

**Report of: Corporate Director of People Services**

| <b>Meeting of:</b>                     | <b>Date:</b>               | <b>Ward(s):</b> |
|--|----------------------------|-----------------|
| Children's Services Scrutiny Committee | 9 <sup>th</sup> March 2021 | All             |

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**SUBJECT: Children's Services Quarter 3 2020/21 Performance Report**

**1. Synopsis**

- 1.1 The council has in place a suite of corporate performance indicators to help monitor progress in delivering the outcomes set out in the council's Corporate Plan. Progress on key performance measures are 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 Q3 2020/21 progress against targets for those performance indicators that fall within the Children and Young People outcome area, for which the Children's Services Scrutiny Committee has responsibility.

**2. Recommendations**

- 2.1 To note performance against targets in Q3 2020/21 for measures relating to Children and Young People.

**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 Children's Services Scrutiny Committee is responsible for monitoring and challenging performance for the following key outcome area: Children and Young People. The Committee also

reviews performance related to children and young people under the Safety outcome area, i.e. key measures for the Youth Offending Service.

3.3 New sub-measures have been added to the Corporate Indicator dataset since the Q2 Performance Report, looking at specific protected characteristics:

- A sub-measure to the Corporate Indicator on custodial sentences, focussing on young people from a Black ethnic group.
- Sub-measures on Children's Social Care contacts, looking at the over-representation of children and young people from the Black-Caribbean, overall Black and Mixed ethnic groups.

These have been included in the Q3 Performance Report.

#### **4. Outstanding issues and queries from Q2 2020/21 Performance Reports**

4.1 The Committee discussed the Q2 2020/21 performance reports at its meeting on 14<sup>th</sup> December 2020. There are no outstanding queries to be resolved.

## 5. Quarter 3 performance update – Outcome: Creating a safe and cohesive borough for all

### 5.1 Key performance indicators relating to 'Creating a safe and cohesive borough for all'

| PI No. | Indicator   | 2018/19 Actual | 2019/20 Actual | 2020/21 Target       | Q2 2020/21 | On target ? | Q3 last year | Better than Q3 last year? |
|--------|---|----------------|----------------|----------------------|------------|-------------|--------------|---------------------------|
| 1.1    | Percentage of young people (aged 10-17) triaged that are diverted away from the criminal justice system | 83%            | 80%            | n/a                  | 91%        | N/A         | 80%          | Yes                       |
| 1.2    | <b>Corporate Indicator:</b><br>Number of first time entrants into Youth Justice System                  | 58             | 61             | 60<br>(45 at Q3)     | 28         | Yes         | 42           | Yes                       |
| 1.3    | <b>Corporate Indicator:</b><br>Percentage of repeat young offenders (under 18s)                         | 45%            | 37%            | 37%                  | 31%        | Yes         | 44%          | Yes                       |
| 1.4    | <b>Corporate Indicator:</b><br>Number of custodial sentences for young offenders                        | 26             | 7              | 10<br>(8 at Q3)      | 2          | Yes         | 7            | Yes                       |
| 1.5    | <b>Corporate Indicator:</b><br>Number of Domestic abuse offences  | 2640           | 2501           | 2641<br>(1981 at Q3) | 1977       | In line     | 1901         | Yes                       |

#### 1.1 - Percentage of young people (aged 10-17) triaged that are diverted away from the criminal justice system

5.2 No target has been set for this measure, as it is no longer a corporate indicator. Performance has consistently around 80-85% over the last few years. Meanwhile, the cohort of young people has shrank significantly, in line with the similar reductions in the number of offenders in the borough. Therefore, it was deemed appropriate to continue to monitor this at a service level only.

12 out of 14 young people triaged in Q2 of 2020/21 were diverted away from the criminal justice system, resulting in percentage for that quarter of 85.7%. However, across the first three quarters of the year for this cumulative measure, 43 out of 47 young people triaged were diverted away from the criminal justice system (91.5%). This is above the proportion seen for the first three quarters in 2019/20, and indeed is above the proportion for the first three quarters of any year since we started reporting this measure to Children's Services Scrutiny.

Targeted Youth Support (TYS) continues to improve outcomes in relation to the percentage of young people diverted from the criminal justice system with a significant improvement in the cumulative measure for all three quarters. High quality assessments with these young people,

ensure the delivery of the interventions including targeted interventions to address risk of further offending and to promote desistance. This has included the prioritisation of continued face to face contact with young people throughout the pandemic prioritising children's complex needs including those at risk of offending and/or being excluded from school.

### **1.2 - Corporate Indicator: Number of first-time entrants into Youth Justice System**

5.3 There have only been 28 First Time Entrants (FTEs) into the Youth Justice System in the first three quarters of the year. This compares to 42 over the same period last year. The target for the year is for a reduction in FTEs compared to last year, so the target is split equally into 15 each quarter. Therefore, we are well below the target of 45 for the end of Q3 2020/21.

The latest available comparator data from the Youth Justice Board (YJB) is for the period Jan - Dec 2019 – Sept 2019, when Islington had 61 FTEs reported for this period, which when compared to the population is 360 FTEs per 100,000 10-17 year olds. Islington remains above the London (267 per 100,000), Youth Offending Team (YOT) Family (286) and England (211) average rates.

The number of first-time entrants remains an important priority for improvement and as such we are continuing to prioritise early intervention. Assessments and targeted intervention have been a key priority during the pandemic, including continued face to face contact and the early identification of young people at risk of offending. The service recognises that there may have been some delay in young people with low level offences within the court and police process due to operational delays due to the pandemic. We continue to prioritise and respond to the needs of those at risk of offending with the continued support of commissioned services and other parts of the partnership system.

### **1.3 - Corporate Indicator: Percentage of repeat young offenders (under 18s)**

5.4 11 of the 36 young offenders from 12 months ago had reoffended by the end of Q3, so performance for this period was 31%. This is better than the target of 37%, which is based on performance during the 12 months of the 2019/20 financial year, and better than performance in Q3 of 2019/20 (44%).

This measure is now based on the re-offending over the previous 12 months for the cohort of offenders from the quarter immediately prior to this 12-month period (i.e. those who offended between 15 and 12 months ago), so is looking at a different cohort each quarter.

The latest available comparator data from the YJB is based on the period in the 2018 calendar year. Islington's re-offending rate for this period was 40.2%, a reduction from 50.8% for the 2017 calendar year. This was slightly above the England re-offending rate (38.5%) but slightly better than the London rate (41.8%) and the YOT Family average (41.5%).

Considerable progress has been made in relation to the re-offending rate, with the rate being positive in comparison to London and comparable YOTs. There has been a focus within the service to identify and respond to this cohort to ensure robust intervention and enforcement where appropriate. Interventions have been strengthened and targeted by way of a dedicated interventions lead and enforcement overseen by the Youth Offending Service (YOS) Multi Agency Risk Panel and the Islington Group Offending Partnership Panel. We also continue to ensure that there are robust multi agency responses to young people risk of re-offending. We continue to work closely with police colleagues to ensure that enforcement is commensurate to each case

whilst providing targeted intervention. However, there are still young people with significant and multiple vulnerabilities that remain entrenched in their offending which has presents challenging in relation to reducing re-offending rates for this cohort.

#### **1.4 - Corporate Indicator: Number of custodial sentences for young offenders**

- 5.5 There have been two custodial sentences of Islington young people in the first three quarters of 2020/21. The target for the year is to have fewer than 10 custodial sentences, so this is on target. During the same period in 2019/20, there were seven custodial sentences, so performance has improved on last year.

The YJB publish custodial figures as rates per 1,000 10-17 year olds, to allow comparisons to be made between different areas. The latest published Islington rate for October 2019 to September 2020 was 0.18, a new lowest ever rate for Islington. Islington remains above the England rates (0.10), in line with the London rate (0.16) and better than the YOT Family average (0.26).

Progress in relation to reducing the number of young who receive custodial sentences is positive. The number of young people receiving custodial sentences has fallen and this is reflected in Islington with a significant decline from 2018 to the present time. This has been achieved by improved quality assurance or court reports and robust sentencing proposals whilst building confidence with courts. Additional scrutiny in relation to sentencing outcomes by senior managers has further contributed understanding the service needs to reduce the use of custodial sentences and recommendation have been implemented year on year. Nonetheless there remains an entrenched but reducing cohort of young people, who by virtue of the seriousness of their offending and re-offending, end up in custody due to the seriousness of their offending.

#### **1.4a - New Corporate Sub-Measure: Custody rate per 1,000 10-17 year old residents - Black ethnic group**

- 5.6 This sub-measure is taken from the YJB's Disproportionality Tool. As there are relatively few custodial sentences, the data has been grouped across four years in the tool. The latest update of the tool shows that the rate of custodial sentences for Black young people in Islington was 12.4 per 1,000 10-17 year old residents for the period April 2015 to March 2019, compared to an overall rate of 7.0 for all Islington young people. The underlying data shows that the custodial rate was higher for Black-Caribbean young people than Black-African or Black-Other young people.

This measure is also reported to the Youth Justice Services Management Board and has been selected for reporting as a sub-measure to the Corporate Indicator set to ensure consistency in reporting to different boards and committees.

Updates from the Youth Justice Board were suspended for a time during the pandemic, but have now restarted, so we are expecting an update to the Disproportionality Tool during early 2021.

Whilst it is acknowledged that Islington has made significant progress in reducing the use of custody in recent years, there remain concerns in relation to disproportionality and sentencing. This has been a concern for some time and is one of the reasons why we carried out the project on disproportionality with City University. Additional training and workshops have been provided in recent times for practitioners in relation to diversity, unconscious bias and disproportionality. A disproportionality statement is now included all Pre-Sentence reports for Black and mixed-race young people to request that the court consider disproportionality in sentencing options and

outcomes. Subsequently, the service has a clear set of recommendations to address the issue of disproportionality. Islington continues to be committed to ensuring that this cohort of young people receive high quality youth justice services that provide tailored and targeted intervention that recognise diversity, discrimination and difference.

### **1.5 - Number of domestic abuse offences**

5.7 There have been 1,977 Domestic Abuse (DA) offences in the first three quarters of 2020/21. This is in line with the target of 1,981 and above the number at the same point during 2019/20 (1,901). The aim of the target was to have a high number of offences reported to the Police, as the number of offences is an under-representation of the true number of incidents.

While Islington has not seen a significant increase in DA offences since the start of the pandemic, local DA services have been extremely busy with many more survivors reaching out for support especially around emotional health and well-being. The positive news is that the council's additional investment and transformation of Violence against Women and Girls (VAWG) services has provided the capacity to support many more survivors and families. Solace and Samira Advocacy and Support service caseloads have increased by 58% and 37% respectively, and the DA counselling service has worked with 87 survivors since April. The VAWG Covid response meetings have met throughout the pandemic overseeing a comprehensive partnership response including communications campaigns to raise awareness of services and support among victims and specific communications aimed at DA perpetrators. Islington's new multi-agency DA Daily Safeguarding meeting was established in December and is supporting a more-timely partnership response to DA incidents, rather than waiting to be heard at the DA Multi-Agency Risk Assessment Conference (MARAC) meeting. The new Intimate Partner Violence (IPV) service is due to start this spring following the successful recruitment of two IPV workers who commence their roles in February.

## 6. Quarter 3 performance update – Outcome: Delivering an inclusive economy, supporting people into work and financial independence and helping them with the cost of living

6.1 Key performance indicators relating to 'Delivering an inclusive economy, supporting people into work and financial independence and helping them with the cost of living'

| PI No. | Indicator  | 2018/19 Actual           | 2019/20 Actual           | 2020/21 Target            | Q3 2020/21                  | On target ? | Q3 last year | Better than Q3 last year? |
|--------|--|--------------------------|--------------------------|---------------------------|-----------------------------|-------------|--------------|---------------------------|
| 2.1    | Percentage of 16 & 17 year olds (year 11 and 12 leavers) with an offer of a suitable place, by the end of September, to continue in education or training the following year | 96.9%                    | 96.6%                    | <b>96.5%</b>              | <b>97.1% (2020 leavers)</b> | <b>Yes</b>  | 96.6%        | <b>Yes</b>                |
| 2.4    | 100 hours of the world of work - Number of schools engaged with the programme  | New indicator in 2019/20 | 25                       | <b>40 (30 for Q3)</b>     | <b>21</b>                   | <b>No</b>   | 16           | <b>Yes</b>                |
| 2.5    | Number of page views for 100 hours of the world of work  | New indicator in 2020/21 | New indicator in 2020/21 | <b>1,170 (930 for Q3)</b> | <b>2,760</b>                | <b>Yes</b>  | n/a          | <b>N/A</b>                |

### 2.1 - Percentage of 16 & 17 year olds (year 11 and 12 leavers) with an offer of a suitable place, by the end of September, to continue in education or training the following year

6.2 'The official Islington 'Offer made' figure for the 2020 leavers was 97.1%, which was above the London figure of 95.9% and the England figure of 94.3%. This is above our performance target and also last two years' figures, whilst nationally there was a decrease in the proportion of pupils with an offer. Islington's 'No offer' figure of 0.9% is in line/slightly lower than London (1%) and England (1.1%) figures. The Islington percentage of those young people whose September Guarantee info could not be found is 1.5%, below the 2.9% in London and 3.7% in England overall.

The September Guarantee figure of 97.1% is higher than the previous 2 years and this reflects the extensive follow up work that was done by the Progress Team to contact as many young people as possible through mailshots and phone contact. The extensive support and regular updates on data supplied by the Data and Performance team ensure focus and direction to this activity. The additional support provided by other partners within the council had significant impact especially the involvement of the Head of School Improvement who ensured that liaison with Head teachers raised the need for better response to data requests being made to their schools during the pandemic. The September Guarantee data helps the council identify young people at significant risk of becoming Not in Education, Employment or Training. Young people without a September Guarantee were spread across all Islington's mainstream schools however, young people who were registered as home educated were highlighted as a cohort with no September Guarantee recorded.

It would be beneficial to continue to use the systems and processes used this year with escalation procedures in place to challenge schools who are not responding to data requests. We also to ensure we establish better process to refer young people who are home educated to ensure we can record their post 16 plans/offers and offer support to this vulnerable cohort.

## **2.4 - 100 hours of the world of work - Number of schools engaged with the programme**

- 6.3 Quarter 3 target of 30 schools engaging with 100 hours of world of work was not met, with 21 schools engaging with the programme between April and December.

Q3 saw renewed interest from schools in booking careers activities as part of 100hrs of the World of Work (WoW). Though this has led to a large increase in the number of booked activities in Q3 when compared to Q2, these bookings were made by schools we had already engaged this year. As a result, this Year To Date (YTD) figure did not increase. Schools have remained engaged in the programme through head teacher briefings, well attended careers network sessions with school careers leads and direct contact via key school leads. Requests for bespoke careers support from secondary schools have been received, with several seeking world of work activities for year 8's, 'meet the professional', Science, Technology, Engineering and Mathematics (STEM) career support, and national careers week activities. The Service has been working with businesses to develop new and exciting online activities and resources for both primary and secondary schools which are available on a newly refreshed WoW website.

The Service has worked hard to have engagement with almost every secondary school in the borough this year already, so plans to focus on primary school engagement to widen participation. To achieve this, the team is developing primary-focussed resources and recruiting employer partners to engage new primary schools in Q4.

The development of high-quality bespoke activities for priority groups, partnership work with New River College Pupil Referral Unit (PRU - primary and secondary), Children in Need, Beacon High Wellbeing Centre and Children Looked After, continues. Work is underway to deliver virtual careers insight sessions, a community engagement programme (summer term), and contribute to curated careers weeks for these groups as part of an overall enrichment offer. The team is supporting the Islington Heritage team to deliver their Islington Stories programme, embedding modern day equivalent jobs in the world of work within it.

## **2.5 - Number of page views for 100 hours of the world of work**

- 6.4 The cumulative total of page views for 100 hours of work of work was 2,760 at the end of December. Q3 has seen a large increase in the number of unique page views over Q2, with young people returning to school in September. The world of work menu, specifically, has seen an increase in page views. Updating the menu with new resources and activities has been a key

priority of Q3 and new additions to the web pages have been promoted through the careers bulletin, via social media and directly to schools. This high level of page views is anticipated to continue in to Q4, though more traffic may be directed to our home learning pages if schools are closed.

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## Quarter 3 performance update – Outcome: Making Islington the best place for all young people to grow up – where children and families can thrive and reach their potential

| PI No. | Indicator   | 2018/19 Actual                | 2019/20 Actual                | 2020/21 Target          | Q3 2020/21                                | On target? | Q3 last year           | Better than Q3 last year? |
|--------|---|-------------------------------|-------------------------------|-------------------------|---|------------|------------------------|---------------------------|
| 3.2    | Percentage of 2 year old places taken up by low income families, children with Special Educational Needs or Disabilities (SEND) or who are looked after | 63%                           | 70%                           | n/a                     | <b>70% (Autumn 2020/21 Academic Year)</b> | n/a        | 68%                    | <b>Yes</b>                |
| 3.5    | <b>Corporate Indicator</b> – Early Years Number of children attending   | 4,839 2-4 year olds, Jan 2019 | 4,919 2-4 year olds, Jan 2020 | n/a                     | <b>3,662</b>                              | n/a        | Not comparable         | <b>n/a</b>                |
| 3.15   | Number of children in Alternative Provision   | 90                            | 57                            | n/a                     | <b>34</b>                                 | n/a        | 58                     | <b>Yes</b>                |
| 3.22   | <b>Corporate Indicator</b> – Children's social care contacts in the past month  | 976 (March 2019)              | 998 (March 2020)              | n/a                     | <b>919 (Dec 2020)</b>                     | n/a        | 766 (Dec 2019)         | <b>Higher</b>             |
| 3.22a  | <b>Corporate Sub-measure:</b> % of Children's Social Care contacts for YP from the Black-Caribbean ethnic group compared to overall population          | +5.1% (2019/20)               | +3.5% (2019/20)               | <b>Lower than +3.5%</b> | <b>+2.8% (Apr – Dec 2020)</b>             | <b>Yes</b> | +3.4% (Apr – Dec 2019) | <b>Yes</b>                |
| 3.22b  | <b>Corporate Indicator:</b> % of Children's Social Care contacts for YP from any Black ethnic group compared to overall population                      | +11.0% (2019/20)              | +6.9% (2019/20)               | <b>Lower than +6.9%</b> | <b>+7.7% (Apr – Dec 2020)</b>             | <b>No</b>  | +6.8% (Apr – Dec 2019) | <b>No</b>                 |
| 3.22c  | <b>Corporate Indicator:</b> % of Children's Social Care contacts for YP from a Mixed ethnic group compared to overall population                        | +3.6% (2019/20)               | +6.0% (2019/20)               | <b>Lower than +6.0%</b> | <b>+8.1% (Apr – Dec 2020)</b>             | <b>No</b>  | +6.0% (Apr – Dec 2019) | <b>No</b>                 |
| 3.23   | Percentage of re-referrals to Children's Social Care within the previous 12 months  | 16.3%                         | 16.7%                         | <b>18.0%</b>            | <b>19.6%</b>                              | <b>No</b>  | 17.3%                  | <b>No</b>                 |

|      |  |                          |                          |  |  |                            |             |                |
|------|--|--------------------------|--------------------------|--|--|----------------------------|-------------|----------------|
| 3.24 | <b>Corporate Indicator:</b><br>Percentage of children who become the subject of a Child Protection Plan for a second or subsequent time  | 20.7%                    | 18.3%                    | <b>18.0%</b>                               | <b>9.9%</b>                                  | <b>Yes</b>                 | 18.3%       | <b>Yes</b>     |
| 3.25 | Placement stability - short term - Proportion of looked after children with 3 or more placements over the course of the year   | 11.8%                    | 9.8%                     | <b>11.0%</b>                               | <b>9.4%</b>                                  | <b>n/a (year-end only)</b> | 8.4%        | <b>No</b>      |
| 3.26 | Placement stability - long term - Percentage of children who have been looked after for more than 2.5 years who have been looked after in the same placement for at least 2 years or placed for adoption | 68.9%                    | 73.1%                    | <b>70%</b>                                 | <b>64.9%</b>                                 | <b>No</b>                  | 79.1%       | <b>No</b>      |
| 3.27 | Number of Looked After Children  | 313                      | 366                      | <b>n/a</b>                                 | <b>361</b>                                   | <b>n/a</b>                 | 335         | <b>Higher</b>  |
| 3.28 | Rate of Looked After Children  | 74                       | 86                       | <b>n/a</b>                                 | <b>86 (2019/20, published in Q3 2020/21)</b> | <b>n/a</b>                 | 74          | <b>Higher</b>  |
| 3.29 | Number of children missing from care for 24+ hours   | 11 (Mar 19)              | 15 (Mar 20)              | <b>n/a</b>                                 | <b>14 (Dec 2020)</b>                         | <b>n/a</b>                 | 13 (Dec 19) | <b>In line</b> |
| 3.30 | Applications for free school meals (FSM)   | New indicator            | 2,207                    | <b>n/a</b>                                 | <b>1,366</b>                                 | <b>n/a</b>                 | 619         | <b>Higher</b>  |
| 3.31 | Number of schools engaged in the 11 by 11 Cultural Enrichment Programme  | New indicator in 2019/20 | 65                       | <b>30 by end of year (26 for Q3)</b>       | <b>66</b>                                    | <b>Yes</b>                 | 65          | <b>Higher</b>  |
| 3.32 | Number of unique page views - Creative & Music pages   | New indicator in 2020/21 | New indicator in 2020/21 | <b>4,200 by end of year (3,000 for Q3)</b> | <b>16,321</b>                                | <b>Yes</b>                 | n/a         | <b>n/a</b>     |

### 3.2 - Percentage of 2 year old places taken up by low income families, children with Special Educational Needs or Disabilities (SEND) or who are looked after

7.1 No target has been set for 2020/21 performance, as this measure was severely affected by the pandemic and was temporarily suspended from the Corporate Indicator set. As many settings were open during the Autumn term, we are able to report on this measure for that period.

We have managed to improve the proportion of eligible two year olds in funded early education places since last Summer. For the two years prior to this, performance had been bouncing around the 61-64% range. For Spring 2019/20 and Autumn 2020/21, we have managed to reach 70% take-up. The Autumn term figures represent 664 places taken up out of the eligible list of 949 children.

It is very positive to see that take-up of funded 2 year old places recovered so quickly in the Autumn following the easing of lockdown over the summer. The strategic approach outlined in the previous report and the relentless focus through Bright Start on encouraging eligible families to take up nursery entitlements continues to have a good impact despite concerns that this group of parents may be particularly anxious for their two year olds to attend nursery during a pandemic. As well as personalised written communications and a simplification of the eligibility checking process, the individual approach from Bright Start education and health practitioners and parent champions seems particularly effective. Opportunities to engage families with young children throughout the summer and early Autumn were maximised: Back to Nursery information which focused on how early years settings reduced risks to ensure the safety of children and staff was widely distributed; families with 2 year olds with SEND were invited to Bright Start picnics in August and more vulnerable or isolated families with very young children were invited to Bright Start "Explore the Parks" events where practitioners then had the opportunity to explain how provision for 2 year olds is organised with high adult-child ratios, a trusted key worker system and a play-based curriculum which follows the interests of the individual child. This seems to have helped to provide the reassurance that many parents needed.

While above both London and national 2020 figures, there is still considerable work to do to get more 2 year olds who are eligible into provision. As recovery takes effect during 2021, stretching targets will be set and the strategy reviewed to ensure that the direction of travel continues to improve.

### **3.5 - Corporate Indicator – Early Years Number of children attending**

7.2 A new Corporate Indicator has been added for 2020/21, to look at the number of children attending early years settings. During the pandemic, many settings have been closed or only partially open. We have been regularly collecting information from early years settings to monitor how many children are attending, both for our own awareness and also for a new Department for Education (DfE) survey during the pandemic.

No target has been set for this measure as it will vary depending on how many settings are open and the gradual easing of the lockdown. Ultimately, we want to see numbers at least return to previous 'normal' levels (around 5,000).

The number reported each month relates to the highest number of children recorded as attending during the month, based on what had originally been a twice-weekly collection, now reduced to weekly. The collection is not mandatory and although most providers do make a return, there are a very small number which do not. Numbers will therefore be slightly higher than recorded. After the summer break, there was a significant increase in the number of early years children attending settings compared to before the summer break. The highest number of children attending early years settings before summer was 1,986 in mid-July. However, during December, 3,662 children were attending Islington early years settings. 235 settings were open, compared to 200 during July.

While it is highly positive to see the return so far, attendance at early years provision is not statutory (unlike schools) and numbers have not yet returned to pre-Covid levels. The increase in

restrictions in early 2021 are expected to have a further impact on attendance, although early years settings remain open.

Take up of nursery provision remains a concern for the longer-term sustainability of the sector locally, regionally and nationally even during autumn when there were some signs of recovery. Local authorities have a duty to ensure sufficient childcare and early education places to meet the needs of working and studying parents and ensuring that there is sufficient and affordable childcare aligns with Islington's corporate strategic priorities around employment and Islington's Fairer Together agenda that all children should 'start well'. A lack of childcare always impacts primarily on women and retaining sufficient affordable childcare is therefore an equality issue. A shortened Childcare Sufficiency Assessment (CSA) was undertaken during the Autumn term to summarise the impact that Covid-19 was having on the provision and delivery of childcare in Islington. The CSA confirmed data from the weekly survey that across all providers, nurseries and childminders, there was a significant increase in vacant places with an average vacancy rate of 20%, compared with an average rate of 12% in autumn 2019. This varied across different types of provider with rates of 17% for local authority (LA) maintained settings, 24% for school-based settings, 18% for the private sector and 25% for the voluntary sector. It is not possible to calculate vacancy or capacity rates for childminders because some childminders work with assistants, and the number of children childminders can look after, fluctuates according to the ages of the individual children with a childminder.

The biggest rise in vacancies was in under 2s although the largest proportion of vacancies are in the 3 and 4 year old age range.

A survey of the 8 LA nurseries revealed higher vacancies being due to changing parental working hours as a result of home working, parents being furloughed or being made redundant and some parents feeling anxious about their child's or their own exposure to Covid-19.

There have been no permanent closures to date in the nursery sector as a result of Covid-19, but a few childminders have resigned their registrations. It is difficult to predict if and when the under fives childcare market will recover. The Government's confirmation that it will cease funding early years provision on pre-Covid levels for early years entitlements from January 2021 is likely to worsen the situation as a reduced January headcount informs funding for the LA and providers.

Providers have been financially sustained so far through a range of government initiatives including, the funding of free early education based on pre-Covid occupancy rather than actual occupancy, the Coronavirus Job Retention Scheme (furlough), and the Self-Employment Income Support Scheme – especially beneficial for childminders. Islington also supported 15 nurseries and 64 childminders during its first round of Small Business Grants, providing £107,000 across these settings. Nurseries will be supported and encouraged to apply for further grants and the Early Years and Childcare Service is working with the Inclusive Economy Team to identify ways to support the sector with longer term sustainability.

### **3.15 - Number of children in Alternative Provision**

7.3 The number of pupils in Alternative Provision (AP) at the end of Q3 2020/21 was 34 pupils compared to 58 at the same time last year. This equates to a decrease of 41% to comparable 2019 figures and includes all pupils attending Alternative Provision whether commissioned through New River College or directly by schools.

No target is set for this measure, but the general principle is that the best place for pupils is in schools, so we are looking to see as few students in Alternative Provision as possible.

Local and national data confirms that mainstream schooling offers the best outcomes and life chances for most students. Islington schools are therefore committed to only placing students on

AP in exceptional circumstances. To this end, the Secondary Securing Education Board monitor the number of students attending AP. All of our Secondary schools have identified a contact person to facilitate the sharing of data in relation to students attending AP. This information is collected on a monthly basis prior to the Securing Education Board meetings and the LA pupil database updated accordingly in line with General Data Protection Regulation (GDPR) requirements.

### **3.22 – Children's social care contacts in the past month**

7.4 A new Corporate Indicator looking at the number of children's social care contacts was introduced as a result of the pandemic. In the initial weeks of lockdown, there was a considerable drop off in contacts. Whilst some fall may be understandable, as most contacts come from partner organisations that were not fully open during lockdown, there were concerns that there was unmet need amongst the local population of children and young people.

Most months, prior to the pandemic, we would expect to see 900 to 1,000 contacts each month (although generally there are slightly fewer around the Summer holidays and Christmas). In the first few weeks of the lockdown, there was a noticeable fall in the number of contacts. However, since July 2020, each month's number of contacts has been higher than the number in the corresponding month of 2019/20. In December 2020, there were 919 contacts, higher than the 766 contacts received in December 2019.

No target set - safeguarding numbers are not suitable for targets. A high number could mean that partners are feeling confident about making appropriate contacts, but it could mean they are making unsuitable contacts or that there are more safeguarding concerns in the community

The view of the contact team is that contacts made are appropriate and could indicate increasing need due to the pandemic.

#### **3.22a – Corporate Sub-measure: % of Children's Social Care contacts for YP from the Black-Caribbean ethnic group compared to overall population**

7.5 Following a request by Corporate Management Board to add sub-measures to the Corporate Indicators on protected characteristics, where appropriate, analysis was performed on the social care contacts received in recent years. This found that Black ethnic groups are over-represented in the ethnic breakdown of social care contacts compared to the Islington under-18 year old population, especially the Black-Caribbean group. Young people from Mixed ethnic groups are also over-represented. These differences were found to be statistically significant.

An estimated 4.5% of the Islington under-18 population are Black-Caribbean. Excluding those cases where ethnicity hasn't been recorded, 7.3% of contacts in the year to date have involved young people from the Black-Caribbean ethnic group. Although this is an over-representation, it is less of an over-representation than previous years.

The target for this measure is based on a reduction in the over-representation of Black-Caribbean young people from 2019/20 levels.

#### **3.22b – Corporate Sub-measure: % of Children's Social Care contacts for YP from any Black ethnic group compared to overall population**

7.6 An estimated 22.1% of the Islington under-18 population are from a Black ethnic group. Excluding those cases where ethnicity hasn't been recorded, 29.8% of contacts in the year to date

have involved young people from a Black ethnic group. This is a slightly higher over-representation than last year, but less than in 2018/19 or 2017/18.

The target for this measure is based on a reduction in the over-representation of Black young people from 2019/20 levels.

### **3.22c – Corporate Sub-measure: % of Children's Social Care contacts for YP from a Mixed ethnic group compared to overall population**

7.7 An estimated 13.5% of the Islington under-18 population are from a Mixed ethnic group. Excluding those cases where ethnicity hasn't been recorded, 21.6% of contacts in the year to date have involved young people from a Mixed ethnic group. This is a higher over-representation than last year.

The target for this measure is based on a reduction in the over-representation of young people from a Mixed ethnic group from 2019/20 levels.

### **3.23 - Percentage of re-referrals to Children's Social Care within the previous 12 months**

7.8 This indicator relates to children who have had a social care assessment and intervention which has resulted in their case being closed and who have then been referred again within 12 months of the case closure. Our previous auditing of these cases suggests that the majority of these children relate to children living with domestic abuse where either the level of risk had apparently diminished or where the family no longer wanted social work intervention and the needs were not so great as to warrant statutory child protection processes being instigated. Audits of the cases when they are referred is indicative of new incidents of domestic abuse or an escalation of the original concerns.

Historically, our re-referral rate had been fairly constant at about 20%, which has been similar to the national average. However, the proportion of re-referrals within the last 12 months has reduced in recent years, and was below 17% for the 2018/19 and 2019/20 financial years. We had been meeting the long term targets set as part of the Children and Families Outcomes Framework, as agreed with the Ministry of Housing, Communities and Local Government (MHCLG). There had been an increase in the first half of 2020/21, but the figure for Q3 was lower than Q2, at 19.6% (292 out of 1,487 referrals in 2020/21 up to the end of December). This is above the target and above performance for the same time last year.

Latest data for London up to Q2 indicates there was a 3% increase across London as a whole, which is in line with the increase seen in Islington. Potential reasons are that nationally, assessments may not have been as thorough during first lockdown, or that families whose crisis had been resolved are now back in crisis due to the impact of Covid. Analysis supports that Covid has had an impact, as this year there is a shorter gap between each referral for those that had two referrals since 23<sup>rd</sup> March compared to the same period for 2019/20. There has been an improvement of 1.4% in Q3. However, if lockdowns are having an impact on this measure, it may be that there aren't further improvements until the current lockdown is eased although there are now more assessments and visits taking place face to face when possible to do so.

A deep dive into this issue by the Director of Safeguarding is underway, to report back to the Safeguarding Accountability meeting chaired by Richard Watts.

There are a small number of older young people where there are contextual safeguarding concerns with no concerns regarding parenting capacity. Assessments were completed and interventions put in place by TYS / Integrated Gangs Team (IGT). In some cases, a concern then

triggered Child Protection procedures which warranted a re-assessment from Children's Social Care (CSC). We are exploring the different ways we could intervene in adolescents who are at risks due to contextual safeguarding through our transformation programme.

### **3.24 - Corporate Indicator: Percentage of children who become the subject of a Child Protection Plan for a second or subsequent time**

7.9 16 of the 162 Child Protection Plans starting in the first three quarters of 2020/21 involved children who became the subject of a plan for a second or subsequent time, which equates to 9.9%. At the same point in 2019/20, the equivalent figures were 31 out of 146 plans, which was 21.2%. The proportion is lower than it was at the same point last year, and it is better than the target of 18.0%. To put this in perspective, out of every local authority in the country, only the Isles of Scilly had a lower proportion reported in 2019/20.

The following has contributed to this target being met:

- Alerts raised of potential repeat plans before a conference is booked
- Enhanced quality assurance of the child's file
- Child protection consultation to divert children who may not require a plan or if they do, ensure parallel plans are in place to ensure that the risk of drift is reduced
- Ensuring child protection plans end only once positive change for the child has been sustained.

### **3.25 - Placement stability - short term - Proportion of looked after children with 3 or more placements over the course of the year**

7.10 This measure restarts in April each year, with the number of children with 3 or more placements growing over the course of the year. At the end of December, 33 of Islington's 351 Looked After Children had had 3 or more placements in the year, which equates to 9.4%. The figure for Q3 last year was 8.4%, so this is slightly up on last year. It is important to bear in mind that there are more children who are looked after at the end of Q3 2020/21, compared to the same time last year.

In December 2020, the DfE published comparator data for the 2019/20 for this measure. This showed that Islington's 2019/20 figure of 9.8% was better than the London (10.4%) and England (10.6%) averages.

The target for this measure is based on performance at the end of the financial year only.

Placement Stability continues to be discussed and monitored in a range of forums including Practice and Outcomes meetings and supervision. The weekly Placement Stability meeting (attended by the virtual school, fostering, placements and Children Looked After (CLA) service) is now embedded in the service and cases are regularly being presented to request packages of support when placements become unstable.

It continues to be our policy that children cannot move placement without agreement of the service manager and the head of the virtual school so that the holistic needs of the child are considered if a placement move must take place. When children and young people do have to move placement, the focus shifts on trying to ensure some stability for them wherever possible, for example, through maintaining the same school placement. The Permanency Team chair multi-agency permanency planning meetings for all children under 14 (involving fostering, the regional adoption agency, placements team, Permanency Team and Child and Adolescent Mental Health Services (CAMHS)). This means that there is a focus on identifying the right placement for children in our care at the earliest possible opportunity and that carers are appropriately supported in

caring for children in their care. Nevertheless, there continues to be a particular cohort of children aged 13-17, who have been in our care for less than three years, where it is apparent that we struggle to identify the right placements across the spectrum of placement provisions. The reasons for this are multi-faceted, some of our children do not accept the reasons they are in Local Authority care and do not identify the benefit of the placements being offered to them; many placements do not have the expertise or persistence to work with some of the behaviours presented by our children, such as going missing and being involved in criminal activity. The fostering strategy has a particular focus on recruiting more specialist foster carers and upskilling our existing carers so that they feel more able and confident to meet the needs of our adolescents. This will have the benefit of allowing more of our children to remain living in or near Islington, where they can remain near their families and also have greater access to all the support services we have available in house from CLA CAMHS to the Virtual School and IGT.

### **3.26 - Placement stability - long term - Percentage of children who have been looked after for more than 2.5 years who have been looked after in the same placement for at least 2 years or placed for adoption**

7.11 After peaking at the end of 2019, there has been a fall in the proportion of children in a long-term stable placements, based on the definition used in this measure. At the end of December 2020, 61 of the 94 Islington Looked After Children who had been looked after for 2.5 years or more had been in the same placement for at least 2 years, or were placed for adoption. This puts Q3 performance at 64.9%, below the target of 70%. The proportion in long term stable placements dropped in April 2020 to around 65% as has remained around this level in the subsequent months. In December 2020, the DfE published comparator data for the 2019/20 for this measure. This showed that Islington's 2019/20 figure of 73.1% was better than the London (69.8%) and England (68.2%) averages. Islington's performance was in the top quartile for this measure, nationally, in 2019/20.

The projected outcome for end of year is 68.4% based on the current cohort, which if achieved will be slightly below our target of 70%. A detailed analysis of the reasons for this will be completed in April 2021. Preliminary analysis indicates that performance has been affected by a large sibling group moving to a permanent placement having been living with their grandparents since coming into care. There is also evidence of greater instability for children from Black and Minority Ethnic backgrounds and we are currently looking at how we can seek improvements in this area of work including matching children to placements and support.

### **3.27 - Number of Looked After Children**

7.12 There has been an incremental rise in the number of children looked after at the end of each month over 2019/20, peaking at the end of April 2020 at 373. Numbers of looked after children had been gradually falling and have generally been around 360 in recent months. At the end of December 2020, there were 361 Looked After Children.

The rate of increase is partly due to the high number of Unaccompanied Asylum Seeking Children (UASC) who are looked after, and despite being double our quota, we continued to look after new UASC due to lockdown and the collapse of the National Transfer Scheme. The rate of children leaving care is lower than it would have otherwise been, due to delays in care proceedings during the pandemic, the most common reason for young people leaving care is that they turn 18. Transformation work is currently underway to look at how we could work differently with adolescents without bringing them into care which does not always afford them better outcomes.

No target is set for this safeguarding measure, as decisions around whether a child should become looked after should be based purely on safeguarding needs, and there should not be any influence on the decision by an overall need to hit a performance target.

### **3.27 - Rate of Looked After Children**

7.13 The DfE have now updated the comparator data on the annual rates of Looked After Children, as at 31<sup>st</sup> March 2020. The Islington rate increased from 74 to 86 per 10,000 resident children. The national rate also increased, from 65 to 67, whilst the London rate fell from 50 to 49 per 10,000. Despite the increase in the Islington rate, Islington remains outside the bottom quartile on this measure.

No target is set for this safeguarding measure, as decisions around whether a child should become looked after should be based purely on safeguarding needs, and there should not be any influence on the decision by an overall need to hit a performance target.

### **3.29 - Number of children missing from care for 24+ hours**

7.14 14 Looked After Children were missing from care for 24 hours or more in December 2020. This is a slight reduction from the number at the end of 2019/20 (15 in March), and marginally above the number as at the same point in 2019/20 (13). There was a peak in the Autumn of 2019 when numbers per month briefly rose above 20, but now it appears the figures are stable and back down around the long-term average.

No target has been set for this measure as it is not a Corporate Indicator, but it is reported to the Children's Services Scrutiny Committee as it remains an area of focus for Safeguarding and Family Support, to ensure there is no sustained increase in numbers.

National data on children missing from care for 2019/20 shows Islington has a relatively high proportion of looked after children who go missing from care, at 19% compared to 11% nationally. 13.7% of Islington looked after children went missing from care more than once, compared to 7.4% nationally. Whilst the number of missing incidents per looked after children who went missing is above the national average (7.3 compared to 6.5 nationally), it is in line with the average for our closest Statistical Neighbours and we are outside the top quartile on this measure.

Islington's demographics profile for children missing from care remains consistent, with more boys than girls, and those children aged 16 and 17 years old going missing from care more frequently than younger ages. Our profile of children missing from care, who are also at risk of exploitation (i.e. Child Criminal Exploitation, Serious Youth Violence and Child Sexual Exploitation etc.) also remains consistent – with a higher number of children missing from care and at risk of exploitation identified, than those that go missing from home.

Children that are identified as missing from care and also at risk of exploitation continue to be overseen by the Specialist Social Workers in the Exploitation and Missing Team who chair the initial strategy meetings for children missing from care. This allows for risks to be independently monitored, greater oversight of contextual risks and profile and ensures a specialist lens through which interventions are delivered.

The Exploitation and Missing Team continue to provide training across the council and through the Islington Safeguarding Children Board which explores the link between children that go missing and risk of exploitation. The Training offer was reduced due to COVID-19 however all training has

now restarted and is held online. There is continuous scrutiny and senior management oversight of children who do go missing with briefings provided every Friday to senior leaders.

### **3.30 – Applications for Free School Meals**

7.15 Applications for Free School Meals (FSM) have been added to the measures included in this report as there has been a substantial increase in the number of applications since the Covid-19 lockdown. This reflects both the impact on demand for services and also the economic well-being of local families. The 1,366 applications received in Q3 represents an increase of 747 on the same period last year, or a 221% increase.

No target has been set for this measure, as it is not a corporate indicator.

FSM applications are seasonal and the summer term / beginning of the autumn is where we receive the majority of the applications, ready for the new starters in September. For maintained schools, this is also linked to their funding as based on the October census. Whilst the data is indicating an increase to the applications received, this does not directly correlate to an increase in the number of pupils who are new to eligibility. There are a number of reasons for this:

- Not all applications find the young person is eligible.
- Schools are working with their parents to ensure all have completed the process ahead of the Autumn census date, and therefore, the applications are received in Quarter 2.
- We have received duplicate applications where their eligibility status has not changed and, therefore, the subsequent application was not required.

As reported in the Q2 report, the October School Census showed there were significant rises in the proportion of pupils who were eligible for Free School Meals, so the increases in applications are leading to increases in the numbers who are known to be eligible.

### **3.31 - Number of schools engaged in the 11 by 11 Cultural Enrichment Programme**

7.16 **Target is met.** 66 schools have engaged up to end of Q3, ahead of the target set of 26 schools. While sustained activity in-person is still very heavily impacted by Covid-19, the Cultural Enrichment Team (CET) is offering a range of options for engagement, from resource and activity menus, training and discussion opportunities, and 1:1 support for Cultural Leads or headteachers on utilising partner offers for their children and young people.

11 by 11 has had great recent success with online offers. Most notable of this was the live stream performance of *The Gruffalo*, by Tall Stories Theatre Company. This performance was offered to all under 5's and primary age children in Islington, and 55 Islington primary schools, early years settings and children's centres took part in the event, reaching between 7,000-8,000 children. 11 by 11 engagement with teachers and schools is set to continue as planned with digital interaction being prioritised over physical activity while closures remain in place.

11 by 11 will continue to work with schools and the cultural sector in a responsive fashion for the remainder of this year, as with extended furloughs for many arts and cultural organisations, the CET is keenly aware of respecting capacity limitations for those partners providing us with activity. 11 by 11 has 88 cultural partner organisation from Islington and neighbouring boroughs, and despite the difficulties of Covid-19, 45 of these organisations have participated in online networking events, training and/or activity offers over the Autumn 2020-21 term.

### **Cultural Lead Teachers and Culture Bank Continuing Professional Development (CPD)**

The team has reengaged Cultural Lead Teachers in 20/21 through meetings, training sessions and regular contact since school resumed in September. The programme of support for Cultural Leads

moved online during lockdown, and this continues to be well received, increasing accessibility for many.

A key change in delivery during 2020-21 for the Culture Bank CPD sessions is that these have also been opened up (where relevant) to welcome interested cultural partner staff, supporting reciprocal training for each sector and increased communication between these key stakeholders for 11 by 11.

6 sessions have been held in the 2020-21 academic year to the end of Q3, and 62 teachers and/or cultural staff attended across these.

As previously outlined, focal points for the Cultural Lead and teacher CPD programme this year are:

1. Partnership working for Schools and Cultural Organisations
2. Diversifying the curriculum
3. Approaches to blended delivery
4. Artform specific explorations of enrichment linked to the curriculum

### **Secondary Engagement in 11 by 11**

Secondary Engagement is gradually improving for 11 by 11. Attendance at CPD sessions by secondary teachers has increased over the last three quarters from April to December, with anecdotal evidence suggesting that online sessions are preferable for these teachers. We have secured new in person activity from an Islington based theatre partner which has capacity for all Islington Secondary Schools to receive face to face performances in school. So far 50% of secondary schools have booked this offer, our most engaged 11 by 11 secondary activity to date. The team have also prioritised targeted interventions at secondary with the PRU and Beacon High in particular, which is detailed further in updates on targeting vulnerable groups.

### **Targeting vulnerable groups**

Through joint working across Children Services and Employment, Skills and Culture, engaging vulnerable children and young people is being delivered via a tailored approach. Priority groups have been identified with the collaboration of other key services, and the Youth Voice strand of 11 by 11 will now be fully embedded within CET's targeted work strategic plans. Please see details below:

### **Children in Need**

11 by 11 is working in partnership with Islington Council Children in Need services to collaborate on Islington Covid-19 response work for Children in Need (CIN) and Child Protection (CP) to improve educational achievement, prevent further marginalisation and divert from care. Following submissions of project proposals, four Islington based cultural organisations will partner with the 11 by 11 Programme to deliver part of Islington Council Children in Need services DfE Funded Covid-19 response work for Children in Need (CIN) and Children in Need of Protection (CP) to improve educational achievement, prevent further marginalisation and divert from care. Primary and Family enrichment activity will be delivered by [Little Angel Theatre](#) and [Estorick Collection of Modern Art](#). Secondary enrichment activity will be delivered by [Soapbox](#) (Covent Garden Dragon Hall Trust) alongside one other organisation which is still agreeing terms.

### **Youth Voice**

As part of 11 by 11's Youth Voice work, the three Enrichment programmes (Music Education Islington, 11 by 11 and World of Work), are developing a trio of podcasts which follow the theme of each of programmes - Careers, Music and Culture. The project begins Spring term 2021 with an

online planning session with a small group of young people who will steer the direction of the podcasts and assist in the planning. Three podcasts will be recorded in person at Lift and will look to gain insight into young people's thoughts, needs and current challenges, contributing to future guidance for the programmes. The podcasts are due to be released by March 2021. Company Three theatre company are also progressing their plans with the Beacon High Wellbeing Centre and Inclusion Unit on a bespoke project of targeted intervention during Spring term, and further meetings are taking place at time of report submission, for update at next report.

### **Pupil Referral Units (PRU)**

CET and WoW have communicated regularly with the primary and secondary PRUs in the last three quarters. The teams are currently looking at music therapy, instrumental learning and careers support in terms of directly delivered enrichment at New River College settings, while both the Primary and Secondary sites also have Cultural Leads active in 11 by 11 CPD.

### **Targeting areas of low engagement**

By the close of the 2019/20 academic year, 77% of our identified target schools had engaged with 11 by 11.

We are pleased that school and teacher engagement from our target schools has continued in the 2020-21 academic year and we have now reached the level we had previously achieved, up to 77% from 63% at Q2.

With blended options for engagement for training and activity providing a higher level of accessibility, we intend to exceed the 2019-20 reach. As an example of the improved potential for interaction; 72% of target primary schools took part in the Tall Stories Gruffalo Holiday event. These broad universal offers provide an excellent base for sustained engagement which the team intend to build upon.

### **3.32 - Number of unique page views - Creative & Music pages**

- 7.17 Target is **met**.  
16,321 Unique Page Views were registered in Q1-3, ahead of the target set of 3,000 views. As per Q2 the unique page views have increased with the inclusion of Music Education Islington webpage engagement.

### **Total YTD unique page views: 16,321**

This PI was added at Q1 in response to the shift towards online provision following Covid-19 related closures. From April to July, the Cultural Enrichment Team released regular updates to have home learning pages and school resources for use by teachers and by families at home. These activities were designed to encourage creative expression and exploration by children and young people to complement the wider school curriculum.

As per Q2, Cultural Enrichment focus has shifted back to the standard 11 by 11 and MEI schools menus for primary and secondary. Whilst Home learning resources are not being regularly updated, the resources available continue to be on offer to schools and families to support children's enrichment and creative learning.

There continues to be interest in these resources from an entertainment and wellbeing perspective, as evidenced over the Christmas period, when enrichment hashtags #11by11, #100HoursWorldOfWork and #MusicEdIslington were top tweets of the week in Corporate

Communications statistics. One of these holiday posts received 5.6k impressions and 72 engagements, a significant achievement.

## **8. Implications**

### **Financial implications:**

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

### **Legal Implications:**

8.2 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:**

8.3 There is no environmental impact arising from monitoring performance.

### **Resident Impact Assessment:**

8.4 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).

8.5 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.

## **9. Conclusion**

9.1 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:**

[Corporate Director and Exec Member]

Date: [add date]

Report Author: Various – co-ordinated by Adam White, Business Intelligence Project Manager  
Tel: 2657  
Email: adam.white@islington.gov.uk