efficiently to a high standard, and provide value for money. We also want to ensure that residents are able to do easily contact and do business with us, online where possible but that when residents need to contact our call centre, they receive a prompt and helpful response.

Performance measure	2013/14 figure	2013/14 target	Was target reached	Performance better than 2012/13
Reduce street cleanliness complaints and reports	264	180	No	No
Increase the percentage of household waste recycled and composted (<i>projection</i>)	32.1%	32.6%	No	Yes
Reduce the number of missed waste collections (monthly average)	348	600	Yes	Yes
Increase the percentage of planning applications determined within the target of 8 weeks (minors) (<i>Figure for Quarter 4 only</i>)	77.5%	65.0%	Yes	Yes
Increase the percentage of planning applications determined within the target of 8 weeks (others) (<i>figure for Quarter 4 only</i>)	90.5%	65.0%	Yes	Yes
Increase the percentage of council tax collected by Direct Debit	53.42%	51.75%	Yes	Yes
Increase the percentage of business rates collected	98.2%	98.5%	No	Similar
Rent arrears of current tenants as a proportion of the authorities rent roll – LBI managed properties	1.8%	No target as performance outside our control	n/a	Yes
Rent arrears of current tenants as a proportion of the authorities rent roll – Partners for Improvement managed properties	2.4%	No target as performance outside our control	n/a	Similar
Reduce the percentage of calls to the councils Contact Centre which are abandoned	8.69%	7.50%	No	Yes
Number of My E-Account transactions	101,610	96,800	Yes	Yes
Reduce the average number of days lost through sickness absence	6.20	5.55	No	No
Electoral registration; maintain the response rate for the annual canvas	95%	95%	Yes	Yes

Street environment

Street cleanliness

There were **264 street cleansing complaints** in 2013-14. NB: The figure for last year and current target of 180 is not appropriate for comparison purposes due to system changes. Based on the new system, the 2012/13 comparison complaints figure was 215 and therefore still lower than in 2013/14. This is due to the particularly bad weather from October through to January when we experienced heavy leaf-fall and high levels of wind-blown litter. Throughout 2014-15, improvements in street cleansing will partly be delivered through improved real-time communications with front line staff via radio contact.

Missed Waste Collections

Significant progress has been made in reducing the number of missed waste collections, with rates for 2013-14 being at a historical low. The **average monthly figure for missed waste collections was 348**, less than half the monthly average of 772 in 2012-13. These figures include all domestic refuse and recycling, as well as commercial collections, and represent only 0.02% of the one and a half million collections that are made every month.

Recycling

The provisional **recycling rate for 2013-14 was 32.1%** against the target of 32.6% with the final figure to be confirmed in July. The corresponding residual waste (not recycled) figure stands at a very low 419kg per household, almost certainly one of the lowest in London. During 2013-14 we took an active part in the North London Waste Authorities waste reduction campaign, extended food waste recycling on estates, introduced communal food waste bin washing and worked hard at reducing recycling contamination.

In June last year, the frontline refuse, recycling and street cleaning service transferred back to the Council after 15 years with a private contractor. Around 300 staff became Council employees and the transition went smoothly with no service disruption. The Council also resumed the provision of commercial refuse and recycling collection with the novation of around 2,500 customers previously with our private contractor.

Planning

The last year has shown a significant improvement in planning performance with the bedding-in of new policies and systems. Both performance measures have exceeded their targets: across the year as a whole, 80.3% of 'Minor' applications and 83.6% of 'Other' applications were determined within the 8 week target time.

Quality of decision-making also continues to be paramount with the Design Review Panel and Members' Pre-application Forum now being seen as integral pieces to the development process. Two new Conservation Areas have been designated this year which will contribute to the overall quality of development and preservation of heritage assets in the Borough.

The particular focus in 2014-15 will be customer service, including streamlining the information on and presentation of our website and expanding the pre-application service to ensure consistent and timely advice. The necessary introduction of new M3 software around the turn of the calendar

year will also be a challenge. Development Management will continue to prioritise maximising the delivery of affordable housing through the planning system.

Collecting revenue

Targets for business rates and council tax have been achieved or almost achieved. In 2013-14:

- **Over 98%** of business rates were collected (just .3% short of target)
- **53%** of council tax was collected by direct debit, a rise of 4% on the previous year

Engaging with the Council

In 2013-13 there were **101,610 My E-Account transactions**, a rise of more than 15% on the previous year, and the **electoral response rate** has been maintained at **95%**

The percentage of **calls to the Council's contact centre which were abandoned was 8.69%**, above the target of 7.5% but an improvement on the 9.10% in 2012-13.. This is a considerable achievement given the increase in calls from residents affected by the changes to welfare benefits and council tax support.

The average number of **days lost to sickness absence per employee is 6.2** which is up from last year's 5.60, possibly due to the bringing into the Council staff of a large number of manual workers who, due to the nature of their work, can be more prone to injury. Although we have not reached our target, our staff absence rates are still significantly below the London average of 7.5.

Key Successes in 2013-14

- *In 12/13 (the last year for which comparative data is available), our recycling rate of 31.4% was the second highest of all 12 Inner London Boroughs*
- *We have a low rate of staff absence compared with many other London boroughs*
- *Our rate of determination of planning applications has greatly exceeded our targets for this year and our achievement for last year*

Challenges for the coming year

- *Developing the bulky waste reuse services (extracting more recyclable elements) and further efficiency savings through operations reconfiguration, productivity and route optimisation*
- *Reduce the percentage of calls to the Contact Centre which are abandoned*

Council Income and Spend

Financial position

Between 2011 and 2015 the Council has lost around £76m in government grants as well as facing other cost pressures from inflation and demographics.

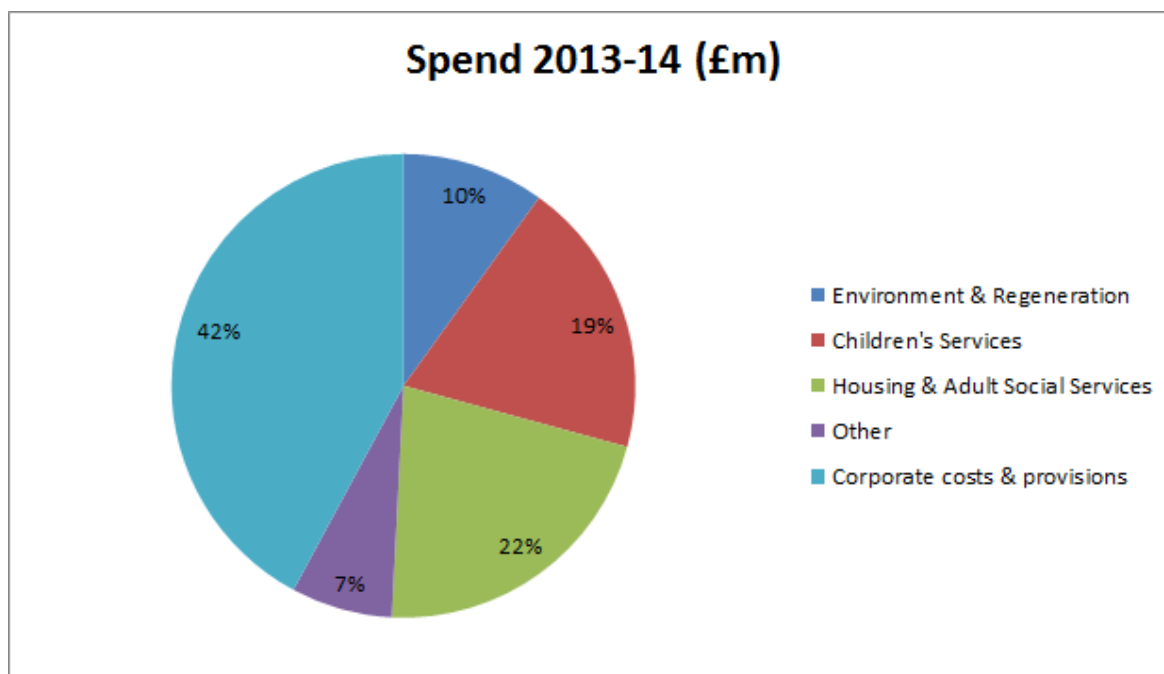
We have already made savings of £112m across the four-year period. However the most recent indications from central government are that we will face further substantial funding reductions from 2015/16 onwards.

Council income and spend 2013-14

The Council receives income from a number of sources

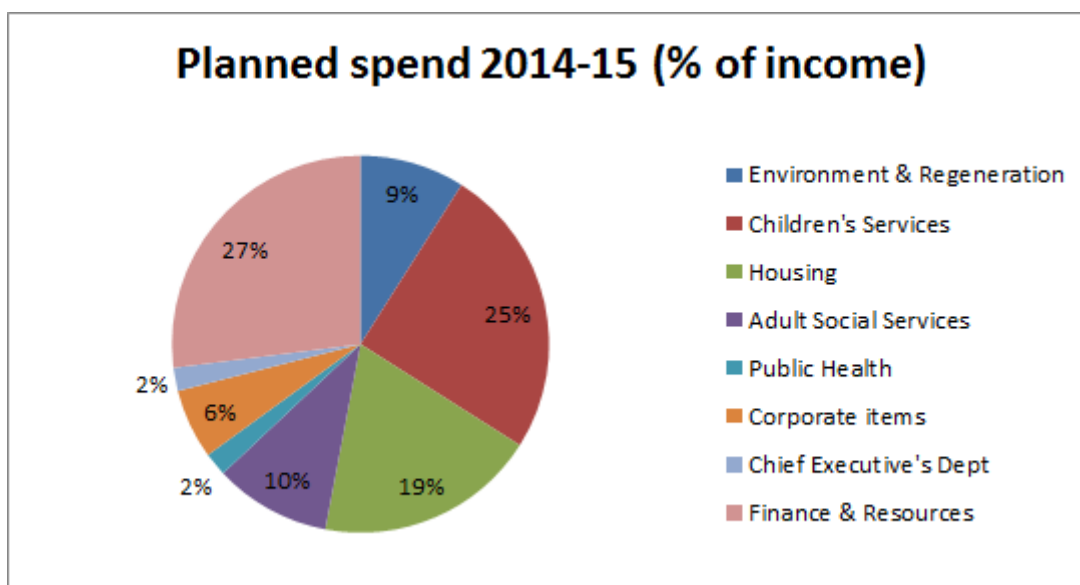
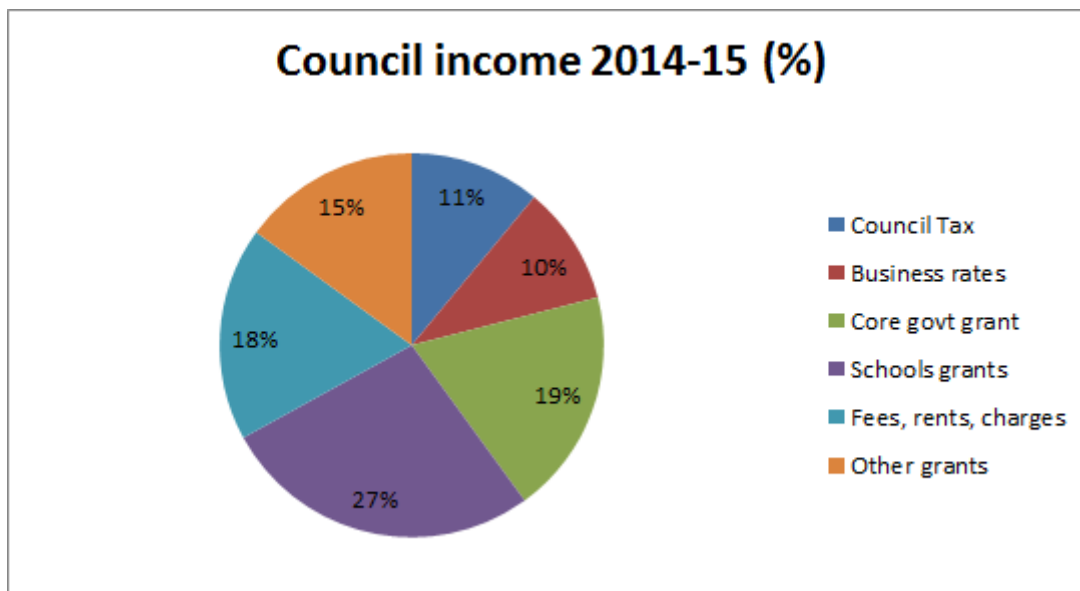
- Charges for services such as leisure, planning and parking
- Rents and charges to tenants and residents
- Schools grants and other grants
- Net revenue budget comprising : Business rates, Council Tax and core government grant or 'settlement'

The Council's net revenue budget for 2013/14 was **£255.5m**, comprising £189.3m business rates and government grant, and £66.2m council tax from Islington residents.



Council income and planned spend 2014-15

Our net revenue budget for **2014/15** is £234.1m (£167.2m in business rates and government grant and £66.9m in Council tax) – a reduction of 8.3% or £24.1m compared to 2013-14.



Achieving savings

We have made savings of £112m across the past four years, but the message from central government is that there will continue to be further significant cuts to local government funding for the foreseeable future as part of the efforts to reduce the deficit. Our transformation programme includes both service based and cross cutting reviews that are helping us to change the way our services operate and reduce our costs – therefore helping us to maintain the outcomes that matter to our residents.