

Corporate Performance

2020/21 Annual Report



Performance Highlights

Our Strategic Objectives

Homes Delivering decent and genuinely affordable homes for all

- Increase the supply of choice and genuinely affordable homes
- Ensure effective management of council housing
- Prevent homelessness and support rough sleepers
- Improve housing conditions for private tenants

Jobs and money Delivering an inclusive economy, supporting people into work and helping them with the cost of living

- Reduce levels of long term unemployment and worklessness
- Help residents get the skills they need to secure a good job
- Create an inclusive economy and support local businesses
- Work with local businesses and our contractors to ensure they're fair employers
- Provide practical support to help residents cope with the cost of living

Safety Creating a safe and cohesive borough for all

- Make sure fewer young people are victims or perpetrators of crime
- Reduce levels of crime or antisocial behaviour
- Celebrate and protect our diverse and integrated communities
- Keep consumers informed and safe

Children and Young People Making Islington the best place for young people to grow up

- Always keep children and young people safe and secure and reduce the number of children growing up in poverty
- Make sure young people get the best start
- Ensure our schools are places where all young people can learn and thrive

Place and environment Making Islington a welcoming and attractive borough and creating a healthy environment for all

- Keep the streets clean and promote recycling
- Make it easier and safer for people to travel through the borough and beyond
- Make sure residents have access to high quality parks, leisure facilities and cultural opportunities
- Ensure development is well planned

Health and independence Ensuring our residents can lead healthy and independent lives

- Support people to live healthy lives
- Help residents to feel socially active and connected to their communities
- Safeguard and protect older and vulnerable residents
- Help residents to live independently

A well run council Continuing to be a well run council, making a difference despite reduced resources

- Manage our budget effectively and efficiently
- Harness digital technology for the benefit of residents and staff
- Make sure our workforce is diverse and highly motivated
- Be open and accountable

Covid-19 Impact

Covid-19 has had a significant impact on the lives of residents, businesses and staff. The majority of services either paused or changed delivery approach since mid-March. In some cases, this resulted in a significant effect on data submission and performance and the majority of challenges set out in this report have been a direct consequence of the pandemic. A number of 2020/21 indicators were paused or replaced as an interim position. With lockdown restrictions beginning to ease, services are returning to normal delivery where safe and appropriate to do so.

Homes

Covid-19 has had a significant impact across the Directorate. Supporting 375 street homeless households into accommodation has been a success story, but this and wider challenges have impacted on an increase in the number of households in nightly-booked temporary accommodation. Rent arrears have also increased, through a combination of tenants' challenging economic circumstances and the continued roll-out of Universal Credit, as well as pauses on some aspects of enforcement activity.

Jobs and Money

In light of the economic downturn and school closures, we reduced our annual jobs target to 600, although managed to significantly exceed this target. It will revert to the annual target of 1,000 in 2021-22, which will enable us to meet the target of the manifesto commitment, despite the impact of the Covid-19 pandemic. School closures had an impact on the number of parents able to actively pursue employment opportunities although the revised target was exceeded, and the economic downturn limited opportunities for apprenticeships and 100 hours of world of work activity. Adult Community Learning provision was either cancelled, delayed or put on hold for large parts of the year and the closure of libraries affected the number of visits, although membership increased.

Safety

As at 11 May overall crime in Islington during lockdown was 40% lower than that of the same period in 2019. This is across all main crime types, with the exception of drugs offences. On the other hand, service demand on Islington Council's Anti-Social Behaviour team has increased significantly, as well as ASB calls to the police. Main issues relate to areas where people are gathering and breaching social distancing rules across the parks and estates, while neighbour complaints accounted for 30%. There has been a slight increase in domestic abuse reports, but we are also seeing an increase in detections, which means positive action is being taken to protect victims and keep them safe. The Community MARAC has continued to support vulnerable victims through online multi-agency meetings.

Children and Young People

With schools and early years settings only open to vulnerable children and children of critical workers for parts of the year, as well as the cancellation of exams for Summer 2020, many of the education measures under the 'Children and Young People' theme were not reportable for the 2019/2020 academic year. After an initial drop in social care contacts in April 2020, numbers increased as restrictions eased and by the end of the year the total was in line with 2019/20. There was a big increase in Free School Meal applications and eligibility as a result of the economic impact of the lockdown restrictions on families.

Place and Environment

The most visible impact on end of year performance has been Leisure Centre visits, with all centres subject to repeated closures and overall 20/21 numbers down from just over two million to three hundred thousand. Council CO2 emissions have been lower across both buildings and transport reflecting reduced activity.

Health and Independence

Services have adapted throughout the year in order to comply with Covid-19 regulations during the pandemic. This helped keep staff and service users safe and for some services, released staff to support Covid-related health and care throughout peak pressure periods on hospital and community services. This had a substantial impact on many areas of performance.

For Adult Social Care, Covid-19 impacted significantly on hospital care and discharges, demands for support, welfare calls, urgent response contacts and more complex cases, and an increase in safeguarding concerns. Where possible, services continued to deliver through revised approaches, such as increased remote delivery of services (telephone, online or virtual support groups, for example) and in-person services prioritised to vulnerable people or where this was the only option.

Well Run Council

Covid-19 has put considerable pressure on the lives of our residents (lost jobs and reduced income), businesses (closures, reduced demand and / or capacity) and staff (changes to working approach and mental wellbeing). Services have worked hard to ensure the Well Run Council objective continues to deliver to the best standard. However, there has been considerable impact on some indicators, namely a shortfall in the council's revenue, workforce sickness and agency rates, as well as a shift in our engagement methods with residents.

Key 2020/21 Achievements

351 
 (target: 45)
 street homeless supported in to accommodation

93% 
 (target: 85%) LBI repairs fixed first time

314 
 (target: 400)
 households accepted as homeless

988 
 (target: 600)
 residents supported into paid work

233 
 (target: 198)
 parents of children aged 0-18 supported into work

2,897 
 (target: 1,200)
 new library members since library closures

25% 
 reduction in overall crime compared to previous year (7173 fewer crimes)

2 
 (target: 10)
 custodial sentences for young offenders (under 18)

27% 
 (target: 37% or lower)
 of young (under 18) offenders re-offended

10.5% 
 (target 18%) children who became subject of Child Protection Plan did so for a second or subsequent time

17.5% 
 (target 18%) re-referrals to Children's Social Care within previous 12 months

97% 
 (target 96.5%) Islington school leavers had offer of a suitable place to continue in education or training by end of September 2020

93.5% 
 (19/20: 89.9%) LEQS litter- % sites satisfactory

91.0% 
 (target: 85%) minor / other planning applications determined within time

289 
 (target: 305)
 average missed waste collections

58.8% 
 (target: 50%) smokers using Stop Smoking services who quit

112 
 (target: 68) average number of full care assessments completed per month (65+)

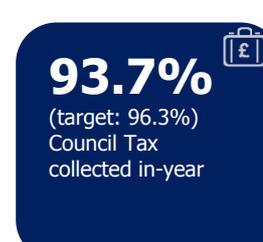
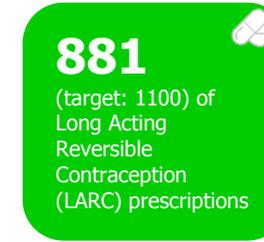
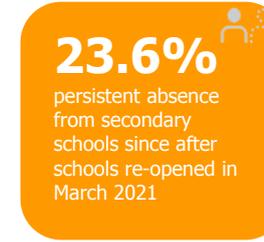
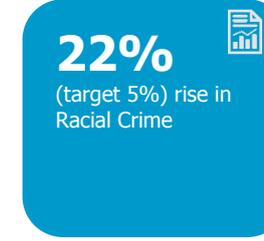
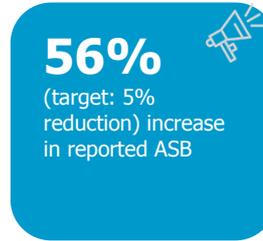
11 
 (19/20: 12) weekly child health clinics reintroduced, as lockdown restrictions eased

191k 
 (target: 161k) online transactions

21.95% 
 (target: 21.70%) Black, Asian and Minority Ethnic staff within top 5% of earners

7.50% 
 (target: 6.30%) disabled staff within top 5% of earners

Key 2020/21 Challenges



- Increase the supply of choice and genuinely affordable homes
- Ensure effective management of council housing
- Prevent homelessness and support rough sleepers
- Improve housing conditions for private tenants

Covid-19 Impact

Covid-19 has had a significant impact across the Directorate. Supporting 375 street homeless households into accommodation has been a success story, but this and wider challenges have impacted on an increase in the number of households in nightly-booked temporary accommodation. Rent arrears have also increased, through a combination of tenants' challenging economic circumstances and the continued roll-out of Universal Credit, as well as pauses on some aspects of enforcement activity.

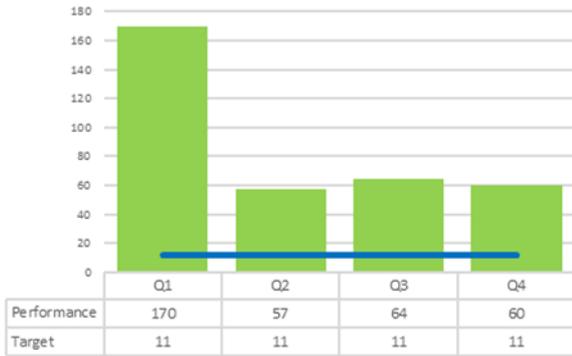
Key 2020/21 Achievements



Key 2020/21 Challenges



Number of street homelessness supported into accommodation



20/21 Performance	351
20/21 Target	45
Direction of Travel	▲
Comments	The 'Everyone In' programme during the early stages of the pandemic radically changed performance against this indicator. This year we have supported 351 households who were either rough sleeping or about to sleep rough, in to accommodation.

Number of households accepted as homeless



20/21 Performance	314
20/21 Target	400
Direction of Travel	▼
Comments	This figure is an improvement on last year's total of 348, and well below the annual target of 400.

Rent arrears as a proportion of the rent roll – LBI (£ and %)



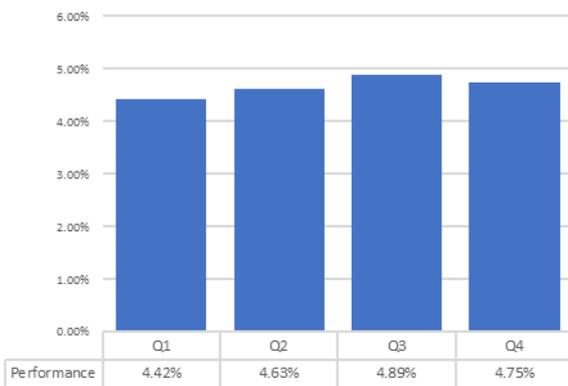
20/21 Performance	4.7%
20/21 Target	3.75%
Direction of Travel	▲
Comments	<p>Rent arrears is one of the areas that have been hardest hit during the pandemic, with households losing income, more households moving on to Universal Credit, and a nationwide freeze on recovery activities.</p> <p>However, it should be noted that the income recovery team have collected 98.5% of all rent owed this year and the arrears have grown by less this year than last year, in spite of the challenging conditions.</p>

Rent arrears as a proportion of the rent roll – partner properties



20/21 Performance	4.9%
20/21 Target	3.25%
Direction of Travel	▲
Comments	As with the LBI figure, this indicator has been heavily hit by a range of factors associated with Covid 19.

Total rent arrears



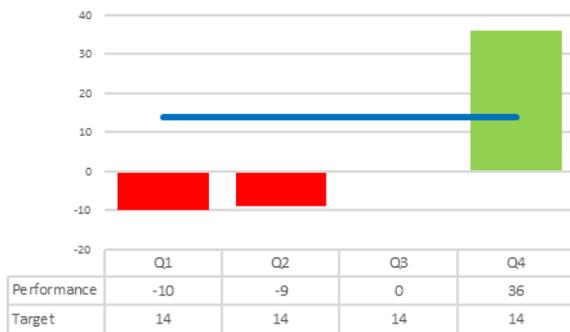
20/21 Performance	4.75%
20/21 Target	-
Direction of Travel	▲
Comments	This indicator is a composite of the preceding two.

Number of households in nightly booked temporary accommodation



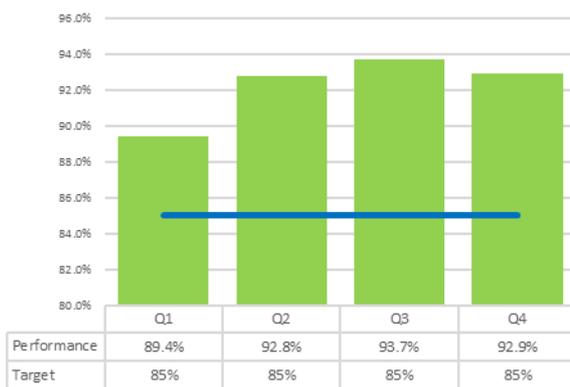
20/21 Performance	468
20/21 Target	350
Direction of Travel	▼
Comments	This figure has risen this year, partly as a consequence of the work to house all rough sleepers at the start of the pandemic, and increased volumes of casework.

Total number of affordable council homes (net growth taking into account new homes and homes sold through right to buy)



20/21 Performance	17
20/21 Target	55
Direction of Travel	▼
Comments	<p>This year 53 affordable new homes have been completed, and 36 homes sold through right to buy, leaving a net growth of 17.</p> <p>The number of new homes built fell slightly below target this year, due to the restrictions on the number of people on site. 57 new homes scheduled to be completed this year will be completed in 2021/22 instead.</p>

Percentage of LBI repairs fixed first time



20/21 Performance	93%
20/21 Target	85%
Direction of Travel	▲
Comments	<p>This is above target this year, though the final figure is slightly inflated by a focus on emergency repairs this year, which have a higher first time fix rate</p>

- Reduce levels of long term unemployment and worklessness
- Help residents get the skills they need to secure a good job
- Create an inclusive economy and support local businesses
- Work with local businesses and our contractors to ensure they're fair employers
- Provide practical support to help residents cope with the cost of living

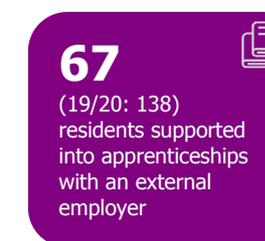
Covid-19 Impact

In light of the economic downturn, we proposed a reduction of our annual target to 600. This will revert to the annual target of **1,000** in 2021-22, which will enable us to meet the target of the manifesto commitment, despite the impact of the Covid-19 pandemic. School closures had an impact on the number of parents able to actively pursue employment opportunities, as well as recruitment of apprentices, planned 100 hours of world of work activities and ACL provision, which were either cancelled, delayed or put on hold. The closure of libraries affected the number of visits.

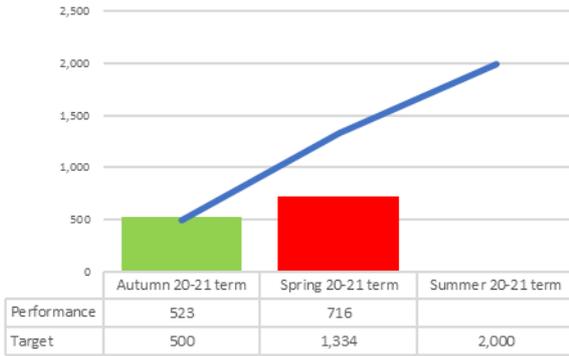
Key 2020/21 Achievements



Key 2020/21 Challenges



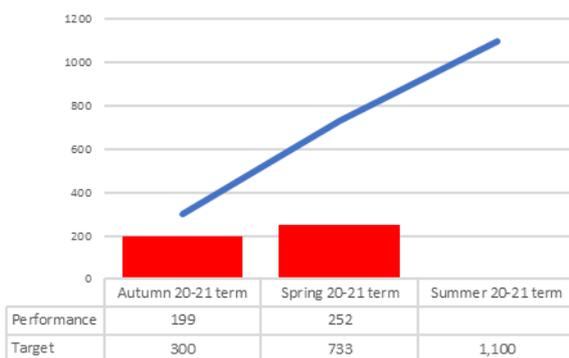
Number of Islington residents enrolled on an Adult & Community Learning course



20/21 Performance	TBC
20/21 Target	2,000
Direction of Travel	▼
Comments	<p>ACL performance is tracked over the period of an academic year, Q4 covers the spring 2020-21 term. The enrolled learner numbers continue to be affected due to Covid and having operated for two terms remotely. As the lockdown eases, the Service is working hard with partners to make learning available to those who may have missed out. The enrolment numbers will continue to increase during the summer and the full academic year figure for enrolments will be finalised in time for 2021-22 Q2 reporting.</p> <p>While the service may not reach the council target of 2000 learners (which was set pre-covid), it will achieve 91% of its GLA target, ensuring that the GLA funding allocation is paid in full. The Management team are doing their utmost to increase learner engagement.</p>

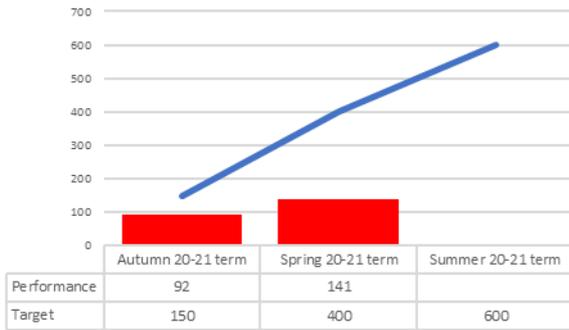
Of these

- Parents of children aged 0 – 18



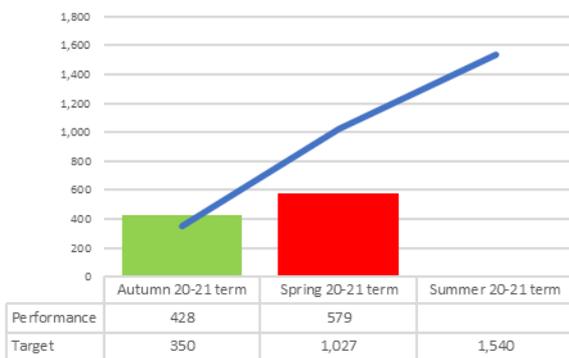
20/21 Performance	TBC
20/21 Target	1,100
Direction of Travel	▼
Comments	<p>Due to lockdown in Dec. 2020, no Family Learning activities (bar Family Kitchen) could be held for an extended period. The service has begun to deliver some face-to-face, as Bright Start centres open up. The service delivered some Easter provision and is incorporated within the Bright Start Recovery. The expectation is that through increased activities with Bright Start and via the Council Summer offer, this number will increase.</p>

- Residents with disabilities / those with a long-term health condition



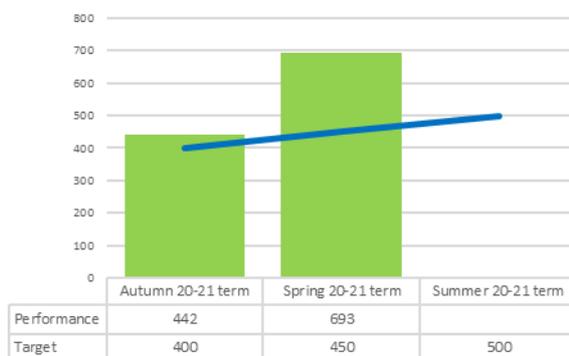
20/21 Performance	TBC
20/21 Target	600
Direction of Travel	▼
Comments	As the Service phases in a return to face-to-face provision, it will be delivering learning for the most vulnerable residents, who are likely to have disabilities and long term health conditions. This, with increasing work with partners as lockdown is eased, will result in increased numbers in this indicator.

- Black, Asian and minority ethnic communities



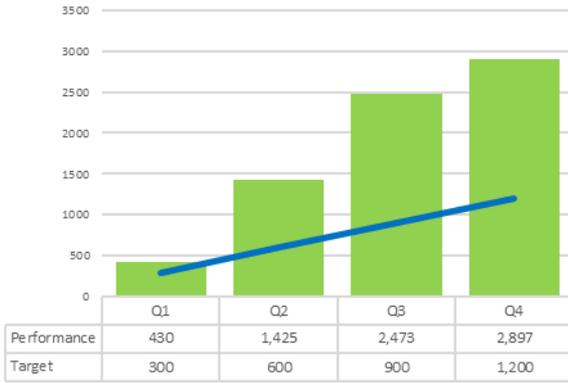
20/21 Performance	TBC
20/21 Target	1,540
Direction of Travel	▼
Comments	While below target, engagement of Black, Asian and Minority Ethnic communities remains high at 77%.

- Residents engaging with online courses



20/21 Performance	TBC
20/21 Target	500
Comments	'The Service will continue to deliver online courses while lockdown is eased. Learner and tutor feedback has indicated that higher-level provision is particularly suited to online and blended delivery. Curriculum Managers continue monitoring what provision has worked well over the year and will plan delivery modes accordingly for academic year 21/22.

Number of new library members since library closures



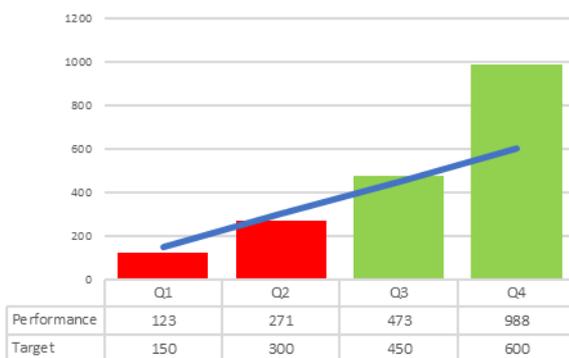
20/21 Performance	2,897
20/21 Target	1,200
Comments	New users continued to join both online as well as in the Libraries when they were open. Of the 2897 new joiners in 2020/21 approx. 1300 joined during the 3 lockdown periods when Libraries were closed. The remaining 1597 were a mixture of online joiners as well as users who joined in person when the libraries were open.

- Take-up of e-resources (e-audio books, e-newspapers and magazine)



20/21 Performance	242,372
20/21 Target	180,000
Comments	Throughout 2020/21 the take up of e resources has continued to be strong - providing much needed resources to library members particularly during the lockdown periods when libraries were closed. Although this is a new indicator, we previously recorded usage for these resources so are able to provide some comparison data. In 2019/20 take up of e resources was 117,645. Update in 2020/21 has increased by well over 100%.

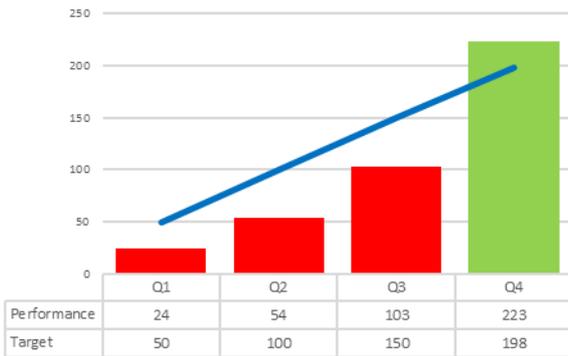
Number of Islington residents supported into paid work through Team Islington activity (the direction of travel is indicated as downward given all targets were reduced in-year, compared with 2019/20)



20/21 Performance	988
20/21 Target	600
Direction of Travel	
Comments	988 unemployed Islington residents were supported into paid employment, exceeding the revised year-end target of 600 by 65% . Revised targets for all priority groups were also exceeded. The successful achievement of our employment targets reflects our joint working with the Islington working partnership.

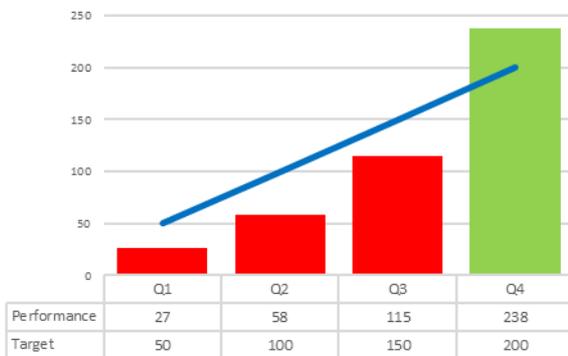
Of these

- Parents of children aged 0 – 18



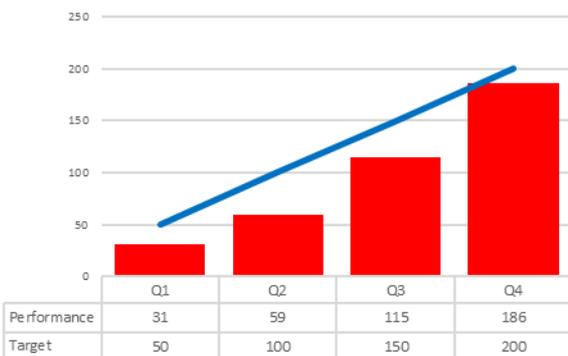
20/21 Performance	223
20/21 Target	198
Direction of Travel	▼
Comments	Council services and partners supported 223 parents of children aged 0-18 into employment. This is partly due to improved processes for capturing data on outcomes for parents from partners and the embodiment of the 'Team Islington' approach.

- Young people aged 18 - 25



20/21 Performance	238
20/21 Target	198
Direction of Travel	▼
Comments	238 young people aged 18-25 were supported into paid employment. Over the course of the Covid-19 pandemic, the digital divide has affected the most vulnerable young people in the borough, with many not having access to devices to access provision. To address this, the service was swift in securing devices for loan and dissemination to young people. The online mode of delivery has made engagement of youth more challenging, so the team have been taking a blended approach to mitigate this.

- Disabled people / those with long-term health conditions



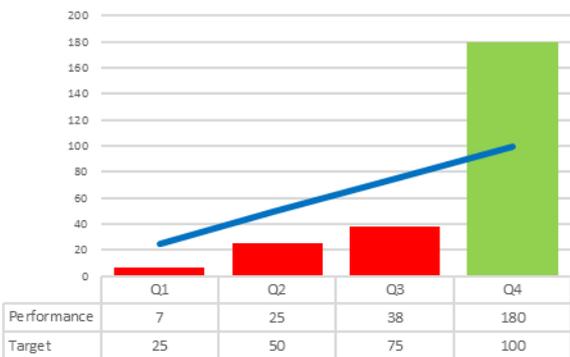
20/21 Performance	186
20/21 Target	150
Direction of Travel	▼
Comments	186 residents with a disability/long term health condition were supported into paid employment. Residents with autism or global learning disabilities have been adversely affected by the Covid-19 pandemic. Despite these challenges, 9 residents were supported into employment this year, 5 with autism and 4 with a global learning disability.

- **Black Asian and Minority Ethnic residents**



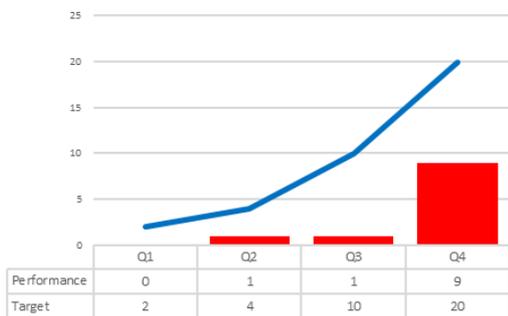
20/21 Performance	491
20/21 Target	350
Direction of Travel	▼
Comments	<p>We continue to report strong outcomes for Black, Asian and Minority Ethnic residents with 491 into paid employment. We know that people from Black, Asian and Minority Ethnic backgrounds have been severely impacted by the onset of the Covid-19 pandemic, as they are more likely to be working in low paid, insecure jobs in shut down sectors in retail, hospitality, catering and parts of the creative industries. Work is underway to commission research which will focus on understanding the ethnic labour market inequalities to be able to set meaningful employment targets in 2021-22. The Census data will also be able to provide labour market outcomes by ethnic category, with initial findings available in March 2022.</p>

- **Council contracted suppliers**

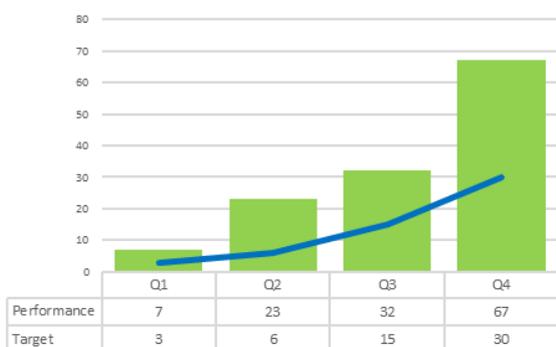


20/21 Performance	180
20/21 Target	100
Direction of Travel	▲
Comments	<p>180 residents with were supported into paid employment via council suppliers.</p> <p>The Progressive Procurement Strategy was approved during 2020/21 including a formal requirement for 20% of procurement decisions to be based on social value delivery. We are working with members of the Council's Employment Board to look across key corporate contracts to ensure that we optimise the employment outcomes for residents across all commissioned services.</p> <p>In 2021/22 we will work with contract managers in the council to promote the jobs portal as part of the contractor's social value commitments. We have recruited an employer engagement officer to support better recruitment into contractor and entry level council roles.</p>

Number of Islington residents supported into apprenticeships with council contracted suppliers



Number of Islington residents supported into apprenticeships with an external employer



20/21 Performance	9
20/21 Target	20
Direction of Travel	▼
Comments	This has proved to be a challenging ambition during the Covid-19 impacted recession, and we have been unable to achieve the target we had set ourselves during a more optimistic period. However, this will continue to be a key 'ask' within council contracts in 21/22, as part of the enhanced Social Value approach set out in the new corporate Progressive Procurement Strategy. We have introduced a new approach to delivering more apprentices through council contracts. Our new
20/21 Performance	67
20/21 Target	30
Direction of Travel	▼
Comments	This year has seen a decrease in numbers of new apprenticeships created by contractors in receipt of a monthly invoice linked to actual pay slips. mean that the full value of the apprentices' wages is retained by the council and only paid to the employers, which is evidence of low confidence in the current economic climate. Similar reports are received from other London boroughs. We are seeing several employers, who have an interest in supporting young people, being diverted into offering placements under the new government Kick-start programme instead. We are working with colleagues to explore whether employers may seek to move their Kick-start new employees on to apprenticeship programmes rather than lose them. There are some encouraging indications that this could eventually boost apprenticeships locally.

Safety Creating a safe and cohesive borough for all

- Make sure fewer young people are victims or perpetrators of crime
- Reduce levels of crime or antisocial behaviour
- Celebrate and protect our diverse and integrated communities

- Keep consumers informed and safe

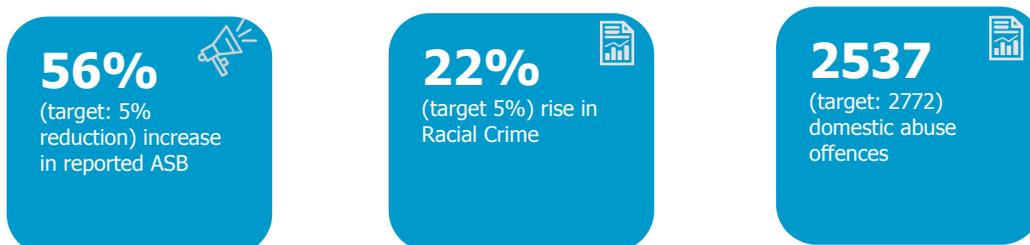
Covid-19 Impact

As at 11 May overall crime in Islington during lockdown was 40% lower than that of the same period in 2019. This is across all main crime types, with the exception of drugs offences. On the other hand, service demand on Islington Council's Anti-Social Behaviour team has increased significantly, as well as ASB calls to the police. Main issues relate to areas where people are gathering and breaching social distancing rules across the parks and estates, while neighbour complaints accounted for 30%. There has been a slight increase in domestic abuse reports, but we are also seeing an increase in detections, which means positive action is being taken to protect victims and keep them safe. The Community MARAC has continued to support vulnerable victims through online multi-agency meetings.

Key 2020/21 Achievements

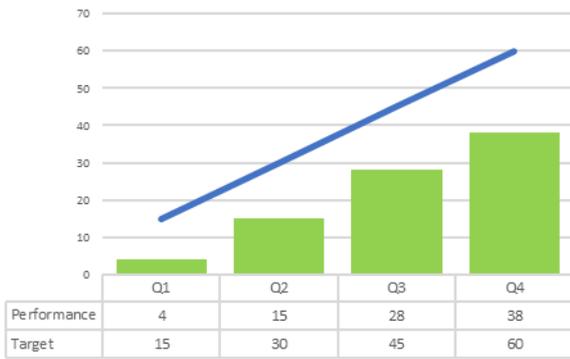


Key 2020/21 Challenges



Number of first-time entrants into the Youth Justice system

20/21 Performance	38
20/21 Target	60 or fewer
Direction of Travel	
Comments	Target was taking the Covid 19 situation into account and



the potential impact on young people and predicted increase in offending. Young people are often the most adversely impacted by a recession, which is reflected in the target remaining at a similar level to the previous year.

Percentage of repeat young offenders (under 18)



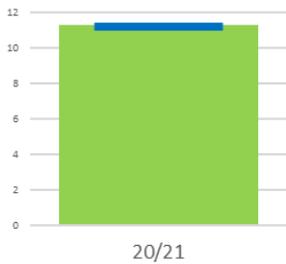
20/21 Performance	27%
20/21 Target	37% or lower
Direction of Travel	▼
Comments	Percentage reflects 9 re-offenders out of a total cohort of 33. Reducing overall cohorts in YOS mean the outcome measure are more susceptible to variation from small changes in the numbers achieving certain outcomes.

Number of custodial sentences for young offenders



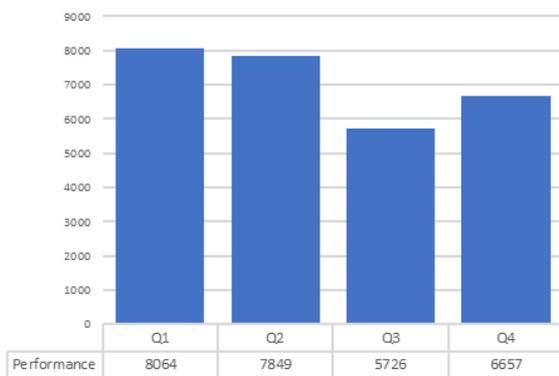
20/21 Performance	2
20/21 Target	10 or fewer
Direction of Travel	▼
Comments	The target was taking the Covid 19 situation into account and the potential impact on young people. Young people are often the most adversely impacted by a recession and there remains an entrenched cohort of young people who commit serious offences.

Custody rate per 1000 10 – 17 year old residents – black ethnic group



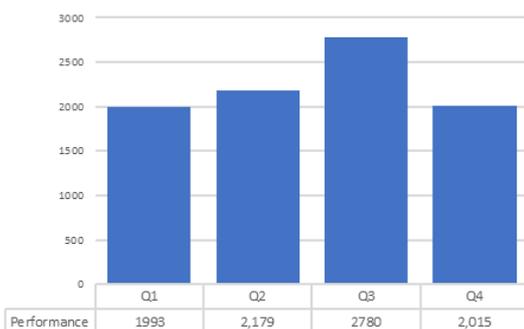
20/21 Performance	11.3
20/21 Target	11.2
Direction of Travel	▼
Comments	This is a sub-measure on protected characteristics added, in line with disproportionality measure reported to Youth Justice Services Management Board. Due to the low numbers involved, rate is across four years of sentences. Target is based on seeing a reduction in the rate seen in 2014-18. The latest figure for 2016-20 is in line with the 2014/18 rate, better than the 2015-19 rate.

Number of ASB reports received



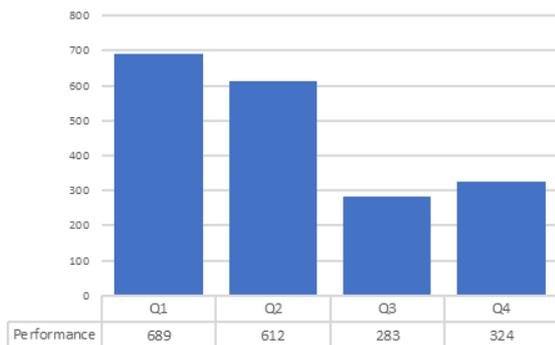
20/21 Performance	28,296
20/21 Target	None
Direction of Travel	▲
Comments	This has no target as it is a service demand metric over which the Council has little control and with current trends, impossible to second guess. It was important to track to see how the service is coping and for monitoring a downward trend alongside the release of lockdown and settling of businesses. Reports increased significantly due to the lockdown measures. The council and police have had the responsibility to ensure the public adhere to the lockdown measures, which resulted in an increase in calls. Also with many more people being at home much more, this has caused an increase in calls about neighbour complaints. Reports were up 56% on the previous year.

Number of businesses provided with reopening or social distancing advice



20/21 Performance	8964
20/21 Target	none
Direction of Travel	▲
Comments	This has been no target as it is an activity and capacity metric, encompassing both requests from businesses themselves and in response to third party reports. It has been important to track to see how the service is coping and for monitoring trends

Number of ASB incidents witnessed by the out of hours and Parkguard teams



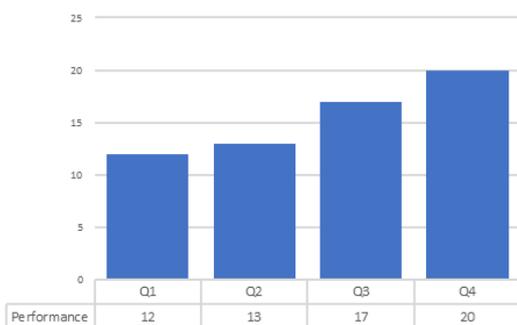
20/21 Performance	1908
20/21 Target	None
Direction of Travel	▲
Comments	This has no target as it is a activity and capacity metric in response to reports. It gives the council a better idea of the validity or reports, helps with resourcing and working on any developing hotspots. 20/21 numbers saw a 40% increase on the previous year (note, this relates to out of hours response and Parkguard teams only and visits made in response to reports, excludes tasking visits)

Number of domestic abuse offences



20/21 Performance	2537
20/21 Target	2641
Direction of Travel	▲
Comments	This is the number of domestic abuse offences reported to the police. This crime is often under-reported. One of the aims of SIP is to increase reporting from vulnerable and hard-to reach groups. While the numbers did not increase substantially during lockdown DA services were extremely busy, with 1,400 survivors supported during 2020-21.

Number of high-risk victims successfully existing the Community Risk MARAC



20/21 Performance	62
20/21 Target	36
Direction of Travel	▲
Comments	<p>62 complex cases closed between 1 April 2020 and 31 March 2021 with a positive outcome. This is well above the 2020-21 target of 36.</p> <p>Community MARAC demand increased throughout lockdown, even with move to online. There has also been a significant increase in referrals that do not meet the criteria for a case to be accepted- the coordinator would still send a list of recommendations to the referrer.</p> <p>Examples of positive outcomes include:</p> <ul style="list-style-type: none"> • Separate Professional meetings • Joint police/housing home visits • Fire service home safety reviews • Support agencies intervention • Closure orders (partial and full) <ul style="list-style-type: none"> • Mental health assessments

- Always keep children and young people safe and secure and reduce the number of children growing up in poverty
- Make sure young people get the best start
- Ensure our schools are places where all young people can learn and thrive

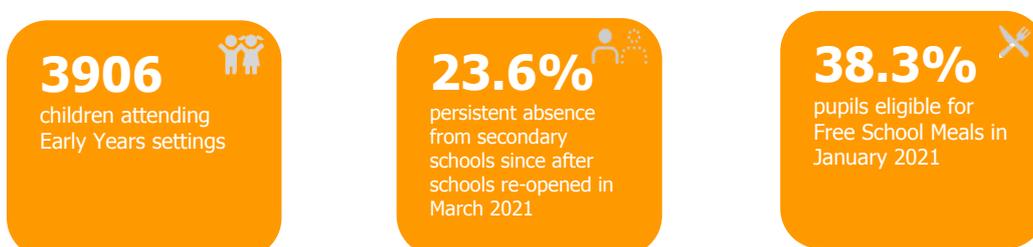
Covid-19 Impact

With schools and early years settings only open to vulnerable children and children of critical workers for parts of the year, as well as the cancellation of exams for Summer 2020, many of the education measures under the 'Children and Young People' theme were not reportable for the 2019/2020 academic year. After an initial drop in social care contacts in April 2020, numbers increased as restrictions eased and by the end of the year the total was in line with 2019/20. There was a big increase in Free School Meal applications and eligibility as a result of the economic impact of the lockdown restrictions on families.

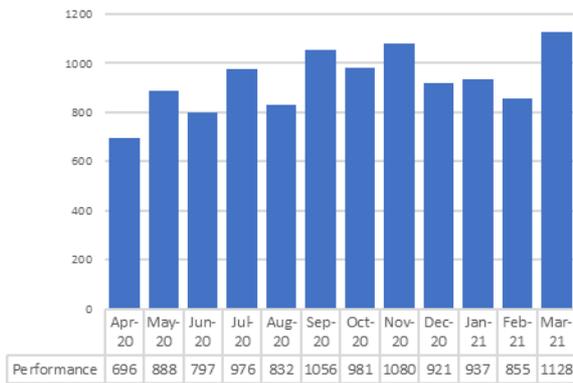
Key 2020/21 Achievements



Key 2020/21 Challenges



Children Social Care contacts in the past month



20/21 Performance	1,128 at Mar-21
20/21 Target	Not applicable
Direction of Travel	▲
Comments	No target set - safeguarding numbers not suitable for targets. Between July and December, each month's number of contacts was higher than the number in the corresponding month of 2019/20. The numbers in Jan & Feb 2021 were about 15% lower than in 2020, but the March figure was 16% higher.

Percentage of children's social care contacts for young people from the Black-Caribbean ethnic group compared to overall population



20/21 Performance	+2.8%
20/21 Target	+3.4% or lower
Direction of Travel	▼
Comments	An estimated 4.5% of the Islington under-18 population are Black-Caribbean. Excluding those cases where ethnicity was not yet recorded, 7.3% of contacts in the 2020/21 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, so this sub-measure is rated as Green.

Percentage of children's social care contacts for young people from any Black ethnic group compared to overall population



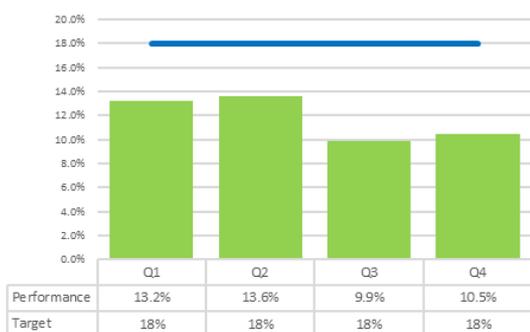
20/21 Performance	+7.2%
20/21 Target	+6.9%
Direction of Travel	▲
Comments	An estimated 22.1% of the Islington under-18 population are from a Black ethnic group. Excluding those cases where ethnicity was not yet recorded, 29.3% of contacts in 2020/21 have involved young people from a Black ethnic group. This is a slightly higher over-representation than last year, but less than in 2018/19 or 2017/18.

Percentage of children's social care contacts for young people from any Mixed ethnic group compared to overall population



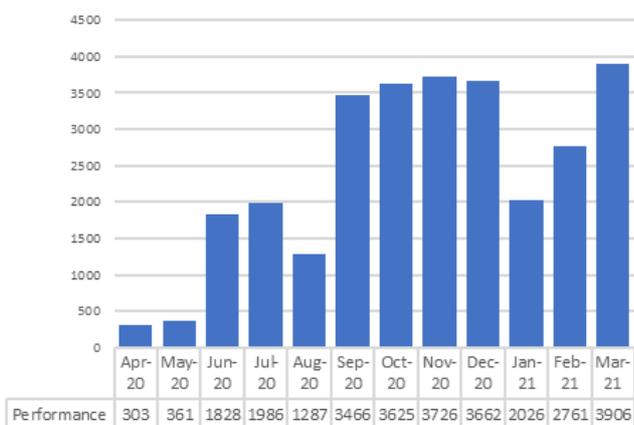
20/21 Performance	+8.7%
20/21 Target	+5.9%
Direction of Travel	▲
Comments	An estimated 13.5% of the Islington under-18 population are from a Mixed ethnic group. Excluding those cases where ethnicity was not yet been recorded, 22.2% of contacts in 2020/21 have involved young people from a Mixed ethnic group. This is a higher over-representation than last year.

Percentage of children who became the subject of a child protection plan for the second or subsequent time



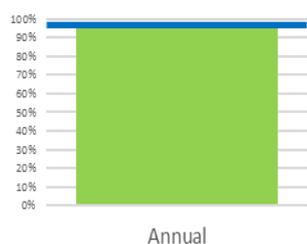
20/21 Performance	10.5%
20/21 Target	18.0%
Direction of Travel	▼
Comments	Long-term targets agreed with MHCLG as part of Earned Autonomy / Children and Families Outcome Measures. % relates to 22 out of 209 CPP starting in 2020/21. Below target and below the same period last year.

Early years – numbers of children attending



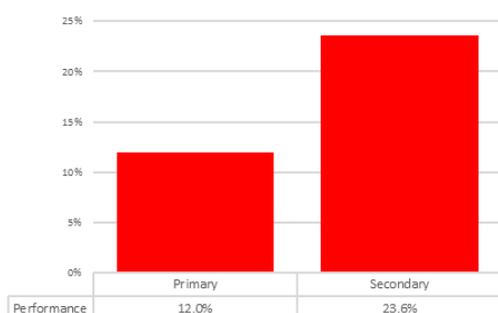
20/21 Performance	3,906 by year end
20/21 Target	Not applicable
Direction of Travel	▲
Comments	Number relates to the highest number of children known to be attending early years settings, based on the weekly data collection. Although early years provision was instructed to remain open to all children under government guidance, a number of schools were not open to Early Years Foundation Stage (EYFS) pupils during this time. However, numbers recovered later in the quarter and by the end of March were at their highest levels seen during the financial year.

Percentage of 16 and 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



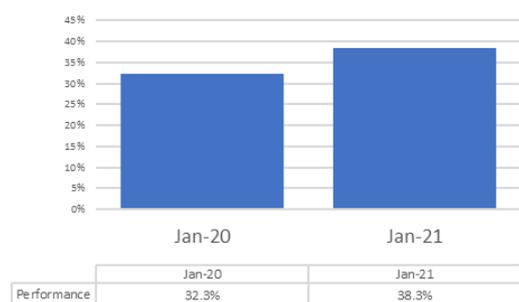
Performance	97.1%
Target	96.5%
Direction of Travel	▲
Comments	The official Islington 'Offer made' figure is 97.1%, above the London figure of 95.9% and the England figure of 94.3%. This is above our performance target and also last two years' figures.

Percentage of pupils who were persistently absent (below 90% attendance)



20/21 Performance	12.0% primary 23.6% secondary (partial year)
20/21 Target	Not applicable
Direction of Travel	▲
Comments	School closures and Covid-related attendance has meant that many pupils have missed significant periods of school. Persistent absence levels in the two months after schools re-opened in March 2021 were 12.0% for primary schools and 23.6% for secondary schools, which were both higher than levels prior to the pandemic.

Percentage of pupils who were eligible for Free School Meals



20/21 Performance	38.3%
20/21 Target	Not applicable
Direction of Travel	▲
Comments	Free School Meal eligibility rose from 32.3% of pupils in January 2020 to 38.3% in January 2021. Eligibility rates may look artificially high up to March 2022, due to transitional protections related to the rollout of Universal Credit. Pupils eligible on or after 1 April 2018 retain their free school meals eligibility even if their circumstances change. Islington now has the second highest level of Free School Meal eligibility in the country, and had the highest proportion of pupils who became eligible for Free School Meals since 23rd March 2020 in the country.

- Keep the streets clean and promote recycling
- Make it easier and safer for people to travel through the borough and beyond
- Make sure residents have access to high quality parks, leisure facilities and cultural opportunities
- Ensure development is well planned

Covid-19 Impact

The most visible impact on end of year performance has been Leisure Centre visits, with all centres subject to repeated closures and overall 20/21 numbers down from just over two million to three hundred thousand. Council CO2 emissions have been lower across both buildings and transport reflecting reduced activity.

Key 2020/21 Achievements

93.5%

(19/20: 89.9%)
LEQS litter- % sites
satisfactory



91.0%

(target: 85%) minor
/ other planning
applications
determined within
time



289

(target: 305)
average missed
waste collections



Key 2020/21 Challenges

222

(target: 300) secure
cycle facilities
installed over the
last two years



94.9%

(target: 97%) LEQS
graffiti- % sites
satisfactory



297k

(target: 19/20
2.07m) visits to our
leisure centres



Percentage of household waste recycled and composted (reported a quarter in arrears)



20/21 Performance	31.3%
20/21 Target	31%
Direction of Travel	▲
Comments	<p>Q4 saw tonnage adjustments across the whole year taking us just past the 21/22 target, with an improved process for dealing with contamination. Residual waste per household has also been at a record low levels.</p> <p>*Data is reported a quarter in arrears</p>

Number of secure cycling facilities on streets



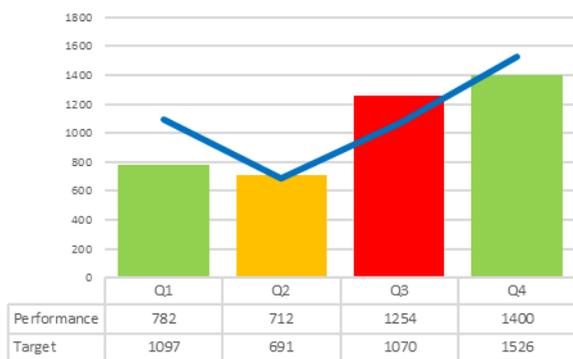
20/21 Performance	222
20/21 Target	300
Direction of Travel	▶
Comments	<p>Behind target at year end mainly due to issues with funding that have now been resolved. Programme in place to deliver 400 by end 21/22.</p>

Number of new electric vehicle charging points across the borough



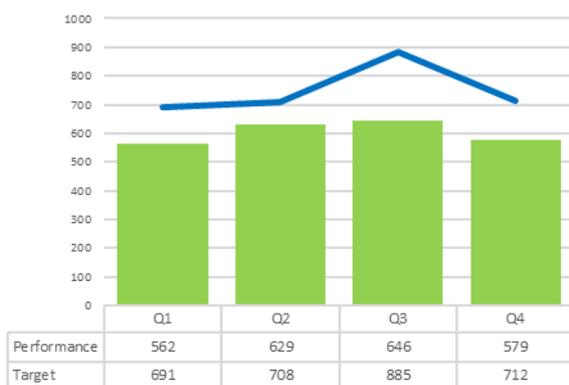
20/21 Performance	284
20/21 Target	300
Direction of Travel	▲
Comments	<p>16 short of end 20/21 target, mainly as a result of suspension during first lockdown. Net total now 298. As at October 20, Islington was 9/33 London Boroughs in provision per head population. Programme in place to hit 400 by end 21/22.</p>

Carbon emissions (tonnes) for operational council buildings (reported a quarter in arrears)



20/21 Performance	4,148
20/21 Target	4,384
Direction of Travel	▲
Comments	20/21 outturn is 5% lower than target and 9% lower than 19/20 due mainly to buildings closures. Billing figures for 20/21 still contain a level of gas usage (over)estimates due to lack of supplier access to meters. Smart meters planned.

Carbon emissions (tonnes) for council transport



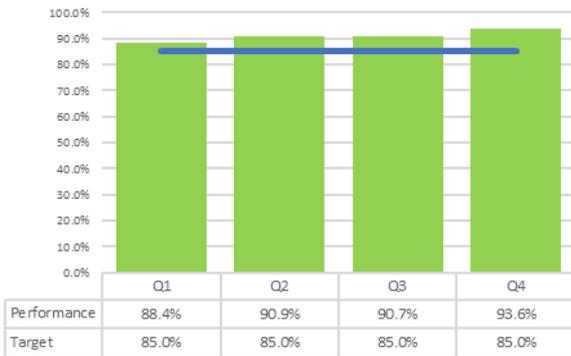
20/21 Performance	2415
20/21 Target	2886
Direction of Travel	▲
Comments	20/21 outturn down 16% on previous year, mainly due to Covid related reduced vehicle movements and in particular across Community Transport during first lockdown.

Percentage of planning applications determined within 13 weeks or agreed time (majors) – rolling three months



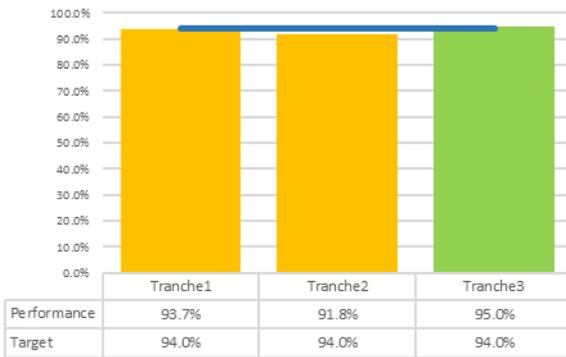
20/21 Performance	96.4%
20/21 Target	90%
Direction of Travel	▶
Comments	There was only one out-of-time majors application in 20/21 and which was due to an administrative oversight

Percentage of planning applications determined within 13 weeks or agreed time (minors and others combined) – rolling three months



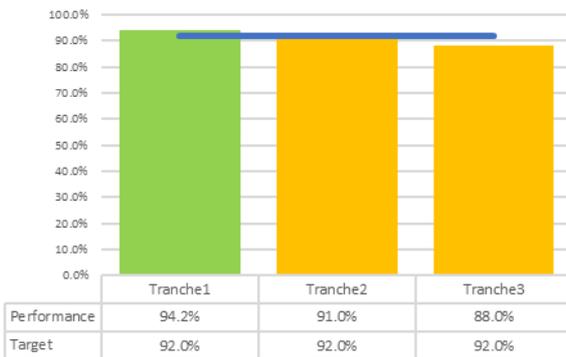
20/21 Performance	91.0%
20/21 Target	85.0%
Direction of Travel	▲
Comments	20/21 overall 91.0%, with 94.8% for Minors and 87.7% Others. Last year the conjoined performance was 88.2%. Backlog now down to below 300.

a) Litter – Local Environmental Quality Surveys % of sites satisfactory



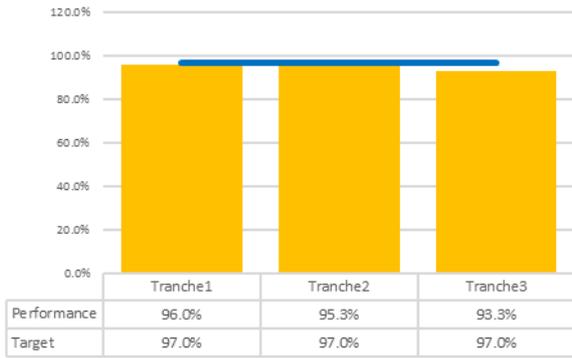
20/21 Performance	93.5%
20/21 Target	94.0%
Direction of Travel	▲
Comments	Marginally short of target but well up on last year's 89.9% and ahead of last year's London benchmark of 91.1%

b) Detritus – Local Environmental Quality Surveys % of sites satisfactory



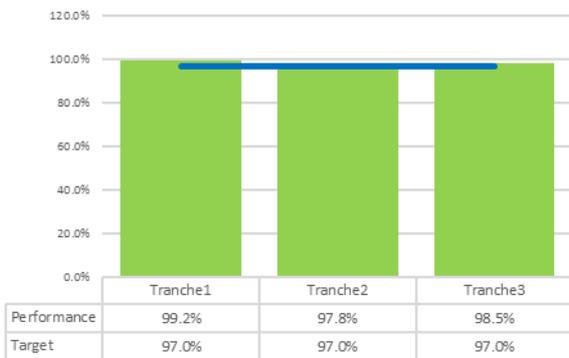
20/21 Performance	91.1%
20/21 Target	92.0%
Direction of Travel	▼
Comments	Also marginally short of target and down on last years 93.5%. Still ahead of last year's London benchmark of 89%

c) Graffiti – Local Environmental Quality Surveys % of sites satisfactory



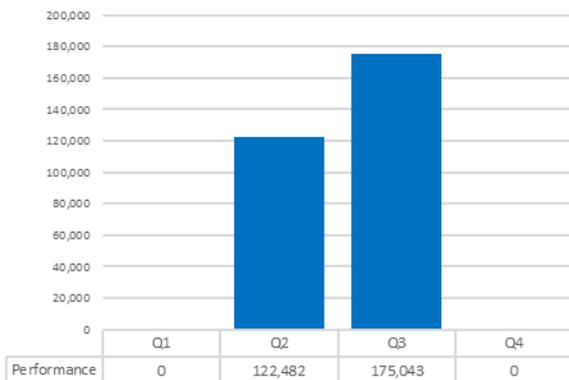
20/21 Performance	94.9%
20/21 Target	97%
Direction of Travel	▼
Comments	<p>Somewhat poorer than last year’s figure of 96.8% and also short of target due to dedicated staff being reallocated to waste and recycling services. Very close to last year’s London benchmark of 95.2% though KBT report increased levels of graffiti nationwide</p>

d) Flyposting – Local Environmental Quality Surveys % of sites satisfactory



20/21 Performance	98.5%
20/21 Target	98%
Direction of Travel	▲
Comments	<p>Maintaining good performance and well ahead of last year’s London benchmark of 96%</p>

Number of visits to our leisure centres



20/21 Performance	297,525
20/21 Target	None
Direction of Travel	▼
Comments	<p>Annual leisure centre visits are usually a little above 2 million so huge impact from lockdown imposed centre closures.</p>

- Support people to live healthy lives
- Help residents to feel socially active and connected to their communities
- Safeguard and protect older and vulnerable residents
- Help residents to live independently

Covid-19 Impact

Services have adapted throughout the year in order to comply with Covid-19 regulations during the pandemic. This helped keep staff and service users safe and for some services, released staff to support Covid-related health and care throughout peak pressure periods on hospital and community services. This had a substantial impact on many areas of performance.

For Adult Social Care, Covid-19 impacted significantly on hospital care and discharges, demands for support, welfare calls, urgent response contacts and more complex cases, and an increase in safeguarding concerns. Where possible, services continued to deliver through revised approaches, such as increased remote delivery of services (telephone, online or virtual support groups, for example) and in-person services prioritised to vulnerable people or where this was the only option.

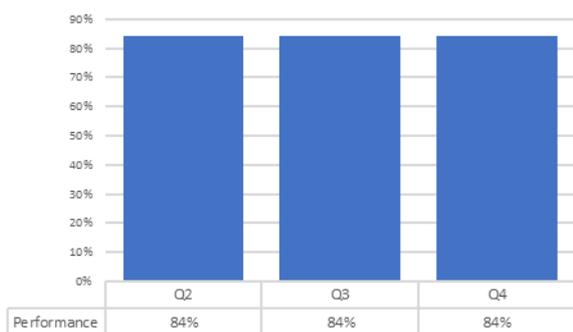
Key 2020/21 Achievements



Key 2020/21 Challenges

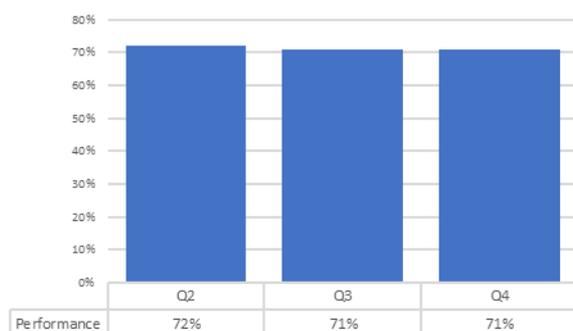


Population vaccination coverage DTaP/IPV/Hib3 (diphtheria, hepatitis, Hib, polio, tetanus and whooping cough) at age 6 months.



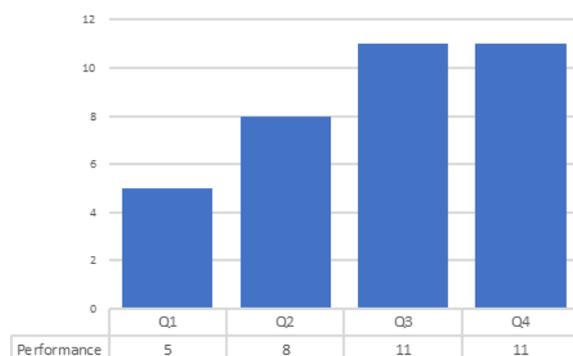
20/21 Performance	84%
20/21 Target	N/A Recovery Indicator
Direction of Travel	▲
Comments	Q4 shows 84% of children had their 6-in-1 vaccination. This is to the same as Q3 (84%). Comparison with previous quarters, which would have been less affected by Covid- 19, indicate that immunisation levels have held up, despite the intense pressure on services during the first wave of Covid- 19.

Population vaccination coverage MMR2 (age 5).



20/21 Performance	71%
20/21 Target	N/A Recovery Indicator
Direction of Travel	▲
Comments	Local (HealtheIntent) data for Q4 suggests that 71% of 5-year-old children were fully vaccinated against MMR. This figure has been near and consistent with data from Q2 (72%) and Q3 (71%). Q1 data is not available. MMR vaccination rates in this age group may have been partly affected by the Covid- 19 lockdown.

Number of child health clinics run per week (out of a pre-Covid quota of 12/week)



20/21 Performance	11
20/21 Target	N/A Recovery Indicator
Direction of Travel	▲
Comments	The demand for appointments at a child health clinic (normally drop-in, but now appointment only) remains high and has increased over the year. The service offered 11 clinics per week during Q4, with 68 appointments. Access is through a triaged single duty phone line, allowing same-day access to a health visitor. A face-face appointment is always made available for urgent situations.

Number of Long Acting Reversible Contraception (LARC) prescriptions in local integrated sexual health services.



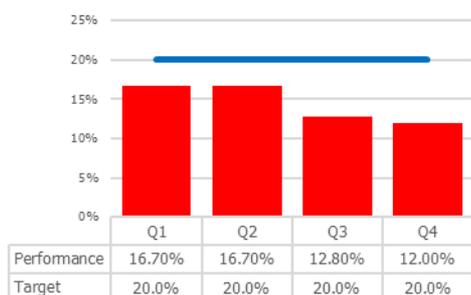
20/21 Performance	881
20/21 Target	1100
Direction of Travel	▼
Comments	<p>LARC services were impacted by covid-19 as activity was stopped or delayed during Q1. In Q2, there was a significant rise in activity as staff returned and services adapted to working safely within Covid- 19 secure requirements and additional clinics were prioritised. Capacity and activity reduced again with the second lockdown in November 2020 and the tiered restrictions throughout December, with this activity continuing to be restricted through Q4 under the third national lockdown. Q4 data is currently only available for two months of the quarter and therefore activity levels for that quarter would be expected to be higher.</p>

Percentage of smokers using stop smoking services who stop smoking (measured four weeks after quit date)



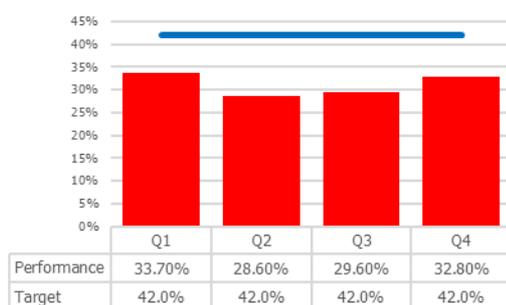
20/21 Performance	58.3%
20/21 Target	50%
Direction of Travel	▲
Comments	<p>The overall success rate is above target at 58.3% for 20-21, compared with 57% overall for 19-20. Islington residents received a high quality stop smoking service with flexible options for support. Proactive identification and referral of smokers by health professionals across all settings helped to ensure that vulnerable residents were prioritised during and after peak periods of the pandemic. Ensuring pregnant smokers referred into the service has been a challenge during 2020/21, but it is expected activity to improve again in 21-22 as carbon monoxide monitoring by midwives has resumed.</p>

Percentage of drug users in drug treatment who successfully complete treatment and do not re-present within six months



20/21 Performance	12%
20/21 Target	20%
Direction of Travel	▼
Comments	<p>Total number of people in treatment at the end of 2020/21 was 1632; this represents an average increase of 101 people each quarter from the previous year. The increase included treatment starts with people who had been rough sleepers and came into accommodation and support early in the Covid pandemic.</p> <p>12% of drug users successfully completing their treatment plan relates to 156 service users (from a cohort of 1299 during that quarter). This is a decline of 0.8% from last quarter. The target of 20% has not been met.</p> <p>The increase in the cohort of people in drug treatment and treatment services from the former street homeless population, and the decision to actively retain people in treatment for longer to ensure ongoing access during lockdowns and tiered restrictions, has affected the percentage of people who have left treatment successfully.</p>

Percentage of alcohol users who successfully complete the treatment plan.



20/21 Performance	32.8%
20/21 Target	42%
Direction of Travel	▼
Comments	<p>33% of alcohol users (88 service users) completed their treatment plan successfully. Q4 performance showed a similar proportion of alcohol users successfully completing treatment as Q3, but above the Q2 performance which was 29.6%. The target of 42% has not been met for the last quarter or the year.</p> <p>During the pandemic, the service has reported an increase in relapses, with a number of previous service users report not being able to manage recovery during the lockdown and subsequently drinking once more.</p>

The percentage of ASC service users receiving long term support who have received at least on review in the last 12 months



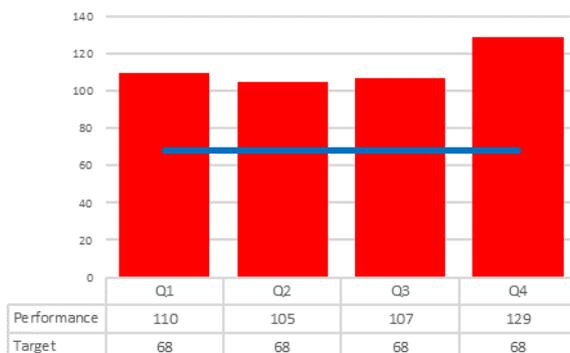
20/21 Performance	39%
20/21 Target	55%
Direction of Travel	▼
Comments	Reviews have been impacted by COVID-19. It is important to note that overall there have been more reviews in 2020/21 compared to 2019/20, despite the increased pressure on the service. Because of the necessary prioritisation of COVID reviews we have done these reviews on a different group of service users than the service users captured by this indicator.

Average number of full care act assessments completed per month (18-64)



20/21 Performance	40
20/21 Target	39
Direction of Travel	▲
Comments	We are in line with the performance from 2019/20 and slightly above target (39). The pressures related to COVID-19 have had a significant impact on the number of assessments among service users as well as increased hospital discharges and the pause of our reablement service.

Average number of full care act assessments completed per month (65+)



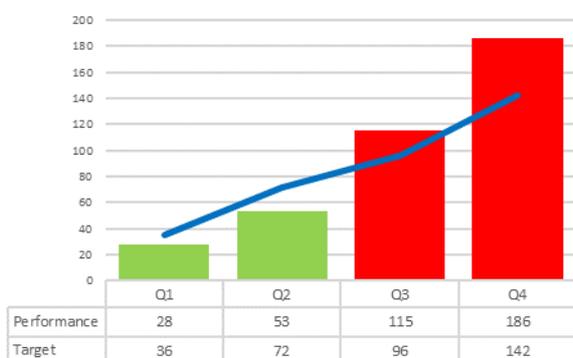
20/21 Performance	112
20/21 Target	68
Direction of Travel	▲
Comments	The number of full Care Act assessments for older adults has increased as a direct result of the COVID-19 pandemic. This was due to high increases in demands for support, welfare calls, and safeguarding alerts that came through the Adult Social Care front door, as well as increased activity to support hospitals during COVID and requests for support in locality social work teams from existing caseloads.

Percentage of ASC safeguarding enquiries where a risk is identified and the risk is removed or reduced



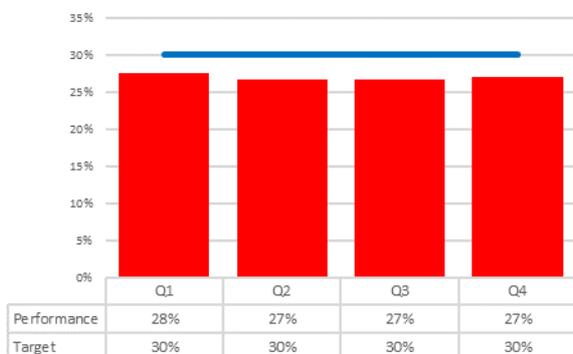
20/21 Performance	97%
20/21 Target	99%
Direction of Travel	▶
Comments	There has been an increase in the number of safeguarding cases overall in 2020/21. There will be a small number of cases where we are for a variety of reasons unable to reduce or remove a risk in a safeguarding concern.

New admissions to nursing or residential care homes (all ages)



20/21 Performance	186
20/21 Target	142
Direction of Travel	▲
Comments	Due to COVID-19 and the restrictions the pandemic placed on care homes, admissions to nursing and residential homes were very limited in Quarters 1 and 2 of 2020/21. This may have resulted in suppressed demand and the surge during Quarter 3 and 4. This is also probably a reflection of the time when responsibility for new care home admissions switched from being the responsibility of health due to COVID back to local authorities.

Percentage of service users receiving services in the community through direct payments



20/21 Performance	27%
20/21 Target	30%
Direction of Travel	▶
Comments	Although below the target of 30%, end of year performance is better than performance end of year in 2019/20 (24%).

- Manage our budget effectively and efficiently
- Harness digital technology for the benefit of residents and staff
- Make sure our workforce is diverse and highly motivated
- Be open and accountable

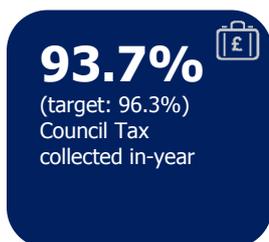
Covid-19 Impact

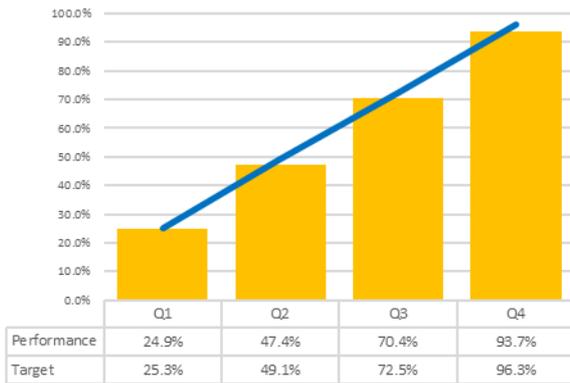
Covid-19 has put considerable pressure on the lives of our residents (lost jobs and reduced income), businesses (closures, reduced demand and / or capacity) and staff (changes to working approach and mental wellbeing). Services have worked hard to ensure the Well Run Council objective continues to deliver to the best standard. However, there has been considerable impact on some indicators, namely a shortfall in the council’s revenue, workforce sickness and agency rates, as well as a shift in our engagement methods with residents.

Key 2020/21 Achievements



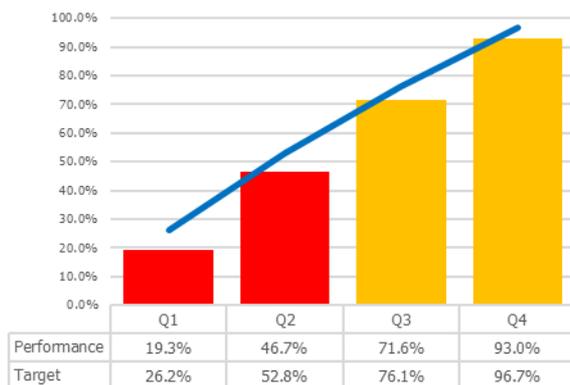
Key 2020/21 Challenges





20/21 Performance	93.7%
20/21 Target	96.3%
Direction of Travel	▼
Comments	<p>In line with the other London Boroughs we have experienced lower collection rates since the pandemic. Our 2020/21 collection was 2.6% less for council tax against (pre-Covid19) targets. Residents through lost jobs or reduced income have struggled to keep up with instalments, resulting in the target shortfall. Under normal circumstances, the Revenues Service uses the Courts to support pursuit and enforcement of debts. However, Courts closed for most of the year and reopened for Council Tax in February 2021, which was too late to have a material impact on our collection rates.</p>

Percentage of business rates collected in year

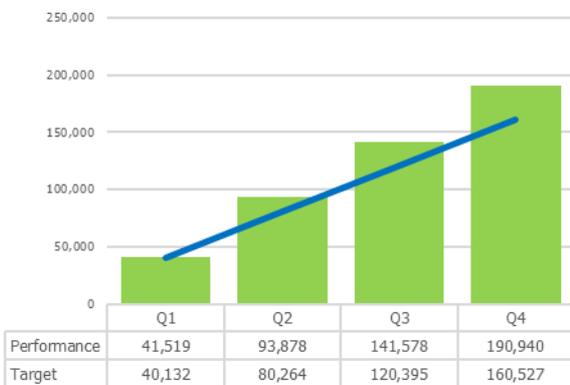


20/21 Performance	93.0%
20/21 Target	96.7%
Direction of Travel	▼
Comments	<p>In line with the other London Boroughs we have experienced lower collection rates since the pandemic. Our 2020/21 collection was 3.7% less for business rates against (pre-Covid19) targets. Closures, reduced demand and/or reduced capacity has meant businesses have struggled to keep up with instalments, resulting in the target shortfall. Under normal circumstances, the Revenues Service uses the Courts to support pursuit and enforcement of debts. However, Courts closed for business rates for the entire year. In response to the pandemic, the Revenues service assigned significant resources to paying out monies. In 2020/21, the Service assessed & paid over 16,000 Covid-19 business support grants, providing critical financial support to local businesses worth in excess of £104 million.</p>



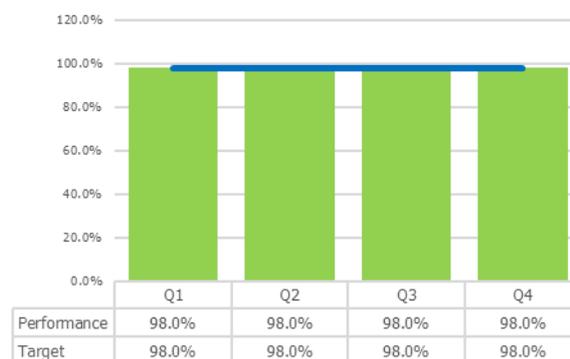
20/21 Performance	312,571
20/21 Target	320,931
Direction of Travel	▲
Comments	Call numbers have remained on target. Note that We Are Islington calls are not reflected in these figures.

Number of online transactions



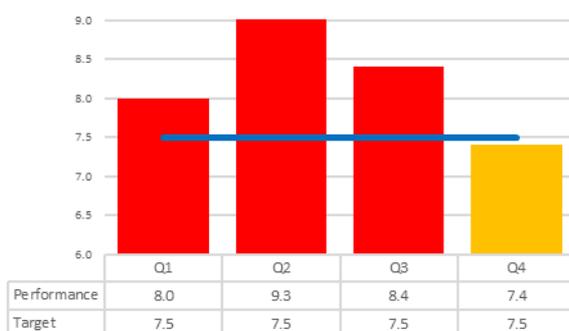
20/21 Performance	190,940
20/21 Target	160,527
Direction of Travel	▲
Comments	The number of online transactions have exceeded the target by over 30,000. The volume of transactions through our external provider RinGo is not in these figures, as this service is outsourced. However, these transactions remain consistently high month-on-month, significantly reducing manual intervention.

Percentage of calls into Contact Islington handled appropriately



20/21 Performance	98%
20/21 Target	98%
Direction of Travel	▲
Comments	This indicator is currently based on manager assessment of call handling. Team managers listen to a random sample of calls for each person they line manage, which is measured against a set criteria. Going forward, we are looking to introduce a system that allows residents themselves to provide feedback on the quality of their experience.

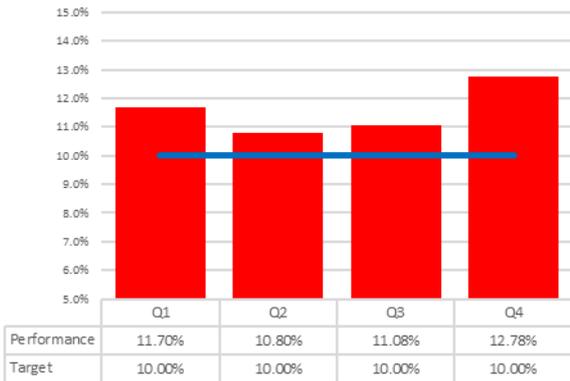
39



Average number of days lost per year through sickness absence per employee (in previous 12 month rolling period)

20/21 Performance	7.4
20/21 Target	7.5
Direction of Travel	▲
Comments	Covid-19 related absence has marginally increased overall sickness absence figures. Despite this, the average number of days taken as

Percentage of workforce who are agency staff (by headcount)



20/21 Performance	12.78%
20/21 Target	10%
Direction of Travel	▼
Comments	This has fluctuated across the year, with an increase in Q4. The main reason for this is the use of agency staff for the Covid-19 Lateral flow testing.

a) Percentage of Black, Asian and Minority Ethnic staff within the top 5% of earners



20/21 Performance	21.95%
20/21 Target	21.70%
Direction of Travel	▲
Comments	The performance has met and exceeded the Q4 target and there is an ongoing focus as part of our commitment to challenging inequalities in maintaining this achievement.

b) Percentage of disabled staff within the top 5% of earners



20/21 Performance	7.50%
20/21 Target	6.30%
Direction of Travel	▲
Comments	We have consistently remained above target for this indicator.

Percentage of voter registrations processed



20/21 Performance	100%
20/21 Target	98%
Direction of Travel	▶
Comments	<p>We have maintained a consistent record of processing 100% of new voter registration applications. We have to meet the legal and statutory monthly deadline dates for new registrations, which enables us to ensure that we deliver elections whilst maintaining a quality service. Electoral Services will be starting the annual voter registration canvass in August which will result in an influx of new applications.</p>