

Report of: Executive Member for Finance, Performance & Community Safety

Meeting of:	Date:	Ward(s):
Policy and Performance Scrutiny Committee	23 January 2020	All

Delete as appropriate	Exempt	Non-exempt
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SUBJECT: Quarter 2 Performance Report: Safety and A Well-Run Council**1. Synopsis**

- 1.1 The Council has in place a suite of corporate performance indicators to help monitor progress in delivering the outcomes set out in the Council's Corporate Plan. Progress on key performance measures is reported through the Council's Scrutiny Committees on a quarterly basis to ensure accountability to residents and to enable challenge where necessary.
- 1.2 This report sets out progress against targets for those performance indicators that fall within the two outcome areas for which the Policy and Performance Scrutiny Committee has responsibility – Safety and A Well Run Council.

2. Recommendations

- 2.1 To note performance against targets in the first six months of 2019/20 for measures relating to Safety and A Well Run Council
- 2.2 To note responses to queries raised by the Committee when it discussed the Quarter1 report, including new measures relating to monitoring air quality and our carbon footprint.

3. Background

- 3.1 A suite of corporate performance indicators has been agreed for 2018-22, which help track progress in delivering the seven priorities set out in the Council's Corporate Plan - *Building a Fairer Islington*. Targets are set on an annual basis and performance is monitored internally, through Departmental Management Teams, Corporate Management Board and Joint Board, and externally through the Scrutiny Committees.

- 3.2 The Policy & Performance Scrutiny Committee (PPSC) has overall responsibility for maintaining an overview of the Council's performance. The Committee is also responsible for monitoring and challenging performance for two key service / outcome areas: Safety (covering Crime, Anti-social behaviour, Violence Against Women and Girls, and Public Protection) and A Well Run Council (core services, such as Finance, IT, Human Resource and Customer Services), which support and enable the running of the organisation).
- 3.3 The four thematic scrutiny committees – Children's Services, Health & Care, Environment & Regeneration, and Housing – have responsibility for monitoring and challenging performance relating to those services and outcomes which fall within their remits.

4. Outstanding issues and queries from Quarter 1

- 4.1 The Committee discussed the Quarter 1 performance report at its' meeting on 30 September 2019. The report included a full list of corporate PIs, together with targets for 2019/20. There were a number of outstanding issues, and queries raised by the Committee.
- **Definition of affordable homes:** The Corporate Director of Housing has confirmed that these indicators measure genuinely affordable homes i.e. those that are social rented or shared ownership. The wording of both indicators has been amended to make this clear
 - **Targets around Transgender Hate Crime:** This has been added to the suite of Hate Crime measures, in response to a request from PPSC
 - **People killed or seriously injured on our roads:** The Council has limited ability to control this so it is not proposed to include it as a corporate performance indicator. However, numbers will be routinely reported to the Environment and Regeneration Scrutiny Committee as part of quarterly performance reporting
 - **Carbon emission targets:** Two new indicators have been introduced to monitor emissions from council buildings and vehicles. The Corporate Director of Environment & Regeneration has confirmed that the current year will be used to set a baseline, and targets will be introduced from next year
 - **Air quality measure:** Following the successful achievement of our target last year to introduce air quality monitors outside all Islington schools, a new measure will now be introduced around air quality audits for schools
 - **Angelic Energy:** the wording of the measure has been amended to 'the number of Islington households supplied by Angelic Energy' (previously measured meter points for gas and electricity and captured all customers, not just Islington residents)
- 4.2 A query was raised relating to what appeared to be very ambitious targets for drug and alcohol treatment programmes, compared with performance in 2018/19.
- % of drug users in drug treatment who successfully complete treatment and do not re-present within 6 months - Target for 19/20 is 20.0% (10.4% in 18/19)
 - % of alcohol users who successfully complete the treatment plan – Target for 19/20 is 42.0% (27.2% in 18/19)
- 4.3 The lead officer for the Substance Misuse programme has confirmed that these targets reflect the contractual performance targets agreed with the commissioned provider of substance misuse services in Islington, Camden and Islington NHS Foundation Trust. The performance targets are set with reference to benchmarking data for other areas in England with a similar population profile.

Public Health England provide us with regular benchmarking information from comparator areas of England. The range of lowest – highest are set out below:

Opiates (e.g. heroin; morphine; methadone)	7.45% - 10.61%
Non-opiates (e.g. crack cocaine; powder cocaine; methamphetamines)	41.24% - 56.99%
Alcohol	47.2% - 56.3%

- 4.4 Based on this benchmarking data, Islington’s performance targets are reasonable and achievable, and reflect our ambitions for improving outcomes for local people substance misuse problems.
- 4.5 A new five-year contract for substance misuse services was let in April 2018, which represented a new approach and, as such, it was recognised that performance in the first year would be impacted whilst the new model was embedded. However, now that it is in place, we expect performance to improve over the coming year. Performance will be monitored through the Health and Care Scrutiny Committee.
- 4.6 The Committee discussed whether it would be possible to include some indication of how responsive we are as a council to issues raised by the public. There is no single measure that will provide this. We do routinely monitor data on Complaints which may be helpful. Individual services may gather feedback from their clients on the services they offer, and any future Residents Survey would provide useful insight into resident perceptions of the Council. We will aim to include any relevant customer insight in performance reports where it is available.

5. Quarter 2 performance update - Safety

Making sure fewer young people are victims or perpetrators of crime

- 5.1 Key performance indicators relate to preventing and reducing youth offending.

PI No.	Indicator	2017/18 Actual	2018/19 Actual	2019/20 Target	Q2 2019/20	On target?	Q2 last year	Better than Q2 last year?
S1	Percentage of young people (aged 10-17) triaged that are diverted away from the criminal justice system	80%	83%	85%	82%	No	80%	Yes
S2	Number of first time entrants into the Youth Justice System	60	58	58	25	Yes	25	Same
S3	Percentage of repeat young offenders (under 18s)	54%	45%	45%	44%	Yes	N/A change in definition	N/A
S4	Number of custodial sentences for young offenders	17	26	25	5	Yes	15	Yes

Young people diverted from the youth justice system

- 5.2 82% of young people triaged in the first half of 2019/20 were diverted away from the criminal justice system, a small improvement on the same period in 2018/19. This measure is currently based on relatively small numbers of young people being triaged – only 8 young people were triaged in Quarter 2 of this year.
- 5.3 Targeted Youth Support (TYS) continues to ensure that children, young people and their families who need support are able to access this as soon as they need it, in line with the principle of early help. This package of support to the young person, helps them address the difficulties that they are enduring, with the objective of ameliorating their circumstances and diverting them from the criminal justice system. The utilisation of the Trauma Informed and Motivational Practice models has assisted with the quality of the relationship between the allocated Youth Worker and the young person and increases the likelihood of the intervention being successful. Inroads also continue to be made in relation to the use of the multi-agency system, where specialist support can be provided from other professionals to support the young person who is subject to the triage.

First Time Entrants

- 5.4 There were 25 First Time Entrants into the Youth Justice System in the first two quarters of 2019/20, the same number as Quarter 2 last year. We are on target to improve on the year-end total of 58 for 2018/19.
- 5.5 Islington continues to see reductions in the number of First Time Entrants in the Youth Justice System. Figures within the past year have continuously represented Islington's best levels of performance in relation to this indicator. This has taken place when Serious Youth Violence and knife crime is at its highest level in London for a decade. The improvement in Islington suggests that our approach to supporting more vulnerable young people at an early stage in the journey, for instance those young people who may be subject to a triage intervention, is having an impact. This, in turn, prevents the escalation of more concerning and serious behaviours, preventing their entrance into the criminal justice system.

Reoffending

- 5.6 Provisional data shows that out of the 43 young people in the cohort for Quarter 2 2018/19, 44% (19) had re-offended during the following year. This is slightly lower than the rate of 45% at the end of 2018/19.
- 5.7 We have recognised through our internal auditing and local research processes that the group of young people involved in re-offending are those with significant and multiple vulnerabilities – domestic abuse; broken attachments to carers; parental substance and/or alcohol misuse; chaotic school histories; speech and language difficulties and special educational needs. It is difficult to solve such complex issues swiftly. We have seen reductions in the reoffending rates because we continue to use the 'child first, offender second' ethos in working with these young people. Subsequently, we have been focussing on strengthening the specialist packages of support that can improve the lives of these young people.

Use of Custody

- 5.8 There have been five custodial sentences involving Islington young people in the first two quarters of 2019/20. This is a third of the number during the equivalent period in 2018/19, and significantly below the profiled target of 13 at the Quarter 2 point in the year.
- 5.9 The Youth Offending Service (YOS) has placed significant effort into this area because we recognise that the secure and custodial estate is not suitable for young people and that it should

only be used as a very last resort. It is for this reason that we continue to dissuade courts from imposing custodial sentences on young people because we argue that the risk that (most of) our young people pose to the public can be managed in the community. Caseworkers and managers have worked tirelessly to ensure that the assessments and the subsequent Pre-Sentence Reports that the courts are furnished with are trauma informed and strengths based, with a clear rationale and outline of risk and protective factors.

Reduce levels of crime and anti-social behaviour

- 5.10 Performance measures focus on priority crimes for Islington – robbery, violent crimes, domestic abuse, and upon ensuring an effective response to high risk victims of crime and ASB.

PI No.	Indicator	2017/18 Actual	2018/19 Actual	2019/20 Target	Q2 2019/20	On target?	Q2 last year	Better than Q2 last year?
S5	Number of robbery offences	1,936	1,446	1,374	803	No	755	No
S6	Number of violence with injury offences (non DA)	1,733	1,801	1,711	860	Yes	953	Yes
S7	Number of knife crime with injury offences (non DA)	76	63	60	25	Yes	38	Yes
S8	Number of Serious Youth Violence offences	225	215	204	129	No	113	No
S9	Number of Domestic Abuse offences	2,405	2,640	2,772	1,282	No	1,399	No
S10	Percentage of Domestic Abuse Sanction Detections	18.3%	15.6%	16.4%	16.4%	Yes	15%	Yes
S11	Proportion of repeat callers to the ASB hotline (calling 10+ times in a rolling 6 month period) being managed through repeat callers process, Community MARAC or by Public Protection	New measure	New Measure	85%	tbc	tbc	New Measure	N/A
S12	Number of high risk victims successfully exiting the Community Risk MARAC	N/A New indicator for 18/19	39	36	20	Yes	17	Yes

Overall crime

- 5.11 The Safer Islington Partnership (the partnership) currently oversees five key theme areas in crime and safety: Crimes Involving Young People, Hate Crime & ASB, Violence Against Women & Girls, Drugs & Adult Offending and Exploitation & Extremism.
- 5.12 Overall crime in Islington has shown a slight increase of 1.1% after two years of decline, while London has seen crime rises of over 8%. The partnership is measured through a number of corporate indicators. Below is a summary of performance at the end of Quarter 2 in 2019/20.

Robbery

- 5.13 In the first half of 2019/20, Islington recorded 803 robbery offences, higher than the profiled target of 687. Robbery has been a challenge for the partnership so far this year, however the introduction of a proactive robbery team and robbery cars has improved the policing response. There is also ongoing partnership work around hot spot locations and multi-agency working/ intelligence sharing, which has yielded positive results.

Violence against the person

- 5.14 Violence against the person, including youth violence and knife crime, remains a priority for the Safer Islington Partnership. We have seen a 2.1% reduction in violence against the person, whilst London has seen a 4.9% increase. In terms of volume, Islington ranks 20th out of 32 boroughs.
- 5.15 Overall youth violence has seen a 7.8% reduction, however, we have seen an increase in serious youth violence in the past 12 months. The Islington Gangs Team, Youth Offending Service and Targeted Youth Support continue to successfully work with young people involved in gangs.
- 5.16 A number of actions are being taken including protecting youth service provision, increasing investment in targeted and specialist services for young people at risk, reducing school exclusions and rolling out trauma informed practice across the children's workforce. The final Knife Crime Task and Finish Group meeting took place in September 2019. There have been many positive outcomes. Islington has recorded a 10.3% reduction in knife crime in the past 12 months, whilst London recorded a 1.4% increase.
- 5.17 Islington is receiving 2 years MOPAC Violence Reduction Unit funding which has provided an opportunity to extend the Transitions Project and Trauma Informed training, as well as funding knife bins and community strengthening conferences. A Knife Harm prevention video is being produced by Youth Offending Service (YOS) and the Love and Loss group to use as part of YOS interventions.
- 5.18 This year the council will review the Working Together for a Safer Islington Youth Crime plan and consult with local stakeholders, young people, parents and local communities to inform the development of a new Youth Safety Plan for Islington to be launched in June 2020.

Violence Against Women and Girls (VAWG)

- 5.19 The Violence Against Women and Girls (VAWG) Strategy has many aims including increasing awareness of all VAWG and increasing reporting from hard to reach communities, holding perpetrators to account and also protecting survivors and their family through providing an effective service.
- 5.20 Overall reporting of DVA was slightly below target at the end of Quarter 2 with 1,282 incidents reported (for this measure, higher is better). The proportion of Domestic Abuse sanction detections remains low but has seen a small increase – from 15.6% to 16.5% in the past 12 months, and Islington is performing better than many other London boroughs.
- 5.21 The Keel Multi-Agency prototype team launched in January and has worked with 60+ families. Evaluation indicates strengthened partnership working to improve service response and experience of children and families. Islington has also signed up to Women's Night Safety Charter encouraging local businesses to do more to help make Islington safer at night for women, whilst a number of ambassadors (staff and community) have been trained up to help identify and support survivors of domestic abuse.
- 5.22 The Violence Against Women and Girls (VAWG) Strategic Board is leading on a new approach to working with perpetrators of DA both to support behaviour change and / or hold perpetrators to

account if they persist in harmful behaviours. This will involve the establishment of a DA perpetrator panel and additional resources to work with DA perpetrators.

Anti-social behaviour

5.23 The Community MARAC (Multi-Agency Risk Assessment Conference) continues to excel at dealing with complex cases involving high risk victims of anti-social behaviour or crime - two recent examples of long-standing hate crime cases have been successfully resolved. Between April 2019 and September 2019 we saw 20 cases where high risk victims or perpetrators successfully exited the Community Risk MARAC with positive outcomes. Outcomes included getting partners to create a joined up support plan for the victim and/or perpetrator, reducing safeguarding issues or making referrals to other organisations.

Keep consumers informed and safe

5.24 Performance indicators monitor the effectiveness of our Public Protection services.

PI No.	Indicator	2017/18 Actual	2018/19 Actual	2019/20 Target	Q2 2019/20	On target?	Q2 last year	Better than Q2 last year?
S13	Percentage of food inspection programme completed	99%	99.5%	100%	43%	Yes	41%	yes
S14	Number of age-restricted sales checks for knives, alcohol and tobacco	N/A New measure for 18/19	11	9	5	Yes	tbc	tbc
S15	Number of joint Trading Standards and Licensed training events delivered to businesses identified as having training needs	2	4	5	2	Yes	tbc	tbc
S16	Number of licensing panels held for premises where there are concerns	30	42	45	16	Yes	9	yes
S17	Number of reviews for licensed premises where there are serious breaches	6	7	8	9	No	3	yes

5.25 All 2,350 food businesses operating in Islington are inspected every 6 months to 3 years depending upon their risk rating. There is a 15-20% turnover in management of food businesses and the sector continues to grow year in year out. Approximately 85% are broadly compliant with legal requirements on inspection and we take action to secure compliance in the remaining 15%. Auditing processes for compliance with food allergen management and labelling requirements is a key component of all inspections in catering and manufacturing premises. All inspections result in a food hygiene rating which can be viewed on <https://ratings.food.gov.uk/>

5.26 The Licensing Team uses the Officer Panel and Review process to deal with poorly performing businesses. Alongside this we are actively engaging licenced premises to sign up to the Women's

Night Safe Charter. Since the launch of the scheme at the end of October we have signed up 26 businesses and have a target to sign up 100 by January.

Celebrate and protect our diverse and integrated communities

5.27 In addition to measures relating to Faith, Racist, Disability and Homophobic hate crimes, we have added new targets relating to Transgender hate crime. The aim is to increase reporting of, and the sanction detections rate for hate crimes in Islington.

PI No.	Indicator	2017/18 Actual	2018/19 Actual	2019/20 Target	Q2 2019/20	On target?	Q2 last year	Better than Q2 last year?
S18a	Number of Homophobic Offences reported to police	92	105	103	68	Yes	61	Yes
S18b	Sanction Detection Rate for Homophobic Hate Crime	19.6%	5.7%	6.0%	2.9%	No	5%	No
S19a	Number of Racist Offences reported to police	547	557	610	272	Yes	261	Yes
S19b	Sanction Detection Rate for Racist Hate Crime	20.1%	15.4%	16.2%	15.4%	No	12.6%	Yes
S20a	Number of Disability Hate Offences reported to police	26	21	30	12	No	10	Yes
S20b	Sanction Detection Rate for Disability Hate Crime	7.7%	0.0%	4.8%	0.0%	No	0.0%	Same
S21a	Number of Faith Hate Crime Offences reported to police	116	62	88	24	No	34	No
S21b	Sanction Detection Rate for Faith Hate Crime	21.6%	4.8%	5.1%	16.7%	Yes	0.0%	Yes
S22a	NEW: Number of Transgender Hate Crime Offences reported to police	13	13	12	7	Yes	8	No
S22b	NEW: Sanction Detection Rate for Transgender Hate Crime	0.0%	0.0%	8.3%	0.0%	No	0.0%	Yes

5.28 The partnership focus is on encouraging reporting of hate crime in line with the Police Plan for London. The number of Homophobic and Racist hate crime incidents has increased, as have disabled offences (though numbers remain low). Sanction detection rates remain a challenge, although there has been some improvement in detection rates for Racist and Faith hate crimes.

5.29 The dip-sample meeting reviews cases of Hate Crime on a quarterly basis. The aim of dip-sampling is to determine, through a formal structured process, whether or not proper procedures are being followed and whether an appropriate and proportionate approach is being taken by the Metropolitan Police Service whilst investigating (in this case) hate crime or DVA offences. A random selection of offences are redacted and taken to a multi-agency meeting, where they are discussed and reviewed. Actions (where appropriate) are then taken forward by the police based on what is agreed in the meeting. Learning is recorded and is used to ensure better outcomes for victims and

contribute towards increasing positive outcomes. Currently, dip sampling is only used for DVA and hate crime cases, but we are looking to expand the model to other areas.

5.30 Hate crime awareness week was 12th - 18th October. The focus was around how people can report hate crime.

5.31 Educating the next generation is a crucial part of eliminating hate crime. In November, Central Library hosted the Anne Frank and Family Exhibition. Year 6 pupils in local primary schools were invited to see the exhibition and to take part in a Free to Be workshop. The workshop explored the story of Anne Frank and what happened to her along with 6 million other Jews during WW2. It then looked at prejudice and discrimination today, and how to challenge hate, prejudice and discrimination. In October 2019 we saw the successful delivery of a multitude of events during National Hate Crime Awareness Week. The focus was on young people with the highlight event at the Emirates Stadium with attendance from 120 Islington school children.

6. Quarter 2 performance update – A Well Run Council

Managing our budget effectively and efficiently

6.1 Key performance indicators relate to in year collection of Council Tax and Business Rates, which are the key sources of income to enable us to run core council services. Latest data is as follows:

PI No.	Indicator	2017/18 Actual	2018/19 Actual	2019/20 Target	Q2 2019/20	On target?	Q2 last year	Better than Q2 last year?
WRC1	Percentage of council tax collected in year	96.2%	96.1%	96.2%	49.1%	Yes	Not available	N/A
WRC2	Percentage of business rates collected in year	97.2%	96.6%	96.7%	52.8%	Yes	Not available	N/A

6.2 In Quarter 2 of 2019/20 we collected 49.1% of Council Tax which equated to £61million of gross revenue. This is in line with where we expected to be at this point in the year and we are on track to meet our year-end target.

6.3 Business Rates collection is also on track, with 52.8% (£155million) gross revenue collected in the first 6 months of the year.

Harnessing digital technology for the benefit of residents and staff

6.4 The Council is committed to making it easier for residents to transact with us through digital channels, whilst ensuring that those who really need to continue to access support by phone or face to face. Targets for 2019/20 reflect our ambitions to further reduce phone calls and face-to-face visits, and increase the volume of contacts and transactions through our online / self-serve channels. Latest data is set out below.

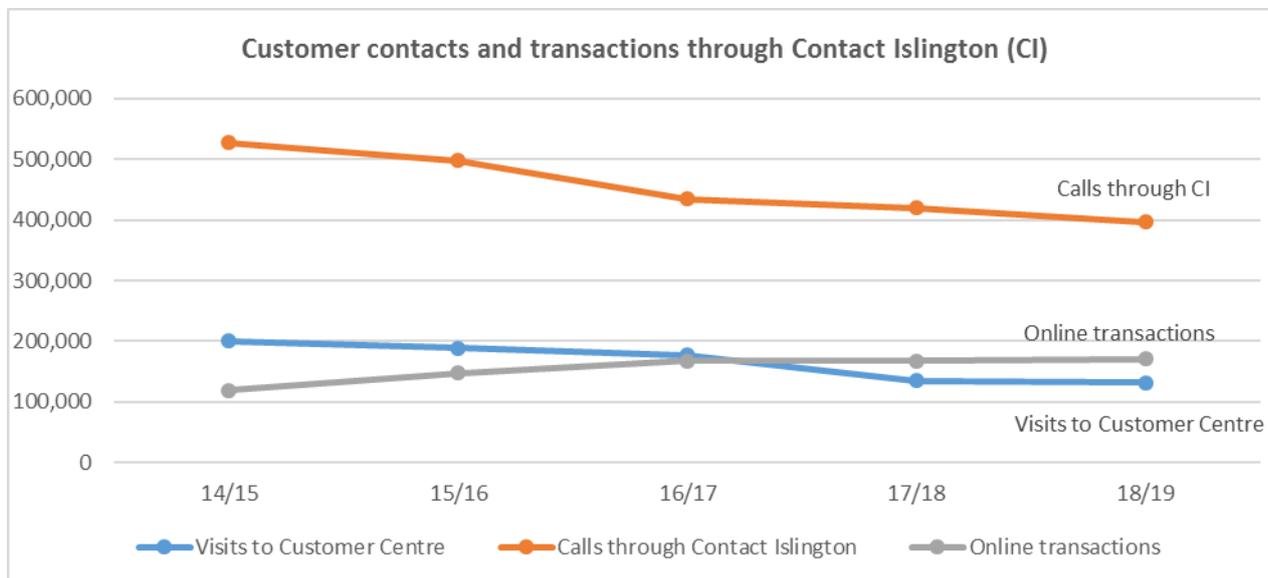
PI No.	Indicator	2017/18 Actual	2018/19 Actual	2019/20 Target	Q2 2019/20	On target?	Q2 last year	Better than Q2 last year?
WRC3	Number of visits in person at Customer Contact Centre	135,229	131,500	124,925	55,897	Yes	63,295	Yes
WRC4	Number of telephone calls through Contact Islington call centre	419,122	396,211	366,595	177,719	Yes	206,381	Yes
WRC5	Number of online transactions	167,629	170,156	167,629	81,058	No	85,814	No
WRC6	Percentage of calls into Contact Islington handled appropriately	98.8%	98.5%	98.0%	97.8%	Yes	98.5%	No

- 6.5 The number of visits to our Customer Centre continues to fall - down by 11.7% for the first two quarters of this year compared to the same period the previous year.
- 6.6 Visitors coming into the Customer Centre for Housing Benefit queries continue to reduce as residents migrate onto Universal Credit and more people choose to use the centre's scanning technology and email to submit evidence for their Housing Benefit claims. In addition, the move to paperless parking permits and visitor vouchers using Ringo is having a positive impact on visitor numbers for parking services, with more people choosing to undertake these transactions online. For the first 2 quarters of 2019/20, there was a reduction of 8.25% in the number of residents visiting the Customer Centre for a Resident Permit compared to the same period the previous year. Similarly, the number of people visiting the centre for Visitor Vouchers reduced by 14.4%.
- 6.7 The volume of phone calls through Contact Islington has also continued to reduce, with 28,662 fewer calls in the first two quarters of this year compared to last year – an overall reduction of 13.9%. Calls relating to Revenues and Benefits account for 32% of the total reduction and as with the reduction of visitors to the Customer Centre, this is partly due to some residents moving from Housing Benefit, with just over 8,900 residents now claiming Universal Credit. With over 16,250 Housing Benefit claimants of working age in Islington still to be migrated over to Universal Credit, this trend is expected to continue. The reduction of Revenues and Benefits calls also reflects the positive impact of the improvements to the ability of customers to self-serve, with almost 21,000 residents choosing to use the Gov Tech forms on the Council's website, rather than call or visit.
- 6.8 There has also been a significant reduction in the number of calls to our main Contact Islington number "2000" – down by 12.8% when compared to the first two quarters of last year. We are currently reviewing the call trends in this category to better understand the opportunities to achieve further reductions in call volumes.
- 6.9 The number of online transactions in the first two quarters of this year were below target and just under 5,000 lower compared to the same period last year.
- 6.10 Whilst overall, there were 1,591 additional transactions undertaken for Street Parking within My eAccount for the first two quarters of this year, some types of parking transactions saw a decrease, e.g. an 8.7% reduction in the number of residents using My eAccount to purchase visitor vouchers. This was due to residents now being able to purchase visitor vouchers through Ringo, with the

number of vouchers purchased through Ringo soaring by 64.5%. Again, this trend is to be welcomed as it has made it easier for residents to self-serve.

6.11 There is also positive news regarding the number of online transactions for Registrars, which have increased from 3,572 in the first two quarters 2018/19 to 5,306 in 2019/20, an increase of 48.5%.

6.12 Overall, trends are going the right way with year on year reductions in calls and visits and a slow but steady growth in online numbers as our online offer gradually expands and improves.



Making sure our workforce is diverse, skilled and motivated

6.13 Key performance indicators relate to reducing staff sickness, and the proportion of agency workers, and on ensuring our workforce is representative of the community it services at all levels of the organisation. Latest data is set out below.

PI No.	Indicator	2017/18 Actual	2018/19 Actual	2019/20 Target	Q2 2019/20	On target?	Q2 last year	Better than Q2 last year?
WRC7	Average number of days lost per year through sickness absence per employee	8.6	8.3	7.5	7.9	No	8.8	Yes
WRC8	Percentage of workforce who are agency staff	11.2%	12.7%	10.0%	12.4%	No	11.7%	No
WRC9	a) Percentage of BME staff within the top 5% of earners	19.29%	20.2%	20.6%	20.4%	No	19.5%	Yes
	b) Percentage of disabled staff within the top 5% of earners	5.95%	5.81%	6.5%	6.28%	No	5.8%	Yes

Tackling sickness absence

6.14 The sickness absence measure looks at the average number of days of sickness absence per employee over the past 12 months. The average days lost through sickness per employee as of the end of Quarter 2 was 7.9 days. This represents a slight improvement on the same period last year. NB: this data shows the position at the end of September 2019. More recent data for October and November 2019 indicates further improvement. A report on staff sickness absence will be

presented to Policy and Performance Scrutiny Committee on 13 February and this will include more recent data.

6.15 The average (or 'mean) figure can be significantly affected by extremes at either end. Another way of getting a sense of the scale of sickness absence across the workforce is to look at the median – or middle – figure in the range of values. The median number of staff sickness days in Quarter 2 was 3.

6.16 Sickness absence varies across the council, both in terms of level of absence and underlying cause. The average day's sickness by department in Quarter 2 was:

- Chief Executive's – 2.8 days
- People – 5.8 days
- Environment and Regeneration – 12.2 days
- Housing – 7.4 days
- Public Health - 1.4 days
- Resources – 7.5 days

6.17 The table below shows each department and the reasons for absence:

Categories for Sickness Absence	Chief Exec	E&R	Housing	People	Public Health	Resources	LBI Total
Appointment	0.00%	0.10%	0.40%	0.02%	0.00%	0.02%	0.12%
Back & Neck Problems	4.22%	11.21%	7.67%	7.93%	0.00%	14.07%	10.15%
Chest/respiratory	26.51%	3.05%	5.10%	6.75%	17.89%	4.06%	4.66%
Eye/ear/nose/mouth/sinus/dental	1.20%	3.46%	3.06%	4.34%	20.00%	3.59%	3.66%
Genito-urinary/menstrual	3.61%	0.26%	1.97%	1.67%	4.21%	4.10%	1.68%
Heart/Blood pressure/Circulation	0.00%	10.84%	7.35%	1.62%	0.00%	2.01%	6.18%
Infections	21.69%	6.36%	12.17%	13.11%	24.74%	10.14%	10.00%
Neurological/Headaches/Migraines	2.41%	3.52%	3.24%	3.64%	3.16%	1.79%	3.17%
Other	4.82%	12.17%	11.30%	9.90%	11.05%	7.19%	10.50%
Other Musculo-skeletal	0.00%	18.24%	10.60%	7.95%	0.00%	7.89%	12.15%
Pregnancy related	0.00%	0.19%	0.80%	1.21%	6.32%	4.98%	1.46%
Stomach/liver/kidney/digestion	7.83%	8.02%	7.75%	9.37%	12.63%	6.49%	8.03%
Stress/Depression/Anxiety/Mental Health	15.66%	17.00%	21.11%	24.61%	0.00%	21.42%	20.49%
Surgery/Medical Procedure	12.05%	5.59%	7.48%	7.84%	0.00%	12.25%	7.75%

6.18 Although the council is still some way off achieving the 2019/20 target, average working days lost has reduced from 8.6 in 2017/18 so we are heading in the right direction. Monthly and quarterly sickness data is shared with Chief Officers and Heads of Service.

6.19 Human Resources (HR) continues to work with the worse performing directorates (Environment & Regeneration and Housing) to ensure that records are accurate and that the top ten (long and short term cases) are managed through our policies and processes. Quarterly data provided by the council's Occupational Health (OH) provider shows that most medical referrals fall within these two directorates, within the 55+ age bracket, and that the main reasons referrals are for musculo-skeletal and mental health related issues.

6.20 HR is working with the OH and Employee Assistance Programme (EAP) providers and line managers to implement action plans and initiatives to support these issues. A new EAP APP was launched in October and access to confidential telephone and face to face coaching through a new central

government service (Able Futures) will also be launched in November. These will provide alternative and timely routes through which staff facing mental health challenges can seek support and usage will be monitored over the next six months.

- 6.21 HR is also working with OH to potentially run 'Healthy Lifestyle' workshops and seminars aimed at an ageing workforce in the new year. Shared funding arrangements will be considered and HR will target directorates with both the highest sickness and older workforce (Environment & Regeneration and Housing).
- 6.22 It is also interesting to note that although stress related absences are high these do not always translate into a medical referral as musculo-skeletal remains the highest reason for a medical referral (35% between June to September 2019) which implies that employees may be using short term absence as a means to addressing such issues.
- 6.23 HR is reviewing the benefits of the OH Day One Absence Reporting service which would provide greater clarity and accuracy of reporting. More details of these and other initiatives as well as how individual directorates are performing will be reported to PPS on 23 January 2020.
- 6.24 It is incumbent for Departmental Management Teams to keep this issue as a priority, and the new conversation based appraisal scheme should enable managers to deal more effectively with sickness absence. HR continues to consult and work with the staff forums and trade unions on a revised, simpler, sickness absence procedure, which should also aid a further reduction in sickness absence as should an improved Grievance Procedure aimed at resolving workplace issues much quicker. These will go live in December or January.

Reducing agency staff

- 6.25 Over the past few years, there has been a concerted effort to reduce the number of agency staff engaged by the council. However, at times the use of a contingent workforce is essential to manage short-term increases in demands. Quarter 2 data shows that the proportion of agency staff across the council has decreased, compared to the same time last year. At the end of Quarter2, agency staff accounted for 12.4% of the overall workforce. (NB: More recent data indicates further improvement – this will be included in the Agency Update Report which will be presented to the the Committee on 26 March 2020). Average sickness days by department for Quarter 2 were as follows:
- Chief Executive's: 6.3%
 - Environment & Regeneration: 18.7%
 - Housing: 8.5%
 - People: 13.7%
 - Public Health: 0%
 - Resources: 6.7%
- 6.26 Islington delivers the majority of its services directly, whereas many other London Boroughs do not. This model relies heavily on 'manual workers' and 'trades operatives' and requires an agile workforce with the ability to increase capacity rapidly, when needed, in order to maintain service delivery. The analysis of service requirements for agency workers has led to the adoption of departmental targets for the use of agency workers, with the aim of achieving a long-term annual average target of 10%. The agency worker strategy identifies a medium term target of 11.7%, based on departmental use and the actions being taken to reduce deployment. Current progress against the medium-term target is 12.69%.

- 6.27 With the additional management information now provided by Reed, departments will be expected to scrutinise the information in their area and challenge the continued use of agency workers. We hope to reduce our agency worker numbers further through the introduction of a 'temp-to-perm' process. This will enable agency workers who perform well and are looking to build long term careers to apply to become permanent members of staff. There would be no additional agency charges providing that the agency worker has been working for the council for 13 weeks. A proposed 'temp-to-perm' policy is being developed.

Ensuring fair progression for BME and disabled staff

- 6.28 The Council is committed to promoting fairness and equality, not only for residents but also within our workforce. As part of our duty to promote equality, we are focusing efforts on ensuring Disabled and BME staff have equal opportunities to progress within the organisation and are proportionally represented at senior management level. Actions to help achieve this aim are included in the new Workforce Strategy and will be implemented over the coming year.
- 6.29 Data for the end of Quarter 2 indicated that BME staff accounted for 20.4% of the top 5% of earners across the Council, a slight improvement on last year. The proportion of Disabled staff in the top 5% of earners was 6.28%, an improvement on the same period last year.
- 6.30 We recently ran a staff communications campaign called "This Is Me" highlighting the varied and valuable roles undertaken by employees who have a disability and the ways they cope with their daily work. The campaign also aimed to encourage all employees to update their HR record to state whether they have a disability so that we have an accurate picture of the proportion of staff who have a disability. We are currently assessing the impact of the campaign both on staff awareness of disabilities and to see if there has been an increase in the proportion of staff who have updated their HR records to confirm whether or not they have a disability.

7. Implications

Financial implications:

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

Legal Implications:

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

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

- 7.3 There are no environmental impact arising from monitoring performance. This report proposes two new measures that will help monitor progress towards achieving a net zero carbon Islington.

Resident Impact Assessment:

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

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

8. Conclusion

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

Signed by:

Executive Member for Finance, Performance &
Community Safety

Date: 13 January 2020

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