

# Q1 2022-23 Corporate Performance update

## Summary narratives by Strategic Priority<sup>1</sup>

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## Children and young people have the best start

**Children's Services  
Fairer Together**

### Corporate Objectives:

- **Make sure children get the best start** Fairer Together
- **Always keep children and young people safe and secure and reduce the number of children growing up in poverty** Children's Services / Fairer Together
- **Ensure our schools are places where all young people can learn and thrive** Children's Services
- **Make sure fewer young people are victims or perpetrators of crime** Children's Services

### Recent successes

- The % of 2-year-old places taken up by low-income families, children with Special Educational Needs or Disabilities (SEND) or who are looked after has increased by 6 percentage points, year-on-year.
- No repeat CLA (Children Looked After) in Q1.
- Delivered 9% over target for outcomes in the Supporting Families Programme at the end of last financial year
- Initial GCSEs and A-level (and equivalent) results for Islington schools show significant increases compared to Results Day 2019, the last year in which exams were taken.
- The Virtual School has also seen some strong results, particularly around A-levels. Results are still being collected from some out of borough schools and a full set of results will be available in Q2.

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<sup>1</sup> Strategic Plan, 2021, *Islington Together for a more equal future*.

- The re-offending rate has dropped to only 14%, the lowest we have seen for Islington

### **Key issues**

- Holiday Activities and Food (HAF) places – supply and demand – take up lower than expected at Adventure playgrounds during Easter possibly due to changes to Covid restrictions/ Ramadan falling during this period. Families who book but subsequently do not attend is also an issue nationally which DfE has raised
- Recruitment and retention across the early intervention and prevention service within Fairer Together continues to be challenging. Staff sickness and turnover has been high and phased returns from long Covid have also had an impact on capacity.
- The number of Looked After Children has been increasing over the last eight months, from 346 in October 2021 to 399 at the end of June 2022.
- Published comparator data on pupil suspensions from school shows Islington remains above the Inner London and England rates for both primary and secondary phases, based on 2020/21 academic year data.
- There have been increases in the number of First Time Entrants and custodial sentences in Q1 2022/23 compared to the previous year. This was expected, given there were still social restrictions in place in Q1 2021/22, and offending levels tend to rise during an economic downturn.

### **Focus going forward**

- Formal sign up for the Family Hubs and Start for Life programme to be completed by October with delivery plan in place by December.
- Holiday Activity and Food (HAF) places - scaling up to reflect longer summer period, promoting as widely as possible and monitoring take up
- A new national Supporting Families (was the Troubled Families Programme) Framework will come into effect from 3rd October 2022, increasing the number of outcome areas to be achieved from six to ten.
- Actions to improve data maturity have been identified to progress by end of October to maintain Earned Autonomy status, without which there will be an impact on how our early intervention services are funded. To establish effective data governance arrangements, gain access to police data and review outcomes projections to exceed targets more significantly.
- Provisional Key Stage results will be available during the Autumn term. This is the first time that pupils have sat tests since the pandemic, so there is some uncertainty around the results.

- Focus on maintaining performance in relation to the number of First Time Entrants and custodial sentences via targeted early intervention and prevention and maintaining the improved relationship between the Youth Justice Service and the local court.

## Local Jobs and businesses in a thriving local economy

### Community Wealth Building Children's Services Environment

#### Corporate Objectives:

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|---|---------------------------|
| • <b>Promote Economic Wellbeing through a) supporting residents into sustainable employment</b>                                   | CWB / Children's Services |
| • <b>Promote Economic Wellbeing through b) helping residents to cope with the cost of living and build financial resilience</b>   | CWB / Environment         |
| • <b>Promote an inclusive economy, strengthening the local economy and supporting local businesses</b>                            | CWB                       |
| • <b>Promote progressive procurement, using our spending power to maximise benefits for residents, communities and businesses</b> | CWB                       |
| • <b>Ensure our social infrastructure enables delivery of affordable housing, affordable workspaces and community assets</b>      | CWB                       |

#### Recent successes:

- 820 residents supported into paid employment in Q1 (against Q1 target of 500). Sub-targets for young people, disabled people and those from Black and Minority Ethnic Communities, and jobs with council contracted suppliers are also on track
- New targets for specific communities within the wider BAME cohort introduced for 2022/23, building on research undertaken by LMU (to be reported from Q2). Similar research is now underway to better understand and address the specific barriers faced by disabled people and those with long term health conditions
- 139 residents have been supported into Entry Level jobs that pay London Living Wage. We've also introduced a new measure for 2022/23 around increasing the number of local employers that pay LLW (to be measured from Q3) as part of our work to promote good jobs
- An increase in library attendances following the disruption caused by the pandemic (Children)
- £1.24m of additional benefits has been secured for residents in Q1. This is slightly below target but gaining momentum and represents real help for our most vulnerable residents. A third Pension Credit take up campaign and a new Disability Benefits take up campaign will target key groups
- Despite incomplete monitoring data as some households decline to give the relevant information, Q1 SHINE referrals continue to reach our most vulnerable residents with a minimum of 45% of all referrals to households including a person with a disability or

limiting long term illness, 55% including a child under 15 or older person over 60, and 45% a BAME household.

- £178,000 worth of social value has been delivered through our Affordable Workspace programme in Quarter 1. This is in addition to the £1.24m delivered since the programme started in 2020. In real terms, this means jobs, training and business support / advice for local people and entrepreneurs
- Baseline data has been collated for % spend in local economy and % of local suppliers in our overall supplier base. Collectively, these will help us to monitor one of the key ambitions in the Progressive Procurement Strategy – to leverage our spending power to support the local economy. Targets will be agreed shortly and will be reported on an annual basis, with the first report in Q4.
- Work is underway to procure a new Contract Management tool which will make it much quicker and easier to monitor and report on performance of council contracts and social value delivered
- The new Islington Anchor Institution Network has identified procurement as a shared ambition and is establishing a Task & Finish group to identify ways to leverage social value through our combined purchasing power
- The Local Plan is moving towards adoption in Spring 2023 and many of the policies that promote and support affordable housing and an inclusive economy and local jobs have been successfully defended.
- Planning permission granted on the Holloway Prison site to deliver: 415 homes for social rent including 60 extra care homes; a Women’s Building; a new public park; and a green skills centre during the construction phase.
- Non-immediate Article 4 Direction published to protect local businesses from the impacts of planning deregulation in strategically important employment locations and specialist retail areas.

### **Key Issues**

- The number of parents supported into employment in Q1 was below target. Whilst we know, anecdotally, that partners across the Islington Working Partnership are working with many parents, not all are systematically collecting data on whether a client is a parent and ages of any children. Once reporting has improved, we expect to be back on track to meet this target
- Take up by parents of the enhanced childcare bursary scheme (a new indicator introduced this year) is also below target, though spend is well above that for Childcare Bursaries for the same period last year, and the scheme is gaining momentum.
- Unique household SHINE referrals in Q1 dipped 17% below the profiled target due to the surge in demand arising from promotion of Council tax rebate, though the service is confident that this can be made up across the remainder of the year.

- Delay to the adoption of the Local Plan as the proposal to allocate sites for homes for gypsies and travellers has proved to be highly contentious.
- Delivery of priorities through planning policy and permissions may be impacted by economic uncertainty and further planning deregulation.

### **Focus going forward**

- Working with partners to improve recording and reporting of parental employment outcomes
- Further developing our outreach programme to identify and support those most in need of skills and employment support. A new outreach post in the iWork service will be based in Children's centres and other early year settings to support parents, whilst another post will work specifically with Black, Asian, and Minority Ethnic community groups
- Continuing to measure longer-term employment outcomes for those we've supported into work. We're working with partners to start tracking employment outcomes at 13 and 26 weeks and will report on these targets annually. We've also introduced a new indicator to track outcomes for Council apprentices who move into further work or training within 3 months of the end of their apprenticeship. This will be reported quarterly from Q3
- A cost-of-living campaign launches at the beginning of September to raise awareness of help and support available
- A proactive comms campaign is underway to raise awareness of the enhanced Childcare Bursary Scheme and we are already seeing an increase in take up
- As domestic energy bills continue to rise to record levels, demand for the SHINE service is expected to increase and the council is urgently reviewing how it can best respond to support vulnerable residents. SHINE is liaising with We Are Islington, Resident Support Scheme, Income Maximisation Team, and others in a coordinated cost of living response.
- Further development of our Affordable Workspace programme – with new sites in the pipeline or being explored as potential spaces. This will increase the amount of social value we can deliver through Affordable Workspace contracts
- Ensuring that major planning applications continue to deliver the council's community wealth building and affordable housing priorities e.g. Moorfields, 99 City Road, Archway Campus and the Barnsbury Estate.
- Bring forward development on council owned sites that delivers the council's community wealth building priorities e.g. Finsbury Leisure centre and New Build sites.
- Preparing a Supplementary Planning Document to set out how the council's Net Zero Carbon policies will be delivered in new and refurbished buildings.

- Taking forward a second tranche of Article 4 Directions to protect the council's town centres, shopping parades and smaller employment locations

## Everyone has a place to call home

### Homes and Neighbourhoods

#### Corporate Objectives:

- **Increase the supply and choice of genuinely affordable homes**
- **Prevent homelessness and support rough sleepers**
- **Ensure effective management of council housing**

#### Recent successes

- New homes completed on Redbrick estate for resident occupation
- First Net Zero Carbon scheme submitted for planning (Vorley Road)
- 12 projects on site delivering 319 homes and housing 1,151 people (including outright sale homes)
- The number of homeless preventions has been exceeded in Q1 by 17%. However, there remain concerns about the wider impact of the cost-of-living crisis and an increase in rents in London which will impact on the services ability to prevent homelessness,
- The lettings target for housing transfers has been exceeded by 4% during Q1 as a result of the completion of a key new build scheme at King Sq. This has meant that the service achieved a higher number of social housing lettings (for council tenants) than in the previous quarter.
- An end-to-end review of the voids process has also been completed in the last quarter to ensure greater efficiencies between teams that are involved with the lettings process.
  - Outputs from the review included greater clarity on:
  - responsibilities for each team involved in the voids and letting process- process has been mapped out and agreed upon along with targets for each stage of the process
  - More robust monitoring of voids with support from Islington Digital Services
  - How lines of communication could be improved between teams and for customers in temporary accommodation.

#### Key issues

- Contractor for Charles Simmons house entered insolvency just prior to completion. LBI has insured and secured the building and is exploring best commercial route to complete including negotiation for release of completion documents from the supply chain directly and/or via performance bond.

- We are seeing increases in both the *number of households in nightly booked temporary accommodation* and the number of people sleeping rough.
- The driver for the increase in the *number of households in nightly booked temporary accommodation* are as follows;
  - a significant increase in homeless approaches due to domestic abuse, including those fleeing threats of violence/gang violence [this represents a marked shift from what has been the most common reason for homeless to date- being asked to leave by friends/family].
  - Q1 2022/21- 79 approaches due to domestic abuse vs 61 approaches due to being asked to leave by friends and family. In contrast, Q4 2021/22- 53 approaches due to domestic abuse vs 60 approaches due to being asked to leave by friends and family.
  - an internal change in approach that accounts for LBI tenants making formal homelessness approaches if they are unable to occupy their home (due to threats of violence, harassment)
  - reduction in social housing availability in contrast to the previous year, leading to a reduction in throughput and higher numbers of customers in nightly paid accommodation. In quarter 1 2022/23, the service let 58 social housing properties to accepted homeless cases. In contrast, in quarter 1 2021/22, 81 social housing properties were let to accepted homeless cases. This equates to a reduction of 28% in 2022/2023 when compared to the previous year.
- Increase in rough sleeping is being driven by the closure of covid accommodation, in particular for people with no recourse to public funds. Some councils are returning to business as usual and assessing people under the Homeless Reduction Act for interim temporary accommodation which has led to rough sleepers moving into Islington due to the lack of provision in the boroughs the rough sleepers were previously in.
- The service continues to focus on under-occupiers to release larger properties for households that need them and encouraging social housing tenants to consider the mutual exchange scheme to increase the lettings to those seeking a transfer.
- Though the target for the *percentage of all lettings provided to tenants transferring to alternative accommodation* was exceeded in this quarter, this will be more challenging to achieve/exceed in subsequent quarters for two reasons:
  - Firstly, the substantial savings target to reduce the use of nightly paid temporary accommodation. This means the number of lettings to statutory homeless households will need to be increased from 36% to 46% which will impact on lettings to those transferring.
  - Secondly, the overall yearly reduction in the number of social housing properties available to let.
- Rent arrears are predicted to increase as it is very unlikely that we will reduce our arrears due to the increase in the cost of living and fuel bills, which will adversely affect many of our residents and limit their ability to make rent payments.

## Focus going forward

- Managing the number of households in nightly booked TA;
  - Implementing a revised Housing Allocation Scheme, subject to consultation.
  - Weekly focus on cases in TA where the council does not have a statutory duty. In these cases, the service has reduced the offer to one reasonable offer of accommodation.
- Managing the number of people sleeping rough;
  - Increase to 4 x outreach shifts per week
  - Continuing with 1 bed purchase programme
  - Creating new services funded via RSI including - new navigator team aimed at preventing people rough sleeping
  - Meeting with other boroughs to link people back in and reconnecting where possible
  - Making full use of NLSR (North London Sub-Region) Hub

## Cleaner, greener, healthier borough

**Environment  
Public Health  
Adult Social Care**

### Corporate Objectives:

- **Keep the streets clean and promote recycling**
- **Make it easier and safer for people to travel through the borough and beyond**
- **Take positive action to combat climate change through reducing our carbon emissions**
- **Make sure residents have access to high quality parks, leisure facilities and cultural opportunities**
- **Keep consumers safe**
- **Support Islington residents to lead healthy lives**

Environment

Public Health,  
Adult Social Care

## *Cleaner, greener borough*

### Recent successes

- All four Street Cleanliness survey KPIs (Litter, Detritus, Graffiti and Fly-posting) are showing very strong performance across Quarter 1.
- In Q1, we delivered an additional 20 Electric Vehicle Charging Points, taking the total to 356 (target: 500 by end of 22/23).
- Newly released 2021 annual figure for 'Killed or Seriously Injured' (KSI) in road traffic collisions in Islington was 96 (compared to 84 in 2020, 111 in 2019 and 141 in 2018), probably reflecting higher post-lockdown traffic volumes. In 2021 there were no fatalities, compared to two each in 2020 and 2019.



- Newly reported total 21/22 council buildings emissions were 46% lower than those for 20/21, mainly on account of Green Electricity tariffs. 93% of our emissions from buildings now arise from our gas usage.
- Q1 leisure visitor numbers have come in at 19% ahead of the profiled quarterly target and are now at around 95% of pre-pandemic levels, with June figures particularly strong.
- At 23% completed, we have made a strong start to the 22/23 food inspection programme.

### **Key issues**

- We still have no Q4 and therefore 21/22 recycling performance figures as NLWA are conducting a review of Islington waste data which is hoped to conclude promptly.
- A lot of work is going on to reduce road danger in Islington, including Low Traffic Neighbourhoods (LTNs) and segregated cycle ways, and an analysis of the impact of these measures is underway.
- Responding to rapidly rising energy prices is a major current corporate challenge.
- The major impacts on the Sobell Centre of the Thames Water flood on 8th August will likely take months to fully recover from though the ground floor gym has now reopened.
- We anticipate struggling later in the year [to carry out the food inspection programme] as we will have to cover a maternity leave and another EHO moving to another team, both from October.

### **Focus going forward**

- The council has committed to a household recycling target of 40% by 2030. Given that our recycling rates have stubbornly plateaued around 30% for several years, identifying and delivering the relevant actions that will deliver this ambition will be a major challenge.
- The new manifesto commitment on the provision of secure cycle storage is to provide enough space to meet demand and cut costs for lower-income households. We are currently writing to everyone on the waiting to list to ensure it is up to date and to scale the challenge.
- Developing a longer term and more strategic plan for continual reduction of the carbon emissions from our buildings.
- Key focuses going forward are the council's 'Greening together' programme and 'Parks for Health' strategy and delivery plan.

## ***Healthier Borough***

### **Recent successes**

- In quarter 4, 87% of children had a complete set of 6-in-1 vaccinations before the age of 1. The comparison with pre-covid 19 rates (84% in Q3 2019/20) indicate that primary immunisation levels are recovering but remain below the 95% rate recommended by the World Health Organisation to help ensure 'herd immunity' that protects the whole community.
- 70% of 5-year-old children were fully vaccinated for MMR2 (measles, mumps, and rubella)
- During 2021/22, the service has been able to increase the number of clinics per week to 12, close to pre-pandemic levels.
- Progress has been made over the last quarter to re-introduce some drop-in clinics, where these are held in children's centres. 4 of the 12 weekly clinics are drop-in.
- 66% (target: 50%) smokers using Stop Smoking services successfully quit (4 weeks after quit date) in Q4. This was the highest achieved in the year for the four-week quit rate at 66%, higher than Q3 at 57% or when compared to Q4 in 2020-21 when the quit rate was 59%.
- The success rate remained high and above target across the service for 2021-22 and the quit rate overall for the year is 61.5%, above the annual target of 50%.
- 1,857 (target: 1,110) Long-Acting Reversible Contraception (LARC) prescriptions were fitted by Q4.
- 17% (target 20%) of drug users completed treatment and did not represent in 6 months by the end of the year which is higher than this time last year when it was at 12%. This does not meet the target of 20%; however, the service has seen an increase in the number of people entering drug treatment, and partly driven by support offered to rough sleepers placed in emergency accommodation through the peaks of the Covid pandemic. This has increased the complexity of people receiving the service, and the amount of time people have remained in services.
- 36% (target 42%) of alcohol users successfully completed treatment by the end of the year.
- During the pandemic the service reported an increase in demand for alcohol interventions, with a number of previous service users reporting struggling with being able to manage recovery during the lockdown and subsequently drinking once more.
- (Adults) Since going live, the Assistive Technology (AT) service has seen record numbers of referrals come through to the service. Referrals are well represented across all adult social care and health teams. To date, the team have completed 1,801 live installations/connections
- The team have started to implement the AT Innovation Roadmap which outlines technologies we'd like to explore introducing over the next 2-3 years. Discussions

ongoing with Brain in Hand who provide a self-management support system for people who need help remembering things, making decisions, planning or managing anxiety is scheduled for September 2022. We've also held a number of meetings with Oysta who offer a range of solutions to help users remain in their own home for longer, helping staff to optimise staff time.

### **Key issues**

- Overall, local vaccination levels have been sustained through Covid-19 and are supported by consistent messaging to parents via local health visiting services, primary care and in school communications.
- The challenges faced during this year include a backlog of children unvaccinated during the pandemic due to both pressure on services and some parental reluctance to access routine care during that period. While rates are recovering, we continue to review.
- There has been a gradual increase in take-up of the drop-in clinics, now seeing up to 20 babies and children per clinic.
- Smokefree pregnancy continued to be a strong focus for the service with excellent results. This work embedded within an NCL programme which drives improvements in how maternity services record smoking and support pregnant smokers to quit. 24 pregnant women accessed the service in Q4, more than double compared to Q3 (11). Although for purposes of statistical analysis these numbers are relatively small, the 4 and 12-week quit rates were very high for this group at 70.8% and 62.5% respectively .
- Despite the range of challenges to service delivery during the pandemic, the service has been able to operate under hybrid access arrangements (services delivered as a mix of in-person, telephone and online contacts). This mixed access provides service continuity to those with lower risk or more routine needs, and has helped support prioritisation of LARC and other interventions which need to be delivered in-clinic.
- Drug and alcohol service outcomes remain affected by the pandemic, with a larger, more complex cohort of service users particularly in substance misuse services.
- Just as the number of people entering drug treatment has increased, so has the number of people entering alcohol treatment. In quarter 4 2019/20 there were 565 people in alcohol treatment, 551 in the same period in 2020/21, increasing again to 640 by Q4 this year. It was anticipated that the numbers seeking support for alcohol use would increase this year due to the impact of increased drinking habits during the pandemic
- (Adults) A consequence of record numbers coming through to the Assistive Technology (AT) service is the development of a waiting list of approx. 190 – this is compounded by both a global shortage in chips which supply our technologies; and capacity of the Assistive Technology (AT) Team to complete installations. The AT Team is in frequent contact with our provider to receive as part piece of technology as possible (we recently received a large batch). It is worth noting that all urgent referrals and hospital discharges are being responded to appropriately – this is in large part due to the role of our AT Coordinator.

### **Focus going forward**

- The key priority for Public Health Officers will be to continue to make every contact count in terms of childhood vaccinations. Parents receive multiple reminders of the importance of vaccinations through early years services, while nursery and school entry are additional touchpoints for checking for vaccination status and reminding parents to keep up to date with vaccinations.
- As above indicator for primary vaccinations under 12 months.
- For all clinics to revert to drop-in facility. Some capacity for appointments may be retained in order to provide planned child health reviews
- To monitor attendance numbers and adapt number and locations of clinics to suit demand
- An audit of clinic use is planned.
- The Breathe service continues to work closely with the Whittington Hospital clinical teams and provides support to smokers on the wards.
- Performance in LARC has been positive locally. As we emerge from Covid-19 there are a number of key priority areas to focus on in 2022-23, including:
  - Ensuring a high priority on LARC continues within sexual health services.
  - Embed the new young people's sexual health service and support providers to increase LARC clinics for all ages.
  - Review options with the NHS to help increase access
- The key priorities for all substance misuse services going forward are very much aligned to the Covid-19 recovery work.
- Ensuring that face-to-face interventions continue to be reinstated safely and as soon as possible. These include drug screening; blood borne virus screening.
- Working with commissioners and wider stakeholders to plan interventions/service developments in anticipation of additional investment accompanying the National Drug Strategy.
- Reviewing an analysis of drug/alcohol deaths in treatment service covering the past 18 months and working together (commissioners and services) to identify lessons learned and recommendations for service delivery and reporting in the future.
- As above for drugs indicator /target.
- Additionally, reviewing a recent analysis of Audit C screening (a screening tool universally used to assess the impact/risk of someone's drinking) carried out by Islington GPs. This data will be used to identify practices where completion of Audit C's is low and raise awareness of identify increasing risk of alcohol use at an earlier stage and referring to the appropriate services.
- AT resident outcomes and financial benefits will be reported via a Power Bi Benefits dashboard. There is ongoing work with Islington Digital services, finance, performance and third-party providers to have a fully automated dashboard the service can use in real time.

## Communities feel safe, connected and inclusive

### Adult Social Care Fairer Together Homes & Neighbourhoods

#### Corporate Objectives:

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|--|---|
| <ul style="list-style-type: none"> <li>• <b>Help residents to live independently</b></li> <li>• <b>Help residents to feel socially active and connected to their community</b></li> <li>• <b>Safeguard and protect older and vulnerable residents</b></li> <li>• <b>Create a more equal Islington where everyone has the chance to Thrive</b></li> <li>• <b>Make sure fewer young people are victims or perpetrators of crime</b></li> </ul> | <ul style="list-style-type: none"> <li>Adult Social Care</li> <li>Adult Social Care, Fairer Together</li> <li>Adult Social Care</li> <li>Fairer Together</li> <li>Homes &amp; Neighbourhoods</li> </ul> |
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#### Recent successes:

- Based on the National Survey of Adult Carers, the overall satisfaction of Islington carers receiving social care support has improved by 12% compared to the last survey (2018/19). Improvements have also been seen in the proportion of carers who receive as much contact as they would like and the proportion of carers who have been included in the discussions about the person they care for. When benchmarked we are similar to London and England.
- Of the Five regulated In-House Provider Services we have in Islington, all are rated Good by the CQC
- During Learning Disabilities Week in June, Adult Social Care helped organise the My Way Day event. The event was an opportunity for residents to learn more about what is available to people with learning disabilities in Islington. The event also provided us with insight into what people want to see in the future. Quotes from the day included: “I hope this event will be held annual from now on. It was a smashing success” and “It was great to meet so many members of the community”. (Adults)
- First phase of recruitment to Bright Lives Coaching Service complete (Fairer Together)
- Bright Lives Alliance working group has been established (FT)
- Reopening of 222 Upper Street Contact Centre on 25 April 2022 and designing pathways with back-office services (FT)
- Completed the restructure of the communities team moving to the new community partnerships model focussing on amplifying community participation, working better at a locality level building strong relationships and partnerships to respond to local priorities and make better use of community spaces to support our aspirations. (FT)
- Q1 2022/23 has seen some improvements in safeguarding performance compared to last year. This quarter, 65% of service users reported that their desired outcomes were fully achieved. Although performance is below target (70%), performance has significantly improved since the end of last year (58%).

- In August 2021 an audit of safeguarding practice identified a need for improvement in both processes and practice. This led to a significant investment of time and effort into quality assurance panels, revised guidance and support for staff. Two follow up audits completed by internal audit indicated improvements and that they are satisfied.
- Let's Talk Islington engaged over 6000 residents to understand how inequality impacts their lives and their hopes and aspirations for the future. We are now working to respond to what we have heard and use the findings to inform the development of our Islington Together 2030 Plan.
- There is an annual target of 36 cases to be exited through the community MARAC. In Q1 almost 50% of this target has been achieved.
- We have improved our system for managing CMARAC cases.

### **Key issues**

- One of the key areas of strength and development in Adult Social Care has been the increased emphasis on assisting people to remain more independent by enabling more timely access to low level support and advice. This includes access to third sector and community support. This initiative has resulted in a massive shift in new activity through the front door. Although we have seen an increase in demand at the front door, the actual figures for residents we support with long term packages of care hasn't increased at the same rate. This indicates that the early intervention and support put in place at the front door is enabling people to remain independent.
- There is a strong link between employment and enhanced quality of life, including health, wellbeing and feeling socially active. Employment rates were impacted by the pandemic and the cost-of-living crisis could further impact employment. In addition to these challenges, we also know that adults with learning disabilities experience inequalities when seeking to enter the job market. Islington iSet supports people with learning disabilities into paid employment and local events, such as My Way Day, are used to encourage more employment opportunities. (Adults)
- Capacity issues in the new Community Partnerships Team whilst vacant positions are filled. Will take some time to embed new ways of working (FT)
- The Care Notes data system that The Camden and Islington Mental Health Trust use was subject to the cyber hack last month and is subsequently unavailable. The Trust, the safeguarding hub and Islington Council are working closely together to ensure that practice continues and that alternative methods are put in place.
- Since the Covid-19 pandemic in early 2020 CMARAC referrals have gone up significantly. Many CMARAC cases deal with neighbour disputes and as more people have been spending more time at home, these cases have naturally increased.
- It has become clear that we need more staff time to cover this important work and whilst there are already plans to bring the staffing level to 2.5 FTE, the CMARAC is

struggling to function effectively due to the huge increase in referrals over the last 2 years.

### **Focus going forward**

- The reablement service will be returning to full functionality by the end of the year with a revised eligibility criteria focusing on acute/hospital discharges. We are working towards expansion of this offer subject to increased therapy capacity within the Discharge Service/across Health Services. We are also holding discussions with the Islington Social Work Teams to expand to community Reablement referrals in the interim which should limit impact on current therapy capacity based on the current level of demand. (Adults)
- Being in paid employment benefits an individual's health, wellbeing, finances and the economy. Q1 2022/23 8.9% (53 individuals) with a primary support reason of learning disability were in paid employment. This indicator is on target, with an additional 4 people due to start paid in employment by iSET with a further one in the pipeline who is due to start soon. (Adults)
- Launch of phase one of Bright Lives Coaching Service, induction of Bright Lives team, refining of operating guidance, reporting, outcomes, performance indicators (FT)
- Developing the emerging Bright Lives Alliance partnership, developing the terms of reference and outcome measures (FT)
- Recruitment to vacant positions in the Community Partnerships Team (FT)
- A key area of focus in safeguarding is to improve data quality to assist the safeguarding board with their overarching responsibilities. A safeguarding performance Power Bi dashboard has been produced to monitor performance, data quality and productivity in real time. The dashboard is shared with the senior leadership team and social work teams to monitor performance against targets, in line with the new adult social care operating model and council objectives.(Adults)
- Development of the Islington Together 2030 plan setting out our vision to tackle inequality and create a more equal borough. The plan will set out what we hope to achieve by 2030 informed by what residents have told us through our Let's Talk Islington engagement programme and with input from our Inequality Taskforce.
- Development of Wellbeing Index to enable us to measure success
- Development of a Fairer Together early intervention and prevention strategy

## Team Islington

### Resources Fairer Together

#### Corporate Objectives:

- **Manage our budget effectively and efficiently** Resources
- **Harness digital technology for the benefit of residents and staff (Resources and Fairer Together)** Resources, Fairer Together
- **Make sure our workforce is diverse, skilled and highly motivated** Resources
- **Be open and accountable** Resources

#### Recent successes

- Council tax and business rates collection are within tolerance and above target respectively, putting both on track to meet pre-pandemic collection rates.
- Number of Priority 1 (major outages to IT services) was below the quarterly averages for the previous two years.
- Launched new Directory of Service FYI - Find Your Islington, improved designs aligned to new corporate branding and tested with our residents
- Improved the options and scripts for IVR in collaboration with services, recorded the scripts in low-fidelity and completed user experience testing with residents
- Redesigned website Homepage with call-to-action buttons, produced range of designs based on feedback from initial Business case and completed user testing with residents
- General agency usage decreased in Q1 from Q4, helped by the end of the Council's Covid testing programme. Q1 level is lower than average levels over the past two years and remains lower than the London average of 13%.
- Percentage of BME and disabled staff within top 5% of earners both increased this Q. This BAME representation is now higher than any annual level since 2018/19 and this disabled representation is above last year's average.
- Percentage of FOIs completed within target (20 working days) is up on Q4 to be higher in Q1 (89%) than it has been in the previous four years, just missing the ICO target (90%). SARs Q1 performance also improved on Q4 and last year's average.
- No data breaches reported to the ICO

#### Key issues

- Q1 forecast net overspend of £8.1m, which excludes the latest LG pay offer (£6.5m). With a £5m corporate contingency budget, savings need to be identified in advance of year-end. Biggest pressure is rising energy costs (Environment, CWB and council-wide), followed by children's social care placements, covid-related hospital discharge costs and commercial property income shortfall.



- P1 incidents were few (8 in Q1). Restoration of services from P1 & P2 incidents was notably less favourable than previous years, with 63% resolved within 4 hours. One particular supplier service suffered multiple failures in the quarter.
- Access Islington has experienced ongoing challenges with online transactions due to IT issues with online systems
- Sickness absence has been reducing year on year from 2018/19-2021/22. However, it has increased steadily over the past 12 rolling months and is off target. The main reasons for sickness absence remain as mental health related, followed by Covid-19 and musculoskeletal.
- The rate of completing SARs within target (one calendar month) was higher this quarter (70%) than last and higher than last year's average. However, performance remains well below the ICO target (90%). Two directorates performed below target. Children's Services are recruiting, which will improve their performance in time. The low compliance for Environment is a one-off rather than ongoing.

### **Focus going forward**

- Corporate balances or reserves need to be identified to cover forecast overspend. Management actions are in place by contributing directorates to reduce estimated overspend over the remainder of the financial year.
- Most digital services outages this period were caused by hosted platforms. We are working with suppliers to review their SLA's around managing outages and ensure they align with ours.
- Access Islington working with Digital Services on resolving IT issues. Continuing to work on improving online and telephone experience for residents to access services and complete transactions
- Digital Experience Platform procurement complete and contract awarded to Granicus
- New telephony system to go live by the end of the year
- Development of the Resident Experience phase 2 business case.
- Activity is continuing within HR to support managers with all stages of absence management, through drop-in surgeries and providing monthly sickness data so that trends or improvements can be identified early.
- To continue to reduce agency usage with: plans to move from temp to perm; dedicated work between services and Strategic Resourcing Lead and a targeted agency approach; bringing agency workers outside of the Matrix contract within contract to increase spend visibility; and a review of booking justifications.
- To improve SARs performance, the Access to Records Team is in the process of recruiting, the IG team has reviewed processes and provided recommendations to senior management and is working with the Access to Records team on an action plan.