



Report of: Corporate Director of People Services

Meeting of:	Date:	Ward(s):
Environment and Regeneration Scrutiny Committee	13 January 2020	All

Delete as appropriate:		Non-exempt
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SUBJECT: Quarter 2 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 second quarter of 2019-20 (1 April to 30 September 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 2 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 Q2 2019/20 was 677, against the profiled target of 500.** 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 of partners, 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.

The Islington Working partnership has committed to a strategic collective approach to ensuring that employment provision in the borough meets the needs of identified priority groups. These are the groups of residents who face the greatest barriers to employment: parents of those aged 0-18, people who have declared a disability or long-term health condition, young people aged 18-25, and those from a BAME background.

The council has developed an employment support hub for the partnership, located at 222 Upper Street, which is staffed by council services and employment partners. This has enabled closer working and sharing of best practice to support residents to transition into sustained employment.

For example, the Community Access Project (CAP) is a council service who support residents with a learning disability into employment. Their participation in the employment hub has supported them to source training courses that significantly improve the chances of their client group securing paid employment. One CAP client was recently supported by iWork and Adult and Community Learning to complete courses in maths and construction, with the achievement of a CSCS card which enables them to begin work in construction. They will continue to be supported by CAP in conjunction with iWork to begin paid work.

3.3 The 2019/20 target for Islington residents supported into paid employment was set to align with the manifesto commitment to support 4000 residents into work between 2018-2022. 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 Performance has been strong over Q2 and we are confident that targets will be met over the course of the year. The profiled targets this quarter for all priority groups have been exceeded and have a positive direction of travel on the same period previous year with the exception of parents. While the cumulative figure of employment outcomes for parents is slightly below our profiled target, performance in Q2 represented a 63% increase on outcomes from Q1 (119 and 73 respectively).

We are also aware that although our partners are working with high numbers of parents, there is an issue with collecting data on parental status. We are taking several actions to address performance of employment outcomes for parents including:

- Meeting with partners individually to identify how to address these gaps in information. To date we have met with Arsenal, Hillside Clubhouse and Reed. The meetings so far have proved successful with partners exploring how to adapt their current processes for recording parental status in the long term. To address the immediate need for accurate reporting of parental outcomes, both Arsenal and Hillside Clubhouse have agreed to undertake a manual exercise to provide this data. The impact of this intervention will be closely monitored and a further update provided in the quarter 3 report.
- Working with the Bright Start service to enable to the collocation of employment support advisers within children's centres
- Commencing analysis of the nature of parental unemployment in Islington to inform an improved, joined-up offer of support across services.

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 Q2 we had 189 outcomes against a profiled target of 178, which represents an improvement on the same period last year.

3.6 Officers from People Directorate are working on an analysis of employment support for vulnerable young people to inform an improved and integrated support offer across council services and youth and community partners.

We know that while around 800 18-25-year-old residents are claiming out of work benefits, proxy measures suggest the actual number who are not in employment or training could 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 Q2, we have exceeded the profiled target for the number of disabled people supported into work by council services and partners. 136 residents went into employment against a target of 122. 8 residents with a learning disability found paid work through 'Project Search'. This is a year-long programme of supported internships for young people with a learning disability, working with local hospitals, who are later considered for paid work in that organisation. This is a notable outcome which we would like to expand on over the course of the year, particularly given that only 6% of adults with a learning disability known to their local authority in England are in paid work.

3.8 Our data shows that BAME residents have higher rates of unemployment and economic inactivity. At the end of quarter 2, we have supported 362 BAME residents into employment, against a profiled target of 250. A key priority for the Islington Working partnership is to focus on identifying those communities least engaged with current support. The iWork service convened a 'Community outreach and engagement' workshop at City University with key BAME and refugee support organisations, to explore how employment support could better target and serve people from these communities. Seventeen organisations attended the workshop, and a number of actions have been identified to strengthen links between community organisations and employment support partners. These organisations are now receiving weekly local jobs bulletins, and a networking event for community and employment support organisations is planned for January 2020.

3.9 We have identified the issue of sustainment in work as a key measure in assessing the effectiveness of employment support services. iWork have commenced monitoring of sustained outcomes at 13, 26 and 52 weeks. Across quarter 2, 40% of residents supported into paid work by iWork had sustained employment at 13 weeks while a further 48% have been uncontactable. The 12% who did not sustain represents six individuals; of these, three have moved into further employment and three require further employment support. We will dedicate a resource within the team to enable a more systematic process for monitoring sustainability through regular follow up with both the resident and the employer. We will also ensure that employment coaches are able to offer pastoral care for residents who need additional support as they transition back into employment.

The iWork team have a strong employer engagement model which is used to broker and maintain robust employer relationships. We will ensure that when we encounter any issues with contacting clients to check sustainability that we use our relationships with employers to obtain this information.

There is a wider matter of tracking sustained outcomes across Islington Working partners. We are finalising our data sharing agreement and this will ensure that we are able to address the issue and present regular data and metrics to the partnership.

Two employment measures are used 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 53, compared to a target of 20, with 14 of these into apprenticeships against a target of 8.

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

4.1 **JM2 – Number of Islington residents supported into apprenticeships**

The council's internal apprenticeship programme is managed by the Resources Department. An autumn intake of apprentices saw a total of 16 apprenticeship starts in Q2, compared to 2 in the previous quarter. Reforms have broadened the range, quality and organisational relevance of apprenticeships available. New specialist training is often longer, which reduces the volume of new starts but enhances the value of the experience for apprentices. For example, in 2018, six Housing Property Service Apprenticeships were created in repairs, these posts span 2-year training periods, and therefore have not been re-filled in 2019 as

new apprentices cannot start until current apprentices complete; 3 Early Years Apprentices recruited in 2017/2018 are still in post so these posts were not available to be recruited to again. Targeted activity is planned to identify new opportunities - the apprenticeship team will attend Departmental Management Teams in Q3 to work with service managers to identify where new apprenticeships can be created.

LBI has also been successful in securing a place on the LGA's Apprenticeship Accelerator Programme, which provides consultancy support to help councils increase apprenticeship starts and effectively utilise the levy. As part of this programme and in line with the aims of the workforce strategy, detailed workforce analysis will take place in Q4 to assist service managers to identify where apprenticeship training can be used to meet future skills needs.

The Council's iWork team and employment support partners across the borough supported 99 residents into apprenticeships with an external employer in Q2 against a profiled target of 50. 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.

4.2 **JM3 – Percentage of Council apprentices who move on to further employment or training within 3 months of completing their apprenticeship**

Over the reporting period, 5 apprentices completed their apprenticeship with the council. All of these apprentices moved into further employment or training within 3 months of completion, 3 progressed into roles within the council, 1 external and 1 started their own business. A more robust system for pastoral and progression support for apprentices has been working well and enabled this improvement. While performance for this quarter alone stands at 100%, the cumulative total for the year is 90% progression.

4.3 **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.

Adult Community Learning operate over academic years, so performance is not measured by financial quarters, but by return figures at the end of each term. Financial Quarter 1 finishes at the end of June and Quarter two at the end of September. The end of July marks the end of the academic year and mid-September the beginning of the next. As a result, there is little variance in reporting numbers in Quarter 2. Quarter 3's report will contain enrolment information for Autumn and Quarter 4 for Spring, depending on when Easter falls.

September saw a total of 635 enrolments , which is a strong start to the academic year.

- 4.4 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 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.

ACL has forged links with the Family Information Service, offering the childminding course under its aegis, the addition of which under the ACL curriculum adds breadth and depth to the offer. To date, there has been one cohort of seven learners that has completed the training. Managers of the said programme are due to meet to ascertain how well the initial cohort went and make suggestions for any improvements that may be needed.

Collaboration with iWork in offering provision for Health and Social Care employers has resulted in the decision to offer the Level 2 Health and Social Care qualification as a blended learning course. ACL are in the process of recruiting a member of staff to deliver these courses and are looking to complete on-boarding with the blended learning provider in November.

- 4.5 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.

The system continues to be used well to track attendance and other KPIs. The Management Information Systems Manager uses it flexibly to produce data and reports that provide insights into the provision.

It has also been used, in conjunction with historic sources of data, to formulate curriculum targets for Curriculum Managers. These will be utilised as performance indicators in regular Curriculum Reviews.

- 4.6 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.

The department is now running English and maths evening classes at First Steps Learning Centre, both having good initial numbers, with there being a strong likelihood of them continuing until the end of the academic year. It is hoped that this will help further the curriculum offer in the evenings.

- 4.7. 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.
- 4.8 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.

Curriculum areas have now written their Self-Assessment Reports, each self-assessing provision as 'good', with strong outcomes from learners and some areas of significant strength. These curriculum SARs will feed into the overall Service SAR, which will formulate the Quality Improvement Plan, the working action plan the department will utilise to bring about improvements and further the service.

4.9 **JM5 – Number of library visits**

By the end of Q2, there had been 509,879 visits to Islington libraries. Results for Q2 are below the number of visits for Q1 and below the profiled target set for 2019/20.

- 4.10 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. The Reference library was closed from 12 May until 8 September. We also had a total closure for 4 weeks to complete the renovation. This has inevitably had an impact on visitor figures.

This renovation has allowed us to:

- Improve the quality and amount of study space at the Central Library. Capacity has increased by 25%.
- Provide a purpose build learning centre which is more conducive to study. Feedback from learners so far has been very positive and enrolments at First Steps are up on Autumn term 2018.
- Improve the entrance lobby, staircases etc. Creating a more inviting and modern space.

We are working hard to increase visitor 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. We are now also cross referencing our outreach work with ACL and Iwork to identify opportunities to target the most vulnerable residents.

Our programme of regular events and reading initiatives reflect the objectives identified in our reading strategy of Read, Learn and Connect.

Highlights in Q2 includes the Summer Reading Challenge for children aged 4-12. This is an annual event which encourages children to continue to read during the summer holidays when typically reading levels drop. In 2019 we had 904 children complete the challenge – a slight increase on 2018 when 900 completed.

4.11 **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.

Quarter 2 marks a quieter period for schools' delivery due to summer holidays. Nonetheless, key developments for the quarter include:

- 14 schools engaged with the programme, including 11 secondary and 3 primary.
- 444 pupils benefitted from delivery of world of work activities.
- A pilot Careers Carousel for all Year 6 pupils at Hargrave Park Primary School, organised in partnership with BIG Alliance. Excellent feedback received from all parties confirmed this activity as an effective model for primary schools.
- 37 businesses currently signed up to offer activities through the 100 hours World of Work online menu. New employers include cyber security firm Risk Ledger, Institute of Physics and the Southbank Centre.

A targeted approach to world of work activities for priority groups of young people is being developed, including a bespoke programme for children looked after. In September a career insight session was hosted at Expedia for this cohort. Further activities have been delivered for young people with Special Educational Needs/Disabilities at Samuel Rhodes School, with employers including Laing O'Rourke and Arsenal. Work experience placements

were also brokered for young people at New River College pupil referral unit at local employers including Outlandish, Soapbox and Museum of London.

A 100 hours World of Work Breakfast Event scheduled to take place in November 2019 at the Institute of Physics has been rescheduled for 21 January 2020, due to the period of purdah preceding the General Election. 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.

Collaboration with the Richard Reeves Foundation has enabled six secondary schools to access grant funding, to build capacity 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 and are on track to achieve the QICS award in the three-year funding period.

Implications

4.12 Financial implications:

Not applicable.

4.13 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.

5.5 Reason for recommendations

5.6 In accordance with its remit:

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

Appendices

- Appendix A: Data Dashboard for Q2 2019/20

Background papers: None

Final report clearance:

Signed by:

Carmel Littleton, Corporate Director of People
Services

Date

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