



## Report of: Corporate Director of People Services

Meeting of:	Date:	Ward(s):
Environment and Regeneration Scrutiny Committee	7 October 2019	All

Delete as appropriate:		Non-exempt
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## SUBJECT: Quarter 1 2019/20 Performance Report – Employment, Skills and Culture

### 1. Synopsis

- 1.1 Each year the council agrees a set of performance indicators and targets, which, collectively, help to monitor progress in delivering our corporate priorities and working towards the goal of making Islington a fairer place to live and work.
- 1.2 Progress is reported on a quarterly basis through the council's scrutiny function to challenge performance where necessary and to ensure accountability to residents.
- 1.3 This report sets out a progress update for those indicators related to Employment, Skills and Culture for the first quarter of 2019-20 (1 April to 30 June 2019). A data dashboard showing performance against the KPI's is included as a separate attachment (Appendix A). The report should be read alongside the dashboard for a full understanding of performance in each area.
- 1.4 Red, amber and green colour bandings are used in the dashboard to represent performance compared to the profiled targets and performance at the same point during previous years. The green banding is used where performance is better than the profiled target and where performance is better at the same point during the previous year. Amber is generally used where performance is within 5% of the profiled target or performance at the same point last year. However, where a measure is based on low numbers, a 10% amber banding may be used. The red banding reflects performance that is more than 5% off target or below performance during the previous year (or 10% where low numbers are involved).

1.5 For conciseness and to avoid repetition, only measures where new data is available since previous reports to Scrutiny are included within the narrative of this report.

## **2. Recommendations**

2.1 To note the progress at the end of Quarter 1 against performance indicators for Employment, Skills and Culture which fall within the remit of the Environment and Regeneration Scrutiny Committee.

## **3. Employment: Reduce levels of long term unemployment and worklessness**

3.1 The council's corporate plan 2018-22 sets out an objective to 'Deliver an inclusive economy, supporting people into work and helping them with the cost of living'. As part of delivering this objective, the council has set a target of supporting 4000 residents into employment over the next four years.

3.2 **JM1 - The number of people supported into paid work through 'Team Islington' activity in Q1 2019/20 was 244, against the profiled target of 200.** To effectively deliver an 'Islington Working' approach to supporting residents into work, we have established an Employment Partnership. The partnership aims to increase employment for Islington residents by co-location and sharing information on vacancies and other local opportunities. Local partners have signed up to this way of working to create a coherent and comprehensive offer to residents who are unemployed or require in-work support. Understanding that early intervention with families and raising aspirations amongst young people is essential to avoid future generations of workless households. This approach means that collectively we are able to place resources where they can have the most impact to create an integrated employment service in Islington.

The Islington working partnership has agreed to take a more strategic approach to ensure that employment provision in the borough meets the needs of identified priority groups. We work collectively to support the following groups; parents of those aged 0-18, people who have declared a disability or long-term health condition, young people aged 18-25 and, BAME.

The Islington Working partnership has also committed to the following objectives, with a governance structure in place to monitor delivery:

- Establish Islington working as a visible well understood partnership
- Work as a collective to address gaps in current provision or weaknesses in expertise or approach
- Maximise our influence and engagement with employers
- Use data to measure what we are doing and what we still need to do

We continue to focus efforts on measures to monitor quality assurance and undertake local evaluation exercises of employment support practice. A data sharing agreement for the partnership has been drafted and is currently being reviewed by the council's Information Governance panel. Implementation of the agreement will allow for more timely and accurate monitoring of the collective impact of the partnership.

We have agreed a new measure to monitor the council and partners' progress in ensuring that residents supported into employment remain in work at 13, 26 and 52 weeks. In addition to formal monitoring of sustainability, this commitment will also ensure that employment coaches are able to offer pastoral care for residents who need some additional support.

3.3 The target for 2019/20 for Islington residents supported into paid employment was set to align with the manifesto commitment to support 4000 residents into work over the next 4 years. This does mean that the annual target of 1,000 is below last year's target of 1,250. Our aim is to improve the impact of our collective effort, by supporting residents to secure good employment and by developing a more targeted approach to engaging priority groups.

3.4 2018/19 saw excellent performance on these measures and all of the employment targets were met. Performance has been strong over Q1 and we are confident that targets will be met over the course of the year.

We want to increase engagement with parents and will be working more closely with schools to identify effective outreach to parents of older children. We will also have an Islington working partner co-located in Bright Start centres to embed employment support and as part of wrap round support for parents.

3.5 Engagement with unemployed young adults aged 18-25 is often a challenge, in part, because there are no accurate statistics for employment rates for this group available locally. Council services and partners aim to support at least 396 young people aged 18-25 into employment this year. At the end of Q1 we had 93 outcomes against a profiled target of 40, and this represents an improvement on the same period last year.

3.6 Officers from People Directorate have commenced an analysis of employment support for vulnerable young people. We want to understand the effectiveness of the current support available and identify gaps in provision, so that we can have greater impact through joint working. We know that around 700 18-25 year old residents are claiming out of work benefits, proxy measures suggest the actual figure of 18-25 year olds not in employment or training and not claiming benefits may be two or three times this amount. Analysis of available data has helped to identify particular areas in the borough with higher levels of youth unemployment; this will be supplemented by further qualitative research into the lived experience of unemployed young people, to inform a place based approach that more effectively reaches those young people who are not already engaged in council services.

3.7 By the end of Q1, we have exceeded the profiled target for the number of disabled people supported into work by council services and partners. 76 residents went into employment against a target of 49. We have several approaches to working with disabled clients including the commissioned council funded project Mental Health Working, a project that provides specialist employment support to people with mental health conditions living in Islington. Other key contributors are the Community Access Project (CAP), iWork Service and Ingeus.

- 3.8 Our data shows that BAME residents have higher rates of unemployment and economic inactivity. At the end of quarter 1, we have supported 171 BAME residents into employment, against a profiled target of 100. In October 2019 we will be convening a workshop with attendees from a range of community organisations in the borough to explore how employment support pathways can work better for BAME residents.
- 3.9 There are two measures to monitor the council's progress in deriving social value from its purchasing power: Islington residents supported into jobs with council contracted suppliers and residents securing apprenticeships with council contracted suppliers. This quarter figures for residents employed by council contracted suppliers stand at 30, compared to a target of 8, with 10 of these into apprenticeships (target 4 by the end of the first quarter).

#### **4. Help residents get the skills they need to secure a good job**

##### **4.1 JM2 – Number of Islington residents supported into apprenticeships & JM3 – Percentage of Council apprentices who move on to further employment or training within 3 months of completing their apprenticeship**

2 Islington residents have been supported into Council apprenticeships in the first quarter of 2019/20, against the target of 13. The 2 apprenticeship starts are new roles created by LBI and not the upskilling of existing employees. The apprenticeships are across levels 2 & 3 and are in Horticulture and Business Administration respectively.

The council recruit apprentices on a cohort basis, with cohorts starting in Autumn (September/October) and January. Therefore, low numbers for quarter 1 are to be expected.

The council's HR Service leads the council's in-house apprenticeship programme, the team is liaising with hiring managers across the council to create and recruit to a range of apprenticeship positions and we have a potential 19 posts due to start in September/October, subject to successful pre-employment checks. These roles range from levels 2 to level 7 and include apprenticeships in Business Administrator, Housing & Property Management, Accounting, Data Analysis, Associate Project Management and Solicitor.

- 4.2 Over the reporting period, 5 apprentices completed their apprenticeship with the council. Of these 4 (80%) moved into further employment or training within 3 months of completion, all with roles at Islington Council. The progression of the one remaining apprentice is unknown, due to a change in contact details.
- 4.3 The Council's iWork team supported 28 residents into apprenticeships with an external employer in Q1. The sector with the largest proportion of apprentices recruited externally remains construction, due to commitments secured by the council through section 106 planning agreements and council contractors.
- 4.4 **JM4 – Number of Islington residents enrolled on an Adult and Community Learning course**

Over academic year 2018/19, ACL enrolled 1,497 learners across both accredited and non-accredited (community) learning provision, which was 100 learners less than the previous year and a reflection of a national trend of decline in adult learner numbers. Despite slowing down in the rate of decline this year, addressing how to engage more learners will

be one of the over-arching priorities of the service in 2019/20. The primary importance of Adult and Community Learning and a reinvigorated team leading ACL has led to a renewal of relationships across the council and with partners, the Service's ambition is to maintain a target of reaching 2,000 learners for academic year 2019/20.

It should be noted that ACL is forecast to meet or exceed the target for learners on accredited courses during 2018/19, which would place the service in a favourable position going forward. 2019/20 will see the devolution of the Adult Education Budget to the Greater London Authority. Communications from the authority have confirmed that changes will be minimal and regular reviews will take place throughout the year to ensure smooth running.

In addition to this, achievement rates for the last few years have been consistently high, Islington is in the top 5 ACL services in London based on Department for Education National Achievement rates. This reflects the dedication and hard work on the part of teachers, learners and managers and is a demonstration of the quality of the service. As well as strong outcomes, learners often make positive progression onto further training and employment.

- 4.5 ACL's approach to engage more learners will include more efficient, more effective working with internal partners and external partners; improved marketing; better tracking of applicants and learners; developing different modes of learning and improved forward planning.

The Summer ACL Inset day was used as an opportunity to set the strategic direction for 2019/20, where the three-year trend was unpacked with the team and the urgency of working together to meet learner number targets for the upcoming academic year stressed. Staff commented that it was positive to have had a meeting that set-out the current position and identified upcoming priorities to work on together. Inset days, Head of Service emails and team meetings will be some of the opportunities taken to update the team and keep them abreast of progress against targets.

The service has also highlighted five potential weeks within the academic year that will be used as ACL Learning Weeks, where the entire team will be promoting the service in for example, libraries and Bright Start centres to attract new learners and deliver short Community Learning based provision. Centres where there is currently no ACL provision will be prioritised so as to have as wide an impact as possible.

Key internal partners that have been identified as priorities are the Bright Start team, iWork, Communities and libraries. Each area has been allocated an ACL lead, with the Quality manager taking the lead with Bright Start and Communities and the Head of Service taking a lead with Libraries.

Meetings between the Quality Manager and the Head of Communities have resulted in the identification of a number of community centres that could benefit from an ACL offer. The aim is to have an offer in place by the Spring term. As highlighted in the previous scrutiny paper, ACL are delivering an accredited Level 1 Fashion course at Durham Road Community Rooms in Finsbury Ward. This course is part a wider Strategic Employment and Skills focus in this locality.

ACL is aiming to be a seamless part of the libraries offer, offering community learning classes at themed events that take place at Islington libraries. ACL forming part of the Libraries' Week with a digital theme; organising sessions for a health week, to take place in January, and a possible Family Learning Event involving the Reading Agency.

ACL and iWork are developing additional courses with Health and Social Care employers to ensure a sightline into work for residents who are looking to get into, or already in, work in the field of Health and Social Care and want to progress. ACL seeks to offer these courses through the blended learning (a mixture of face-to-face and online learning) platform Learning Curve with a view to courses going live in January 2020.

The marketing of ACL courses has been as a cited area for further work. A key part of this has been the instigation of a 'soft' rebrand of the service, with the following objectives:

- To raise awareness of ACL's courses amongst potential learners
- To raise the profile of the service internally, and with partners
- To address the barriers and capitalise on the motivations of potential learners
- To inspire potential learners to sign up for courses.

A comprehensive plan to address these objectives will be delivered during 2019/20 academic year.

- 4.6 2018/19 saw in the introduction of Learner Track as a Management Information System for the department. The system brings with it significant advances as compared to the older system, Aqua. Online applications will mean that applicants can be tracked from the moment they express an interest, allowing the department to analyse applications, ascertain conversion rates (applicants to enrolments) and have formal centralised records of those expressing an interest in ACL courses. Residents who are not proficient in their ICT skills will continue to be supported to apply for courses using hard copy enrolment forms that are widely available at a range of ACL delivery locations.

The system includes a renewed register system that facilitates the real time tracking of attendance and tutor communications with learners via email and text. The system's performance dashboard enables analysis of attendance, retention, pass and achievement rates in real time – data that will be used to identify areas of development in management and team meetings, as well as in Quality Reviews.

- 4.7 ACL seek to continue to offer weekly initial assessment sessions for ESOL, English and Maths introduced last year in order to meet need and maximise provision in these areas. Offering alternative modes of provision, such as evening classes and blended learning courses, in order to meet resident's needs and maximise participation is another area the service is seeking to develop in the upcoming year. ACL are offering evening provision in ICT and ESOL and have been assessing for English and maths during 2018/19. Although take up has been slow, the department has decided to put on an additional class where possible, as doing so may feed demand.
- 4.8. The service has revisited its Quality Calendar, revising dates to enable more forward planning of curricula. This will result in the speedier incorporation of curricula onto the Management Information System, which will enable residents to apply for courses sooner and the department to enrol learners, new and progressing, before the beginning of the following academic year.

- 4.9 The service is currently undertaking the robust process of Self-Assessment Review, with Curriculum Managers writing up their respective analyses of their areas. The department's approach is to assess academic year 2018/19 under the Common Inspection Framework and write the Quality Improvement Plan for 2019/20 under the new Education Inspection Framework – an approach that the Quality Manager has rationalised well and that makes sense for the provision.

Although achievement data is not final for use in the SARs, initial judgements on the effectiveness of leadership and management; quality of teaching and learning; personal development, behaviour and welfare of learners and outcomes for learners show the service to be good overall, with key strengths including strong teaching and learning that inspires and challenges learners to meet their disparate needs; a curriculum offer that presents a range of suitable pathways that prepare learners for their next steps.

Some of the key areas for development include more effective use of the Virtual Learning Environment and increasing Community Learning provision. The resulting Quality Improvement Plan will collate these areas in one place and identify actions to improve.

4.10 **JM5 – Number of library visits**

By the end of June 2019, there had been 263,359 visits to Islington libraries. This was above the number of visits during the first quarter of 2018/19, although it was slightly below the profiled target set for Q1 2019/20.

- 4.11 Visits to Central Library are down on 2018/19. This is linked to the closure of the Reference Library to enable us to carry out renovation works. In Q2 we will also be closing the Central Library for 3 weeks to complete the renovation. This will inevitably have an impact on visit figures.

We are working hard to increase visit figures and our active membership. We have a large programme of events and activities to support our objectives and increase take up of the service. We are also working to increase our active membership and have developed an outreach programme with library staff doing regular visits to a wide range of community settings, for example children's centres, community centres, leisure centres and local schools, in order to talk to residents and organisations about the services we offer.

4.12 **JM8 – 100 hours of the world of work - Number of schools engaged with the programme**

The council has committed to ensuring that all young people in Islington benefit from 100 hours' experience of the World of Work by age 16. This builds upon the work that has been in action since the recommendations of the Employment Commission in 2014 to develop a high quality careers offer in schools that is industry led, in order to create change for the next generation.

Key developments over the last quarter have included:

- Introduction of a web-based menu that schools are using to book employer led career activities that are brokered and collated by the council.

- Delivery of 16 activities brokered by iWork for 8 schools, which reached 420 young people.
- New activities were introduced for primary schools across key stages 1 and 2, with a variety of sectors including Construction (working with Mears), Tech (Three Discovery Centre) and Health and Social Care (NHS and London Air Ambulance). These will inform a wider programme of activity with primary schools in 2019/20 academic year.
- In June students and teachers from 11 primary schools and 2 secondary schools took part in the City of London Careers Festival 2019 in June. Activities and workshops delivered by Microsoft, London Met, Barbican, Google, PWC, Mace and others.
- 30 businesses are currently signed up to offer activities through the 100 hours World of Work online menu.
- Collaboration with the Richard Reeves Foundation to support schools in accessing grant funding. This will build capacity within schools to deliver careers education and experiences of work. iWork is delivering additional consultancy for schools funded by the foundation to develop programmes of employer led activities that support the 100 hours World of Work alongside a plan for achieving the Quality in Careers Standard. 5 out of 6 schools have received a stage 1 certificate for the quality award.
- A 100 hours World of Work Breakfast Event is scheduled to take place in November 2019 at the Institute of Physics. The aim of the event is to recruit schools not already involved, recruit more employers from priority sectors, to celebrate the good work already happening to highlight the benefits of the programme to all parties involved.

4.13 Bespoke offers for priority groups continue to be developed and a schedule of activities has been agreed with the Virtual College for looked after children, with the first activity to commence in Autumn term 2019.

A range of employers have committed to offering work experience placements to year 10 New River College Students for early July. Employers offering placements include Outlandish, Soapbox, Museum of London, Inmarsat, King Square Nursery, K&M, Freightliners Farm.

4.14 A new relationship has been established between Ted Baker and New River College PRU. A programme of activity began in March 2019 with T-shirt production workshops, with follow up sessions and a visit to Ted Baker head office taking place in June. Ted Baker have committed to supporting NRC next year including further workshops and donations of equipment.

## **5. Implications**

### **5.1 Financial implications:**

Not applicable.

## **5.2 Legal Implications:**

Not applicable.

## **5.3 Environmental Implications**

Not applicable.

## **5.4 Resident Impact Assessment:**

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). 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.

A Resident Impact Assessment has not been completed because, although there are some equalities data-monitoring measures within this report, this is part of a regular set of reporting and no major changes to service provision have been recommended. A Resident Impact Assessment would be completed if there was a recommendation or decision to make a substantial change to an existing service, or to launch a new service, in light of the findings of this report. The information contained within this report may, however, form part of the evidence base for future Resident Impact Assessments as required.

## **6. Reason for recommendations**

### **6.1 In accordance with its remit:**

Scrutiny Committee is asked to discuss the progress set out in the report.

## **Appendices**

- Appendix A: Data Dashboard for Q1 2019/20

**Background papers:** None

Final report clearance:

## **Signed by:**

Carmel Littleton, Corporate Director of People  
Services

Date

Report Authors: Heads of Service for Employment, Skills and Libraries  
Tel: 020 7527 2657  
Email: c/o [adam.white@islington.gov.uk](mailto:adam.white@islington.gov.uk)