

# Corporate Performance Update

## Q2 (July – September) 2022-23

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### 1. Introduction: what's new this quarter

This quarter, the corporate performance update is provided in a report style, with performance narratives from each directorate by strategic priority, similar to Q1, preceded by an overview flagging 'external challenge' and key issues for each strategic priority. Scorecards of all performance indicators are appended for reference.

Linking corporate performance to strategic objectives and resident outcomes will pick up next year following the completion of the Islington Together 2030 and the development of the Wellness Index.

#### 1.1 'The Resident View'

This quarter, directorates were requested to provide the resident view on services to capture external critical challenge, reflect a more complete picture of our performance and help drive improvements that align with resident need. Sources for this vary by service from commissioned surveys to complaints.

#### 1.2 Cross-cutting issues

Directorates were invited this quarter to report cross-organisational issues which may influence service outcomes that lie beyond the direct control of one service or directorate. The strategic nature of CMB is well placed to consider such issues.

#### 1.3 Strategic Risk Management

This quarter, Corporate Performance was cross-checked with Strategic Risk Management to ensure that issues of strategic significance are consistent across the two areas and there are no important gaps.

## 2. Overview of performance issues

### Themes of factors driving performance issues

- **Financial strain**, e.g.:
  - o forecast overspend, Council’s significant pay and non-pay inflationary risks across its third party spend
- **Growth in demand for services and complexity of cases and insufficient supply to meet need / strain on capacity**, e.g.:
  - o Access Islington, Homeless service, adult social care, repairs requests, Looked after Children, SARs, Members Enquiries, complaints, continued need for council tax support, growing SEND in early years provision, CMARAC
- **Challenge meeting resident need**, e.g.:
  - o Access Islington, SEND provision, improved outcomes from social work intervention, Assistive Technology
- **Mental health needs**, e.g.:
  - o Islington has significantly higher levels of mental health need than other London boroughs and England and there are considerable inequalities in mental health within the borough; highest cause of staff sickness absence.
- **Challenges in engagement**, e.g.:
  - o Reduced recycling rates, persistent absence in secondary schools, Progress 8, low library visits, SHINE, vaccination rates below herd immunity levels, drug and alcohol users in treatment, staff training on public health, take-up of childcare bursaries, low take up of World of Work
- **Capacity / staffing issues**, e.g.:
  - o Access Islington, CMARAC, Community Partnerships Team, Assistive Technology Service, (potentially the digital switch in ASC).

### 2.1 Key issues by strategic priority

<b>Children and young people have the best start</b>	
<b>Key issues for Q2</b>	
<ul style="list-style-type: none"> <li>• <b>Early years</b> providers continue to report increasing numbers of <b>children with SEND</b>. The percentage of 2-year-olds registered for the 15-hour entitlement who have SEN has increased from 3.1% in 2018 to 4.1% in 2022. A programme of support and training is in place for schools with 2-year-old provision to raise the confidence, skills and abilities of practitioners and build capacity in the system.</li> </ul>	<i>Fairer Together</i>
<ul style="list-style-type: none"> <li>• <b>Number of contacts at Youth and Play provision overall is down</b> in comparison to same period last year. While some of this is expected (two adventure playgrounds are undergoing rebuilds), the reduced figures suggest <b>data gaps</b> in some provisions.</li> </ul>	<i>Children’s Services</i>
<ul style="list-style-type: none"> <li>• The number of <b>Looked After Children</b>, while down compared to Q1, is <b>still high</b>.</li> </ul>	<i>Children’s Services</i>

<ul style="list-style-type: none"> <li>Percentage of <b>secondary school children who are persistently absent</b> (below 90% attendance) <b>continues to be high</b>. This was above the inner London average for the Autumn &amp; Spring term of 2021/22 academic year.</li> </ul>	<i>Children's Services</i>
<ul style="list-style-type: none"> <li>Provisional <b>Progress 8 figure is below inner London average</b>.</li> </ul>	<i>Children's Services</i>

<b>Everyone has a place to call home</b>	
<b>Key issues for Q2</b>	
<ul style="list-style-type: none"> <li>We continue to see challenges in <b>homelessness</b>. Performance on <b>homeless decisions</b> made in the target time frame has been impacted by a combination of the demand for the service which has increased over the previous quarter and the complexity of the homeless cases presenting that require more detailed and lengthier enquiries. The growth in demand is reflected nationally with a 5.4% increase in statutory homelessness presentations for the quarter.</li> </ul>	<i>Homes and Neighbourhoods</i>
<ul style="list-style-type: none"> <li>Number of <b>homeless preventions</b> in Q2 (199) was slightly below target for the quarter (213), though the half yearly figure of 449 indicates that we are on target to meet the end of year target of 850. However, the following wider factors of concern may impact on homelessness prevention success in future quarters: <ul style="list-style-type: none"> <li>increase in rents in London which will make securing private sector accommodation more challenging</li> <li>corresponding decrease in affordability due to the cost-of-living crisis, energy costs, inflation etc which will impact more acutely on those on low and moderate incomes</li> <li>concerns about the affordability of social housing properties owned by Housing Association</li> <li>a further increase in homeless presentations from September 2022, as initial six-month placements through the Homes for Ukraine scheme end.</li> </ul> </li> </ul>	<i>Homes and Neighbourhoods</i>
<ul style="list-style-type: none"> <li>The service has begun to receive reports from neighbouring boroughs of <b>homeless approaches</b> by households who are being evicted or may be shortly due to the unaffordability of private sector accommodation. Though this is yet to materialise in Islington, we are anticipating this eventuality and remain concerned about how this may be mitigated when the energy price cap increases on 1 October 2022.</li> </ul>	<i>Homes and Neighbourhoods</i>
<ul style="list-style-type: none"> <li>The <b>lettings</b> target is below target by 1% due in part to the lack of new build completions in Q2. 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</li> </ul>	<i>Homes and Neighbourhoods</i>

<p>transfer. It will be challenging to achieve the lettings target for two reasons:</p> <ul style="list-style-type: none"> <li>• 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 have to increase from 36% to 46% which will impact on lettings to those transferring and those on the general waiting list.</li> <li>• Secondly, the overall yearly reduction in the number of social housing properties available to let.</li> </ul>	
<ul style="list-style-type: none"> <li>• There has been an increase in <b>housing repairs complaints</b> from 2% of interactions to 3%. It is thought that this is due to delays caused by the increase in emergency works (resources dragged from planned work to meet demand) and poor service from the repairs call centre.</li> </ul>	<i>Homes and Neighbourhoods</i>

<b>Local Jobs and businesses in a thriving local economy</b>	
<b>Key issues for Q2</b>	
<ul style="list-style-type: none"> <li>• Take up of <b>Childcare Bursaries</b> is lower than anticipated – just over £30,000 allocated from April to September 2022, against an increased annual budget of £160,000. We’re undertaking a review to identify any issues or barriers to the scheme, and how we can get the message out to those parents who most need support but don’t access our normal comms channels.</li> </ul>	<i>Community Wealth Building</i>
<ul style="list-style-type: none"> <li>• Given the current economic climate, we are unlikely to meet the target to reduce the number of residents claiming <b>Council Tax Support</b> (though there is a longer-term downward trend). The immediate priority is to do all we can to support struggling households, including helping them to claim CTS where eligible.</li> </ul>	<i>Community Wealth Building</i>
<ul style="list-style-type: none"> <li>• The number of new businesses offering <b>World of Work</b> opportunities is well below target – 9 new businesses have signed up in the first six months of the year against a profiled target of 20. The low performance in q2 coincides with the summer holiday period when there is very little activity.</li> </ul>	<i>Community Wealth Building</i>
<ul style="list-style-type: none"> <li>• The Council is facing significant <b>pay and non-pay inflationary risks</b> across its <b>third party spend</b>. Commissioning &amp; Procurement Board is now functioning as both gatekeeper and enabler in support of contract inflation risks.</li> </ul>	<i>Community Wealth Building</i>
<ul style="list-style-type: none"> <li>• Significant delays to the <b>Local Plan adoption</b> due to an issue with identifying sites for Gypsy and Traveller pitches. The timeline for adoption of the new Plan has moved from Autumn ‘22 to Summer ‘23.</li> </ul>	<i>Community Wealth Building</i>
<ul style="list-style-type: none"> <li>• Unique household <b>SHINE referrals</b> across Q1 and Q2 are now 32% below the profiled half year target due to the surge in Q1 demand arising from promotion of Council tax rebate and Q2 delays in the mailouts due to redesigned for the Cost-of-Living campaign.</li> </ul>	<i>Environment</i>

<ul style="list-style-type: none"> <li>Number of <b>library visits remains lower</b> than profiled targets for the quarters.</li> </ul>	<i>Children's Services</i>
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<b>Cleaner, greener, healthier borough</b>	
<b>Key issues for Q2</b>	
<ul style="list-style-type: none"> <li>The 21/22 <b>recycling rate</b> came in at 30.1%, with Q1 22/23 level at 30.0% (22/23 target: 33%). The 21/22 outturn is slightly down on the 20/21 rate of 31.3% and our Inner London benchmarked position slipped from 4th to 5th of the 13 comparison boroughs. Eight of these 13 Inner London boroughs also experienced a reduction in recycling levels from 20/21 to 21/22 and only two of the seven NLWA boroughs saw an increase. Our increased 21/22 residual waste per household figure of 367.5kg has also slipped us to 5th across all London boroughs.</li> </ul>	<i>Environment</i>
<ul style="list-style-type: none"> <li><b>Electric Vehicle Charging Point</b> numbers now at 396 but 22/23 programme has slipped from +40 in Q3 (target: 500 in Q4), due to technical suitability issues after site assessments.</li> </ul>	<i>Environment</i>
<ul style="list-style-type: none"> <li><b>Principal Roads survey data (% not in need of maintenance)</b> show drop from 93% in 18/19 to 91% in 21/22. Likely to remain in fourth London quartile.</li> </ul>	<i>Environment</i>
<ul style="list-style-type: none"> <li>During the pandemic, Adult Social services saw <b>an increase in demand, safeguarding concerns and admissions to care homes</b>. Since then, focused improvement work on the front door, including a new design and training, has enabled us to deal with the increase in demand and the actual figures for residents we support with long term packages of care hasn't increased at the same rate. Early intervention and support is enabling people to remain independent.</li> </ul>	<i>Adult Social Care</i>
<ul style="list-style-type: none"> <li>The CareNotes <b>data entry system</b> that The Camden and Islington Mental Health Trust use was subject to a <b>national cyber hack</b> in Q2 (August) and is no longer available. The Trust, the safeguarding hub and Islington Council are working together to ensure that practice continues and alternative methods are put in place.</li> </ul>	<i>Adult Social Care</i>
<ul style="list-style-type: none"> <li>A consequence of record referral numbers coming through to the <b>Assistive Technology service</b> is the development of a waiting list of approx. 203, compounded by a global shortage in chips which supply our technologies and capacity of the AT Team. The AT Team is in frequent contact with our provider. All urgent referrals and hospital discharges are being responded to appropriately.</li> </ul>	<i>Adult Social Care</i>
<ul style="list-style-type: none"> <li>Due to be completed by 2025, the <b>digital switch</b> needs to be factored into future thinking and governance. Approx. 900 alarms need changing which is a substantial number of our current offer. Department of Health are putting together guidance on managing the switch. Islington Digital Services have been prompted of the switch to ensure it is factored into their planning, but due to the</li> </ul>	<i>Adult Social Care</i>

potential risk to residents this needs to be raised at appropriate boards in ASC.	
<ul style="list-style-type: none"> <li>• <b>Vaccination coverage DTaP/IPV/Hib3 at age 12 months:</b> levels are now above pre-pandemic levels but remain well below ‘herd immunity’ levels of 95% necessary to protect the whole population from the infection risks.</li> </ul>	<i>Public Health</i>
<ul style="list-style-type: none"> <li>• <b>Population vaccination coverage MMR2 (Age 5):</b> Catch-up for this cohort of children may prove a challenge, as they started school during the pandemic. Parents tend to see early childhood vaccinations as less relevant once their child is of school age.</li> </ul>	<i>Public Health</i>
<ul style="list-style-type: none"> <li>• <b>Percentage of drug and alcohol users in drug treatment who successfully complete treatment and do not re-present within 6 months:</b> Performance of both indicators dropped from Q4 last year. Commissioners have reviewed with the service provider. A principal focus is doing more to prepare people who have been in treatment for some time and approaching planned discharge from the service to successfully remain drug and/or alcohol free.</li> </ul>	<i>Public Health</i>
<ul style="list-style-type: none"> <li>• <b>Islington has significantly higher levels of mental health need</b> than other London boroughs and England and there are considerable inequalities in mental health within the borough.</li> </ul>	<i>Public Health</i>
<ul style="list-style-type: none"> <li>• <b>Number of people receiving mental health awareness training</b> is below target. The training provider, Rethink, has planned course delivery to move towards pre-pandemic levels of participation.</li> </ul>	<i>Public Health</i>
<ul style="list-style-type: none"> <li>• <b>The number of staff and volunteers completing Make Every Contact Count training</b> in Q1 (56) was below the quarterly target (75).</li> </ul>	<i>Public Health</i>

<b>Communities feel safe, connected and inclusive</b>	
<b>Key issues for Q2</b>	
<ul style="list-style-type: none"> <li>• There is a strong link between <b>employment</b> 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, we know that adults with <b>learning disabilities</b> experience inequalities when seeking to enter the job market.</li> </ul>	<i>Adult Social Care</i>
<ul style="list-style-type: none"> <li>• <b>Community Risk MARAC:</b> There is an annual target of 36 cases to be exited through CMARAC and have reached 75% of the target already. With only one dedicated officer to the work, current staffing levels are proving very difficult to further improve the service, as staff time is taken up trying to keep on top of the huge numbers of referrals.</li> </ul>	<i>Homes and Neighbourhoods</i>
<ul style="list-style-type: none"> <li>• Capacity issues in the new <b>Community Partnerships Team</b> whilst vacant positions are filled. Will take some time to embed new ways of working</li> </ul>	<i>Fairer Together</i>

<b>Team Islington / Organisational Health</b>	
<b>Key issues for Q2</b>	
<ul style="list-style-type: none"> <li>• <b>Q2 forecast</b> net overspend of £2.7m</li> </ul>	<i>Resources</i>
<ul style="list-style-type: none"> <li>• <b>Access Islington:</b> 5% fewer calls were received in Q2 than Q1; 16% fewer calls were answered in Q2 than Q1; 67% of calls were answered in Q2, down from 75% in Q1. Online transactions increased by 29% this Q on last.</li> <li>• <b>Access Islington</b> continues to experience ongoing challenges in answering telephone calls and online transactions, with increases due to intermittent performance of online systems and various back-office activities creating extra demand on our frontline services to residents prompting intense periods of calls. The WhatsApp group including DST and Access Islington helps some of these issues to be quickly resolved.</li> <li>• <b>Access Islington</b> call demand is impacted by staff sickness and call drivers from other services from various resident campaigns and backlogs.</li> </ul>	<i>Fairer Together</i>
<ul style="list-style-type: none"> <li>• % <b>SARS</b> completed within target (70% vs 90% ICO target)</li> </ul>	<i>Resources</i>
<ul style="list-style-type: none"> <li>• <b>Members' Enquiries</b> (Exec members and scrutiny chairs) completed within target (42% vs 90% target)</li> </ul>	<i>Resources</i>
<ul style="list-style-type: none"> <li>• <b>Sickness absence</b> in Q2 is higher than annual average figures for 2020/21 and 2021/22 (7.4 and 8.0 days) and higher than target (7.5), although it did improve this quarter on last. Just two directorates' levels of sickness absence are above the CIPD average days figure (Fairer Together and Environment). The main causes of sickness absence continue to be mental health related (with stress and anxiety the two most common mental health reasons given for sickness).</li> </ul>	<i>Resources</i>

## 2.2 Resident View

### Let's Talk Islington

Let's Talk Islington engaged over 6,000 residents to understand how inequality impacts their lives and their hopes and aspirations for the future. The final report was published this quarter, revealing the following high-level findings:

- **Perceptions of inequality** within and beyond Islington were widespread. Adults predominantly spoke about **disparities in income and wealth** affecting opportunities and services.
- **Housing and safety** were top priorities across gender, ethnic groups and disability status. Residents highlighted the interconnections across priority areas and importance of joined up work.

Residents raised a wide range of other issues affecting their lives including their:

- Pride in Islington's **inclusiveness and diversity**, although some raised concerns about **divisions and exclusion**
- Concern that Islington is increasingly **unaffordable**
- Desire for more **meaningful dialogue, engagement** and action and more **responsive council services**, and frustration that they do **not feel like they are being heard, particularly those opposed to low traffic neighbourhoods**
- Concerns and aspirations related to **health and wellbeing, employment** and **education**, although these themes were raised less often.

### Resident view – themes

Common themes in resident feedback received across the organisation:

- **Staff behaviour / attitude / conduct / customer service**
  - o Eg, libraries, repairs call centre, delays in responding or processing requests
- A **need to listen** better both actively to residents in service delivery and more generally in understanding resident perspectives
  - o Eg Let's Talk feedback
- **Range of service provided not meeting needs** or expectations
  - o E.g., perceived lack of responsiveness and efficiency from the council, call answering

### Focus going forward for Let's Talk Islington:

- 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
- A **launch event** for the report from our Inequality Taskforce as well as an Exhibition at Candid Arts Centre showcasing all the wonderful resident contributions and creative engagement carried out through Let's Talk Islington.
- Development of our **wider approach to participation** and engagement building on learning from LTI to continue the dialogue with our community and realise our ambition of being a community powered council
- Development of our motion to be a **right to food borough**
- Development of a Fairer Together **early intervention and prevention strategy**.

### 3. Performance narratives by Strategic Priority

#### Contents (hyperlinked)

**CHILDREN AND YOUNG PEOPLE HAVE THE BEST START**  
**EVERYONE HAS A PLACE TO CALL HOME**

*Children's services / Fairer Together*

*Homes and Neighbourhoods*

**LOCAL ECONOMY AND BUSINESSES IN A THRIVING LOCAL ECONOMY**

*Community Wealth Building / Children's Services / Environment*

**CLEANER, GREENER, HEALTHIER BOROUGH**

*Environment / Public Health / Adult Social Care / Fairer Together*

**COMMUNITIES FEEL SAFE, CONNECTED AND INCLUSIVE**

*Homes and Neighbourhoods / Adult Social Care*

**TEAM ISLINGTON / ORGANISATIONAL HEALTH**

*Resources / Fairer Together*

#### **CHILDREN AND YOUNG PEOPLE HAVE THE BEST START**

*(Children's Services and Fairer Together)*

##### **Corporate objectives:**

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

##### **Recent successes:**

- Q2 saw a further increase in the number of children aged 0-4 registered with **Bright Start**, a figure which dropped during Covid when contacts and opportunities for registering new families were severely impacted. This is now at 70%. There was an 8.6% increase in the number of under 1s registered with Bright Start from Q1 to Q2. *(Fairer Together)*

- Short films have been produced with parents/carers sharing their positive experiences of taking up a **free early education entitlement** place for their child. The films are in English, Turkish and Somali and will be promoted by our parent champions.
- Number of **participants at Youth and Play provision (5-12 year olds) was higher** than the same period last year suggesting that more children attending adventure playgrounds are doing so regularly and so are likely to be benefiting from consistent support from skilled play workers. This in turn is a key part of the council's early identification process to spot problems early. Participants are those that have five or more contacts at the same provision within a year.
- On 11<sup>th</sup> October 2022 **Ofsted** announced a focused visit under the **Inspection of Local Authority Children's Services**. The area of **focus was care experienced young people aged 16-25 years old**. Inspectors met with practitioners to discuss their young people, spoke to young people and randomly sampled cases where young people were in custody, lived out of borough, were parents, had been exploited or had a disability. The Inspectors commented on Islington's exceptional practice with care experienced young people:
  - Care experienced young people benefit from highly committed and driven leaders at all levels.
  - Exceptional and aspirational corporate and operational leaders work together to listen to care experienced young people, to understand their world and to act on their views. A stable leadership team and an ambitious vision driven by the chief executive officer (CEO) and the lead member for children are key factors in their success.
  - Islington's motivational practice model ensures that all staff and many partner agencies provide trauma-informed assessments. Young people's advisers (YPAs) and social workers work conscientiously, listening to care experienced children and building nurturing and valuable relationships with them. Consequently, practitioners understand young people's complex early experiences and tailor their interventions accordingly, leading to better outcomes for most young people
  - Islington provides timely care for all unaccompanied children that are found within the local authority boundaries. Children's safety is treated as a priority and they are provided with the same quality of support as all care experienced children.
  - Effective proactive joint work by Young Islington's youth services, the police and other partners is reducing the criminalisation of care experienced children.
  - A rigorous, strengths-based performance and quality assurance audit framework, augmented by a culture of professional accountability and respectful challenge, ensures that leaders have a comprehensive knowledge about the quality of work with care experienced children.
  - Children's experiences are well understood, and there is a clear understanding that young people understand their plans.
  - There is a strong, collaborative culture of learning and support, the child(rens) voice is central to this

- The young people were ‘effusive’ about Independent Futures, and the local offer from Islington. The young people spoken to were appreciative of, and valued the relationships with Independent Futures workers, who are ‘responsive and provide help when it is needed most’.
- The House Project has made a tangible difference to the young people’s lives
- Care leavers receive exceptional support from the virtual school’s headteacher and the advisory and progression teachers, leading to purposeful work, education and training.
- Staff know their care experienced children and young people very well, and movingly described the exemplary work that they consistently undertake.
- Remaining on track to deliver the full number of outcomes for the **Supporting Families Programme** for the year (*Fairer Together*)
- **Data Sharing Agreement** signed by **met police** and the council to allow sharing of data for the programme allowing better identification of needs and support to families (*Fairer Together*).
- Percentage of **primary school children who are persistently absent** (below 90% attendance) in the Autumn & Spring term of 2021/22 academic year was below the inner London average.
- Number of **first-time entrants into the Youth Justice System** in Q2 was better than same period last year.
- % of **repeat offenders** was at 8% which is a record low for Islington.

### Key Issues

- **Early years providers** continue to report increasing numbers of **children with SEND**. The percentage of 2-year-olds registered for the 15-hour entitlement who have SEN has increased from 3.1% in 2018 to 4.1% in 2022. A programme of support and training is in place for schools with 2 year old provision in order to raise the confidence, skills and abilities of practitioners and build capacity in the system. (*Fairer Together*)
- Number of contacts at **Youth and Play provision overall is down** in comparison to same period last year. While some of this is expected, particularly in the 5-12 age range due to two adventure playgrounds undergoing rebuilds, the reduced figures suggest data gaps in some provisions.
- The number of **Looked After Children**, while down compared to Q1, is still high.
- Operationalising **police data sharing agreement** – although there is a Data Sharing Agreement signed up to by LBI and the Met Police as a whole, we have only been given contacts for children’s safeguarding data, whereas Supporting Families requires information about all offenders, including adults. The arrangements must be in place by 2023/24 (*Fairer Together*).
- Percentage of **secondary school children who are persistently absent** (below 90% attendance) continues to be high. For the Autumn & Spring term of 2021/22 academic year, percentage of persistent absentees in Islington secondary schools was above the inner London average.
- Provisional **Progress 8 figure** is below inner London average.

- No youth offending issues in quarter 2. However, there will be revised key performance indicators (KPI) for YJS which will be introduced in England from 2023.

### Focus going forward

- Formal sign up for the **Family Hubs** and **Start for Life programme** is complete. Our detailed delivery plan is due in December with the first family hub to be opened in the first half of 2023. Plans agreed for use of year 1 funding for Start for Life services for the conception - 2 phase. (*Fairer Together*)
- The **capital rebuild** at MLK Adventure Playground is due to be completed in January and Cornwallis later in the year and the service should start seeing the number of contacts increase in the 5-12 year age group.
- There is evidence from other Youth and Play providers, whose data is complete, that young people are coming into youth provision in increased numbers this year. Commissioners will **continue to address data** recording with providers.
- The number of **children Looked After** has reduced by 20 since Q1. Intensive work is taking place in the following areas:
  - Prevent children becoming Looked After by Service Director agreement being needed for all cases except an emergency. Average per month for first 6 months is 13.8, compared to 17.3 last year
  - Prevent adolescents at risk of exploitation becoming Looked After by intensively wrapping round them within the community- ASIP- 75% success rate over 18 months
  - Reunification Project implemented- 14 children Looked After returning home to birth parents
  - Children Looked After being discharged from care to family members- 18 children.
- Delivery plan and set up of **Family Hubs** (*Fairer Together*)
- Delivery of Winter Lunch Bunch (**holiday activities and food programme**) (*Fairer Together*).
- The increase in **persistent absenteeism** compared to 2020/21 Autumn and Spring terms, during which schools were closed for a period of 12 weeks to all but vulnerable children and absence was not recorded, was expected. This increase in the figures could also be seen in inner London and nationally. Three of our secondary schools currently have persistent absence of above 30%, which is considerably higher than inner London and national rates. Targeted support and challenge are being offered to those schools.
- There will be a **focus on Maths and Science outcomes** in two of the three schools low P8 scores, with additional support provided by specialist consultants working with staff and middle leaders to strengthen the subject knowledge of staff, identify gaps in student learning and share the best practice from those schools achieving better than expected outcomes in targeted subjects including Maths and Science. It is expected that improved outcomes in 2023 will reflect the impact of this work.
- Pupil Services are currently **recruiting locally for a new Elective Home Education Adviser** post following retirement; the post has been increased from 1.5. to 3 days per

week to reflect increased numbers and provides an opportunity to refocus our approach to supporting electively home educated children and their families.

- There are 10 **new KPIs for Youth Justice Service**. The MoJ plan to review how these are working after the first two data returns have been submitted and analysed, and will continue to engage with local authorities to ensure the views are considered as part of this process. The service will be preparing for the introduction of the new KPIs. The indicators currently used such as FTE and reoffending rates and children in custody will continue to be reported.

### **Resident view**

18 **complaints** were received for Children's Social Care, of which 1 was upheld and 6 were partially upheld. Of the complaints upheld and partially upheld – 5 were in relation to staff behaviour /attitude, 1 was about the quality/lack of care provided by the foster carer to the service user and 1 in relation to the lack of communication. The general theme is that we need to actively listen when dealing with parents of our service users (residents) and in the cases above the learning found was that:

- the importance of ensuring enough time is set aside to spend with parents on assessments is essential
- need to communicate changes etc with a parent despite being told that they don't want the updates
- parents must be consulted before children are sent on holiday with their carers
- Social Workers to alert parents of safeguarding concerns regarding their child immediately unless it's a risk to the CLA placement or child's safety.

14 unsolicited **compliments** were received from parents (residents), foster carers, partner agencies, including a Deputy District Judge, doctor, a college Designated Safeguarding Lead and Lead Learning Assistant, for across the service showing appreciation of the services provided - from Workforce Development, CIN – CSCT, CIN, Hornsey, Lough Road, Family Support and Reviewing Team, Fostering, CLA1 and our IRO service.

The **care experienced young people** who inspectors met during the OFSTED focused visit, were 'effusive' about Independent Futures, and the local offer from Islington. The young people spoken to were appreciative of, and valued the relationships with Independent Futures workers, who are 'responsive and provide help when it is needed most'.

**Pupil Services** received eight complaints all which related to Education, Health and Care Plans (EHCP). Three of these complaints were upheld or partially upheld which recognised that we had failed to follow a provision in an EHCP or that all parts had been completed. In the same reporting period last year, Pupil Services received six complaints. This small increase in the number of complaints suggests growing dissatisfaction with SEND provision.

Practice Week May 2022 Feedback

- **Children with poor attendance** - What is encouraging is the positive feedback that joint working has a positive influence on improving school attendance. Parents and

teachers had a shared understanding of the issues, and the reason for social work involvement and this helped improve attendance. This information is a positive demonstration of how collaborative and joint working is beneficial for children and their educational attainment and falls in line with all guidance, child protection and multi-agency work with children and families.

- **Parental Feedback of parents whose children have been subject to care proceedings**  
- The relational practice continues to come up strongly with 77% of parents agreeing the relationship between their child's social workers and them is respectful, this is considered high given the nature of the children audited. When asked if they agreed proceedings improved things, 33% agreed, 44% did not agree, 23% did not respond or give a view on that question. In 89% parents agreed with the social worker what needed to change, 11% partially agreed and no parent disagreed. 45% understood why their child needed a social worker but 45% did not and 10% did not respond. Although there are good relationships between social workers and families, families are not always in agreement that entering proceedings had changed things for the better or really understood the need for a social work intervention.

## 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

- **77 affordable new homes completed by the council** (social rented or shared ownership) so far this year, comparing well to the annual figures of 2021/22 (10) and 2020/21 (53).
- **Rough sleeping** count is down this quarter, in contrast to London overall where Q2 rough sleeping numbers have gone up by 25%. Additionally, Q2 figures were 35% lower than those reported in Q1.
- **Shelter** is currently conducting a **Mystery Shopping exercise** to measure the quality of our services to people approaching the council as homeless and in housing need.
- Number of **people in temporary accommodation** is 7% below the national trend, which in contrast increased by 15.1%. Islington's temporary accommodation figures have therefore bucked the national trend steady trend. Q2 DLUHC results are yet to be published. However, in contrast to other London boroughs in the North London sub-region, Islington has the second lowest number of households in temporary accommodation.
- **Housing repairs.** Job numbers have gone up (emergency repairs up 40% routine repairs up 20%), but the rate of first-time repairs has been maintained. Drivers for increased number of repairs include: residents are using their homes more e.g., working

from home, we have insourced 4,000 properties from PFI2 and more extreme weather events this year particularly heavy rainfall and high heat.

- The council has produced a **Private Rented Sector Charter** to improve the council's work within the Private Rented Sector and to help empower our residents.

### Key issues

- We continue to see **challenges in homelessness**. Performance impacting **homeless decisions** made in the target time frame has been impacted by a combination of the demand for the service which has increased over the previous quarter and the complexity of the homeless cases presenting that require more detailed and lengthier enquiries. The amplification in demand has been reflected nationally that has seen an increase of 5.4% in statutory homelessness presentations for the same quarter. The mitigating actions that are underway include increasing the officer target for decision reached and provision of targeted overtime for high-performing officers to reach decision within the target time frame. There is an annual target of 90%.
- Number of **homeless preventions** in Q2 (199) was slightly below target for the quarter (213), though the half yearly figure of 449 indicates that we are on target to meet the end of year target of 850. However, there are wider factors of concern that may impact on homelessness prevention success in future quarters. These encompass:
  - increase in rents in London which will make securing private sector accommodation more challenging
  - corresponding decrease in affordability due to the cost-of-living crisis, energy costs, inflation etc which will impact more acutely on those on low and moderate incomes
  - concerns about the affordability of social housing properties owned by Housing Association
  - a further increase in homeless presentations from September 2022, as initial six-month placements through the Homes for Ukraine scheme end.
- The service has begun to receive reports from neighbouring boroughs of **homeless approaches** by households who are being evicted or may be shortly due to the unaffordability of private sector accommodation. Though this is yet to materialise in Islington, we are anticipating this eventuality and consequently remain concerned about how this may be mitigated when the energy price cap increases on 1 October 2022.
- The **lettings** target is below target by 1% due in part to the lack new build completions in Q2. 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. It will be challenging to achieve the lettings target 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 have to increase from 36% to 46% which will impact on lettings to those transferring and those on the general waiting list.

- Secondly, the overall yearly reduction in the number of social housing properties available to let.

### Focus going forward

- A **Property Services Improvement Board and Plan** has been established to improve the quality of our services to residents. The council is appointing an external agency to act as a critical friend to ensure our services to residents show substantial improvements.
- Appointment of **Housing Quality Network** to act as a critical friend in preparation for the new regulations coming into force.
- Continuing to manage the number of **households in nightly booked temporary accommodation** by:
  - Increasing the number of social housing lettings to statutory homeless cases
  - Implementing a revised Housing Allocation Scheme, subject to consultation as well as the Private Rented discharge policy post approval to discharge the council's homelessness duties.
  - 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 to expedite the cessation of temporary accommodation
- Increasing the number of **homelessness decisions** made within the 56-day period.
- Managing the number of **people sleeping rough**:
  - Increase to 4 x outreach shifts per week
  - Continuing with the 1-bedroom and 2-bedroom Ex Right to Buy property 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
- Expediting **lettings for new build** properties as soon as developments have been completed.

#### Resident view

There has been an increase in **housing repairs complaints** from 2% of interactions to 3%. It is thought that this is due to delays caused by the increase in emergency works (resources dragged from planned work to meet demand) and poor service from the repairs call centre.

## LOCAL ECONOMY AND BUSINESSES IN A THRIVING LOCAL ECONOMY

*(Community Wealth Building, Children's Services and Environment)*

### Corporate objectives:

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

### Recent successes

- **1,443 unemployed residents supported into paid work** in the first six months of this year – well on track to meet the target of 2,000 for 2022/23
- **128 residents supported into apprenticeships** – 51 council apprenticeships and 77 with external employers – already exceeding the total number of apprenticeship starts we achieved in 2021/22. We particularly want to promote the recruitment of external apprentices and the provision of work experience placements for schools, young people, adults, those from our priority groups as means to build skills and pathways into work
- Number of **residents engaging with community activities** [in libraries] is high and above the profiled target. (*Children's Services*)
- Over £2.5m pa secured in **additional benefits for low-income households** as a result of targeted, data-led work by our IMAX team. In real terms, this means crucial additional money for some of our most vulnerable households including older people, disabled people and carers. This includes phase 3 Pension Credit take-up campaign starting.
- The **Resident Support Scheme (RSS) Board** has agreed to double the value of RSS crisis vouchers for food and fuel to provide increased support for the remainder of 22/23 for those most impacted by the cost of living crisis.
- **Household Support Fund 2** fully distributed to help residents with cost of living issues. £2.2m distributed between April 22 to September 22, this is in addition to £2.2m distributed in HSF1.
- Over £781,000 in **social value** delivered through our **Affordable Workspace programme**, well above the target of £500,000 for quarter 2.
- £17.2m **COVID-19 Additional Relief Fund (CARF)** fully allocated to support local businesses. In September, the Council agreed to use unspent grant to provide further support to businesses struggling with the rising cost of living. The full £17.2m was distributed before the deadline, with around 1,370 businesses receiving a CARF grant with an average award of over £12,000
- Delivery of a series of workshops across the council to redesign the **operating model for commissioning**, procurement and ongoing contract management. An improved model

will strengthen our ability to identify and deliver social value and value for money opportunities through our contracts

- Baseline data on **spend with local suppliers** is now available and realistic provisional targets have been set which help us to deliver the Council's 7 year Progressive Procurement Strategy 2020/27.
- Establishing an **Anchor Institution Network** associated with procurement including all the key anchor institutions across borough.
- In July 2022, we published our first **Social Value Impact Report** – the report is the first in the country to measure the social value impact of an affordable workspace programme. During the period April 2020 to April 2022, our four affordable workspaces delivered over £1.2m in social value.
- Our **Planning service** continues to exceed targets to dealing with all categories of planning applications – Majors, Minors and Others
- £4.3m in **CIL / S106 contributions** was received in the first six months of 2022/23, and a further £8m secured or negotiated

### Key Issues

- In previous quarters, we reported challenges in meeting targets around **supporting parents into work**, partly due to partners not collecting data on the ages of children. Proactive work is underway to encourage partners to improve their data collection. Though early days, Q2 data shows we are back on track, but we will continue to push for improved data collection. A new outreach worker based in children's settings will enable us to engage parents and link them into our employment support offer
- Number of **library visits** remains lower than profiled targets for the quarters. (*Children's Services*)
- Take up of **Childcare Bursaries** is lower than anticipated – just over £30,000 allocated from April to September 2022, against an increased annual budget of £160,000. We're undertaking a review to identify any issues or barriers to the scheme, and how we can get the message out to those parents who most need support but don't access our normal comms channels. This will include proactive promotion through services already out in the community such as our ACL learning centres and our new outreach workers.
- Given the current economic climate, we are unlikely to meet the target to reduce the number of residents claiming **Council Tax Support** (though there is a longer-term downward trend). The immediate priority is to do all we can to support struggling households, including helping them to claim CTS where they are eligible. And CTS claimants are also eligible for key government grants such as Household Support Fund.
- Unique household **SHINE referrals** across Q1 and Q2 are now 32% below the profiled half year target due to the surge in Q1 demand arising from promotion of Council tax rebate and Q2 delays in the service promotion mailouts as needing to be redesigned to complement the Cost-of-Living campaign. However, the mailouts are now in full swing with 15,000 residents having been reached as at the end of October. The phone lines are

extremely busy and referrals are rising steeply, and the service is confident that the end of year targets will be achieved. (*Environment*)

- The number of new businesses offering **World of Work** opportunities is well below target – 9 new businesses have signed up in the first six months of the year against a profiled target of 20. The low performance in quarter 2 reflects the fact that this coincides with the summer holiday period when there is very little activity. However, we anticipate a significant increase over the coming months in response to targeted business engagement underway to attract growth sector organisations onto the menu – with a particular focus on the creative industries and green skills. There are also several new opportunities emerging through social value agreements with partners such as Marlborough Highways, the three new community broadband providers and Finsbury Park Leisure Centre development.
- The Council is facing significant **pay and non-pay inflationary risks across its third party spend**. Commissioning & Procurement Board is now functioning as both gatekeeper and enabler in support of contract inflation risks
- Significant delays to the **Local Plan adoption** due to an issue with identifying sites for Gypsy and Traveller pitches. The timeline for adoption of the new Plan has moved from Autumn 2022 to Summer 2023.

### **Focus going forward**

- Implementing recommendations from LMU **research into specific barriers to work** for different Black and Minority Ethnic communities, and completing newly commissioned research, also through LMU, into different barriers and support needs for those with a disability or long-term health condition. This research will help us fine tune our offer to really meet the needs of those facing the greatest challenges.
- Work with partners through the **Anchor Institution Network** to increase the proportion of local workers, and diversity at all levels across our combined workforce
- Completing a strategic review of **Adult Community Learning** and an appraisal of options to establish an apprenticeship academy, and agreeing a way forward
- Promote **library service** – strengthening contacts with community partners such as schools, community centres etc. Aim to rebuild library visitor figures to pre pandemic levels and above. (*Children's Services*)
- Further analysis e.g. through the Low Income Family Tracker database, to identify those **households most impacted by the cost-of-living crisis** and target relevant support. This includes work with Public Health to identify those households with council debt (council tax, rent arrears) who are struggling financially.
- Ongoing delivery of round 3 of the **Pension Credit Take Up** campaign and the campaign to promote take up of Disability Benefits – both using data to identify households eligible but not claiming key benefits
- **SHINE** has partnered with Health and Social Care to send promotional letters to Islington residents that have known health vulnerabilities to encourage them to contact SHINE for

support and register for the priority service register. Additionally, in January a further 6000 residents that have previously been in contact with SHINE but haven't this year will receive a letter offering additional support. (*Environment*)

- The **SHINE** main focus at the moment is to ensure that we are getting the maximum amount of debt written off for Islington residents as possible. (*Environment*)
- Further development and expansion of the **Affordable Workspaces** programme
- A new sub-group of the **Anchor Institution Network** is exploring what we can do collectively to further promote and support local businesses, e.g. through our supply chains.
- Finalising and implementing the **new target operating model**, including supporting staff to embed new ways of working.
- Procurement of a **new Contracts Register / Contract Management System** to enable easier access, analysis and tracking of contracts with third party suppliers – including ensuring they deliver their social value commitments
- Developing tangible outputs from the **Anchor Institution** workstream
- Approval and adoption of new **Local Plan** (Summer 2023) and development of **Net Zero Carbon SPD** (Spring 2024)
- Implement the **new IT system for Planning**, which will improve and streamline the process for residents / clients, and reduce the amount of paperwork and administrative work required
- Further expansion of the **Affordable Workspace Programme**.

#### **Resident view**

- Our **Adult and Community Learning** service delivered the Essential Digital Skills Qualification to residents and Libraries staff with identified training needs in digital skills - 23 Staff and 18 residents took part in the programme, and feedback has been positive. The service contributed towards welcoming and integrating refugees within the borough. Through the supporting **Afghan refugees programme**, ACL supported 27 number of learners with English language provision. In addition, with the arrival of Ukrainian refugees, the service delivered bespoke fast-track Functional Skills courses to 12 learners, enabling them to enhance their opportunities for next steps.
- In the reporting period, **libraries** received 12 individual complaints of which nine were upheld. Common themes related to staff conduct across different libraries and the quality and reliability of computers available. Libraries have recognised the issue with computers and are in the process of upgrading all PCs to the latest version of Windows 10.
- **Libraries & Culture service** have had a large amount of positive feedback from Library users about the Summer Reading challenge and as well as our holiday activities programme including:
  - “I really want to thank the library staff for being so kind and inspiring my son to get into reading this summer. My son was so motivated to join the challenge when he saw the pictures of the gadgeteers in the library and was immediately interested in finding out about the Summer Reading Challenge. He has been reading in any spare moment. He is now a complete book worm

and reading a bigger range of books. We cannot wait to find out what his new teacher makes of the transformation that he has undergone over the summer” - Parent using Cat and Mouse Library

- “My child is still very young (aged 3) but with this reading challenge I used it to get him closer to books. He is still unable to read but likes opening books and telling a story from the pictures. I think it’s a great campaign to get more children and their parents to use local libraries and enjoy reading” - Parent using Lewis Carroll Library
- “We made masks and all equipment was provided which was helpful. I’ll be coming back every day of half term as it helps keep my baby stimulated in a different way to our current routine” - Parent attending half term event at West Library.
- **IMAX and RSS** officers have been getting out into the community - attending ward partnerships and VCS events - to provide advice and support to residents struggling with the rising cost of living. IMAX case studies demonstrate the impact the work is having. Examples include a client receiving backdated £25,000 Severe Disability Premium (backdated to 2013). And another client who received £17,000 in backdated money for Disability and Carer element and an extra £580 per month in her Universal Credit (nearly £7000 extra per year).
- Examples of how the **social value** delivered benefits Islington residents include: recruitment of a local resident as Community Manager (Town Square), 13 residents completing Level 1 Stitching and Level 2 Pattern Cutting (Fashion Enter), digital support and training through Funders and Coding project with a further 10 starters in September (Outlandish) and supporting 2 Islington residents into employment through the Creative Start programme (both BAME, one has a disability) (Better Space).
- Organisations bidding for **council contracts** are required to include **social value** commitments and these hold a weighting of 20% of the overall scoring/evaluation. In a contract recently awarded by our Housing Repairs Service for Drainage Works, the provider has agreed to a wide range of social value commitments including:
  - **Employing local people:** commit to making 2 Labourer or Engineer positions available to local residents from Year-1
  - **Apprenticeships:** operate a paid 3-year apprenticeship with a mix of onsite and college attendance being to Level-3 Plumbing with qualification training programme at CONEL College or City & Islington Colleges
  - **Local school visits:** schedule 6 different visits over the first 3-years to local secondary schools, being attended by a Manager and Engineer, to deliver safety and working environment demonstrations, to encourage interest in these services
  - **Career support:** Managing Director and Office Administrator will schedule local sessions to an audience of 6 young people each, to cover relevant elements career advice, guidance, mentoring and real-life examples

- **Work placements:** make available unpaid work experience opportunities to students within Islington – minimum of 2 opportunities pa, each for 1 week
- **Local Supply Chain:** maximise local supply chain for this contract and include suppliers that we already have existing and active accounts for on our current Islington contract. Based on current estimate, local material usage value at approximately 15%
- **Local Community Projects:** engage with Islington’s Community Team to agree suitable allocation of funding/contribution to recognised Community Groups
- **Volunteering:** allow a minimum of 5 days from our workforce to be available for tailored community works
- We have secured 850 new **genuinely affordable homes** for residents through **planning consents** for the Holloway and Barnsbury schemes (awarded in Q3).

## CLEANER, GREENER, HEALTHIER BOROUGH

*(Environment, Adult Social Care and Public Health)*

### 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**

### Recent successes

- All four **Street Cleanliness survey** KPIs (Litter, Detritus, Graffiti and Fly-posting) continue to show very strong performance across Quarter 2.
- **Missed waste collections** also remain consistently strong.
- Year to date ‘fly-capture’ **flytip numbers** are down 31% on the same period in 21/22
- In Q2 we delivered an additional 40 **Electric Vehicle Charging Points** (EVCP), taking the total to 396 (target: 500 by end of 22/23).
- In Q2 we added a further seven secure **on-street cycle parking facilities**, taking the total to 408 and with capacity for nearly 2,500 bikes. After a thorough audit, the resident waiting list for bike hangar space has been substantially reduced from nearly 7,000 to 4,290, and the allocation process speeded up.
- At the mid-year point, council **carbon emissions** from both buildings and fleet remain ahead of their profiled reduction targets.
- At the end of Q2, **leisure visitor** numbers are 11% ahead of the target for this point in the year, though slipped back for the months of both August and September due to the impacts of the Sobell flood.
- Our 22/23 **food inspection programme** remains on track with 43% now complete.
- **Commercial waste market-share** now on a steadily improving trend.

## Key issues

- The 21/22 **recycling rate** came in at 30.1%, with Q1 22/23 level at 30.0%, three percentage points down on the 22/23 target of 33%. The 21/22 outturn is slightly down on the 20/21 rate of 31.3% and our Inner London benchmarked position slipped from 4<sup>th</sup> to 5<sup>th</sup> of the 13 comparison boroughs. Eight of these 13 Inner London boroughs also experience a reduction in recycling levels from 20/21 to 21/22 and contrariwise, only two of the seven NLWA boroughs saw an increase. Our increased 21/22 residual waste per household figure of 367.5kg has also slipped us to 5<sup>th</sup> across all London boroughs.
- **Electric Vehicle Charging Point** numbers now at 396 but 22/23 programme has slipped from +40 in Q3 to all to 500 in Q4, due to technical suitability issues after site assessments.
- **Principal Roads survey data** (% not in need of maintenance) show drop from 93% in 18/19 to 91% in 21/22. Likely remaining fourth London quartile. Non-principal roads to follow.

## 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 remain a major challenge. Over the remainder of 22/23, there will be a particular focus on **extending food recycling** to the remaining purpose-built blocks of flats.
- **Flats above shops food waste trial** started in November on Holloway Road.
- Developing a **longer term and more strategic plan for continual reduction of the carbon emissions** arising from our buildings.
- Priorities going forward are the council's '**Greening together**' programme and '**Parks for Health**' strategy and delivery plan.

## Corporate objectives

- **Help residents to live independently**
- **Safeguard and protect older and vulnerable residents**
- **Support people to lead healthy lives**

## Recent successes:

- Providing support by **direct payment** aims to give the individual in need of support greater choice and control over their life. In Islington, 29% of long-term service users in the community receive support through direct payments. A substantial proportion of these people (around 600 service users) use their direct payment to pay for personal assistants. This means the service user is the employer and has greater choice over who they recruitment to support their needs, culture etc. The recently published Adult Social Care Outcomes Framework (ASCOF) shows that performance for Islington is higher than London (25.0%) and England (26.7%).

- Of the Five regulated **In-House Provider Services** we have in Islington, all are rated Good by the CQC.
- **Safeguarding** has seen improvements in performance for the Making Safeguarding Personal Indicator. This quarter 72% of service users reported that their desired outcomes were fully achieved. Performance has exceeded target (70%) and is significantly higher than performance at 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.
- 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. Since April 2022 the service has received 539 referrals with 349 installations completed. This has resulted in more residents being supported to live independent lives and help manage demand coming the front door. Through outcomes flagged on the AT referrals, this year we've supported 90 residents to a safe discharge, help to prevent 430 residents with falls prevention and prevent 322 hospital admissions. We hope in the New Year we will have our benefits dashboard to greater evidence the impact of the service including financial impact (see below).
- The team have started to implement the **Assistive Technology** Innovation Roadmap which outlines technologies we'd like to explore introducing over the next 2-3 years. Mental Health, Learning Disabilities and Transition have all met with Brain in Hand which provides a self-management support system for people who need help managing day to day lives. 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.
- We are also exploring how we can introduce new technology to support the delivery of our **dementia strategy**. Initial conversations have been held with a number of providers to see what they have on offer and how they can support residents with dementia. Decisions on the next steps will be governed through the AT Steering Group.

### Key Issues

- One of the key areas of focus in Adult Social Care has been managing the demand at the front door. During the pandemic the service saw an **increase in demand, safeguarding concerns and admissions to care homes**. Since then, focused improvement work on the front door, including a new design and training, has enabled us to deal with the increase in demand. Although we have seen this 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, instead we have seen an increase in signposting. This indicates that the early intervention and support put in place at the front door is enabling people to remain independent.
- The **CareNotes data entry system** that The Camden and Islington Mental Health Trust use was subject to the national **cyber hack** last quarter (August) and is no longer available. 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 such as:
  - A new Electronic Patient Record system has been identified as RIO and has been rolled out across the Trust.

- This system in currently use is for case recording only so far with a phased approach to implementing more features or functionally.
- A new safeguarding process including use of word forms has been put in place with the safeguarding hub providing a scrutiny process over completion of these forms in a timely and accurate way.
- A new SAC Return spreadsheet has been developed for individual teams to complete with Lead Business Partner in C+I overseeing. These will be collated in Jan 23 with a view of cross checking with performance in LBI about the quality of the data.
- Ongoing forums for SAM's and drop in for frontline workers are continuing to discuss complex cases, obtain advice and ask about the safeguarding processes.
- A consequence of record referral numbers coming through to the **Assistive Technology** service is the development of a waiting list of approx. 203 – this is compounded by both a global shortage in chips which supply our technologies, and capacity of the 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 excellent work of our AT Coordinator.
- Although not due to be completed by 2025 the **digital switch** will need be factored into future thinking and governance. Approx. 900 alarms are going to need changing which is a substantial number of our current offer. Department of Health are currently putting together a guidance paper on managing the switch. Islington Digital Services have been prompted of the switch to ensure it is factored into thinking their planning but due to the potential risk to residents this needs to be raised at appropriate boards in ASC.

### Focus going forward

- The **reablement service** will be returning to full functionality by the end of the year with an initial focus on supporting residents being discharged from hospital. Reablement supports people to retain or regain their skills and confidence so they can manage living back at home after illness. In the new year we will be working to expand this offer to support more people being discharged from hospital and also people in the community needing reablement support. This expansion is dependent on capacity within the discharge and health service.
- 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 aims to empower social work teams to self-serve and take ownership of their performance with oversight from SLT.
- The **Assistive Technology** service's impact, outcomes and financial benefits will be reported through a Power BI Benefits dashboard. Currently there is ongoing work with Islington Digital services, finance, performance and third-party providers to have a fully automated dashboard the service can used in real time. Unfortunately, we have experienced a number of delays in this going live. We estimate this dashboard going live early in January 2023.

<b>Resident View</b>
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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.

#### Corporate objectives:

- **Support residents to lead healthy and independent lives by promoting protective measures and reducing risk factors that affect health and wellbeing,**
- **Support residents through provision of specific public health programs, which include health visiting, sexual health, drug, and alcohol misuse services.**

#### Recent successes:

- In Q1, 88% of children had a complete set of **6-in-1 vaccinations before the age of 1**, which is a small increase of 1% on Q4 of 2021/22. The rates of primary vaccinations at age 1 have been gradually increasing over the last 3 quarters, which indicates rates of primary vaccinations have held up during periods of greatest impact of the pandemic.
- In Q1, 70% of **5-year-old children** were fully **vaccinated against MMR** – i.e. had had a first and second ('booster') vaccination. The percentage uptake is similar to Q4 21-22 and similar to the pre-pandemic plateau of 70%. The data represents children who were aged 5 in June 2022 (i.e., aged between 5 and 5 years and 11 months). This cohort were due their 2nd dose of MMR (given at age 3 years and 4 months) between November 2019 and October 2020 – so the youngest of this cohort of children were due their second dose of the MMR vaccine during the first 6 months of the pandemic.
- During Q1 2022/23, 96% of **babies and parent/s** were **seen by health visiting services**, against a national standard of at least 95%. Equivalent national data is not available at the current time.
- In Q1, 2.4% (1,300) residents (aged 40-74) eligible for an **NHS Health Check** received a health check against a full year target of 8.5%. This is a 59% increase in the number of NHS Health Checks delivered when compared to the same period last year (when 816 people received an NHS Health Check, compared to 1300 people in Q1 2022/23) and similar to the previous quarter (Q4 2021/22).
- In Q1, the number of **smokers achieving the four-week quit rate** was well above target at 64.7% across the service. This is slightly lower than the previous period at 66% (Q4, 2021-22), but higher than this time last year (Q1 2021-22) when it was at 61.4%.
- In Q1, 788 people entered **drug treatment** and 339 entered **alcohol treatment**, showing a decrease when compared to the same period last year (1021) for drugs, while an increase for alcohol (257) for Q1, 2021/22. This may be attributed to services still managing the effects of the pandemic where there was a higher number of people in treatment due to increased demand at the end of 21/22.
- In partnership with the Whittington Hospital, work has now re-started after interruptions to the **substance misuse services** caused by the pandemic. The service Better Lives is again attending regular ward meetings to identify residents with repeat admissions to Whittington due to drug or alcohol related issues.

- A further increase in face-to-face delivery and group activities, which returned to pre-pandemic frequency during this period. This will help to support retention of **substance misuse service** users within treatment, and more face to face and peer support has been identified by people using the service as important.
- In Q1, 9.1% of **drug users in treatment successfully completed treatment and did not re-present within 6 months**, against a target of 20%. 34% of alcohol users in treatment successfully completed treatment and did not re-appear within 6 months, against a target of 42%.
- In Q1, 101 people were trained in **mental health awareness** against an annual target of 624. Training continued to be offered online during this quarter.
- This quarter's (Q1) successes include:
  - Open courses were fully booked.
  - Delivery of 6 Mental Health First Aid (MHFA) training sessions
  - Requests and plans for the first in-person training sessions for Q2
  - Improvements to Eventbrite and communication with delegates about booking and courses
  - Camden and Islington promotional brochure was created.
  - The DNA rate for Islington borough courses was very low (4.3%), which was an improvement over the annual rate of 29% last year.
- Promotion of the **Making Every Contact Count training** offer has been stepped up to ensure that the numbers completing the training remain on target for the year. The focus for the next quarter is to continue promotion of the new Cost of Living focused training, accompanied by targeted follow-up discussions with key frontline services to ensure good awareness and uptake of MECC training.
- In Q1, there were 553 **LARC** fittings. The service continues to perform positively and is on track to exceed performance for 22/23 based on their annual target of 1100.
- Performance is also higher when compared to the previous quarter and to the same period last year, which were at 462 and 426 **LARC** fittings respectively and despite the service's prioritisation of mobilising Monkeypox diagnostics and vaccination clinics.

### Key Issues

- The children covered by the data for this quarter were born throughout the pandemic (between July 2020 and June 2021) and are therefore likely to have missed or delayed early **vaccinations** due to difficulties accessing healthcare or fear of accessing healthcare.
- It is encouraging to see levels now above pre-pandemic levels, suggesting that the "catch-up" messaging is reaching this cohort of parents, who are encouraged to bring their children for missed **vaccinations** at any age. However, rates remain well below 'herd immunity' levels of 95% which are necessary to protect the whole population from the infection risks.
- Catch-up for the **MMR vaccine** for this cohort of children may prove a challenge, as they will have started school in either September 2020 or September 2021 (i.e., during the pandemic). Parents tend to see early childhood vaccinations as of less relevance once their child is of school age.

- The large majority of **new birth visits** were carried out at home, which supports families within their own environment and enables health visitors to assess the environment in which the baby is living, and any risks that may be present. Reasons for conducting the review remotely include Covid quarantining.
- **Health checks** (ages 40-74) were very affected over the previous two years of direct and indirect impacts of Covid on primary care, and 2022/23 represents a period of recovery for this programme.
- The post-pandemic recovery of **smoking cessation** activity in community pharmacies and GP practices was happening slowly during this quarter, with pressures affecting staffing and capacity (including Covid-related staff absences) able to support smoking cessation in these settings. However, among patients provided with support, specialist support in pharmacy settings, in particular, is achieving a high quit rate.
- A key challenge to **substance misuse services** which emerged during the quarter related to staffing changes within the National Probation Service which caused some issues with having a dedicated point of contact for services or pathways to escalate issues. Public Health Commissioners have been supporting services by identifying alternative senior contacts within the service. Despite this, the co-location of drug and alcohol workers in the Probation Office at St John Street is working well with both services reporting the benefits of working together from the same premises.
- Performance against both indicators (**percentage of drug and alcohol users in treatment who successfully complete treatment and do not re-present within 6 months**) has dropped from Q4 last year. This is an area of performance which commissioners have reviewed with the service provider, and a range of improvement activities have been identified and are being implemented. A principal focus is doing more to prepare people who have been in treatment for some time and approaching planned discharge from the service to successfully remain drug and/or alcohol free.
- The **mental health awareness training** provider, Rethink, has planned course delivery across the year to account for peak periods and will review group size of courses to move towards pre-pandemic levels of participation.
- The number of staff and volunteers completing MECC (**Making Every Contact Count**) training in Q1 (56) was below the quarterly target (75).
- **LARC** has been prioritised by clinics throughout the direct and indirect impacts of Covid, and midway through this quarter, the outbreak of monkeypox virus. However, overall capacity within sexual health services remained very affected, with London online services providing additional access, and primary care access to LARC remains lower than pre-pandemic levels. The additional period of the monkeypox outbreak means that sexual health services are more fully entering recovery later than other health services.

### Focus going forward

- **Primary vaccinations** are important in providing long-term protection to children against a number of preventable and potentially dangerous diseases. Individual unvaccinated children are at risk from these diseases and when population levels of vaccination are

low, outbreaks of infectious diseases are more likely and spread more easily through the unvaccinated population.

- There is a London-wide push on **polio vaccination** and a further focus on **childhood vaccination** since late August.
- The NHS is contacting parents and caregivers of children who have missed one or both **MMR doses** via text, email, and letter to encourage them to schedule their child for an MMR vaccine.
- The focus for the next quarter is to ensure performance remains high and that face-face **new-birth visits** in the home are the standard and within 10-14 days.
- The focus is to increase the uptake of the **NHS Health Check** offer (ages 40-74) through continued promotion and access to help reduce health inequalities in Islington.
- The focus for the **Stop Smoking Services** for next quarter is to continue to build strong referral pathways between community services and secondary care to support the implementation of the NHS Long Term Plan, which places tobacco dependency treatment at the heart of the NHS agenda. Furthermore, support will be given to GP and community pharmacy providers to increase capacity, training, and mentoring of their stop smoking advisors.
- Public health commissioners are working with wider stakeholders to plan and implement **substance misuse** interventions/service developments as a result of additional investment from the National Drug Strategy Programme.
- **Substance misuse services** are supporting local plans to ensure COVID and flu vaccinations are accessed by vulnerable and targeted groups. Blood-borne virus screening offer has also been re-activated.
- The service planned and delivered their first in-person open **Mental Health First Aid** (MHFA) course in July and is evaluating and adapting the return of face-to-face sessions to build reach and attendance.
- Over the summer, public health officers with the training provider have developed and launched a new version of the MECC (**Making Every Contact Count**) training, covering the impacts of the cost-of-living crisis and how best to support and signpost residents who may be struggling financially.
- A focus for the next quarter is to continue to work with CNWL (Central North West London NHS Foundation Trust) to prioritise **LARC** services and review the additional LARC capacity that was commissioned via Marie Stopes International (an abortion provider) during the pandemic and assess if this activity can be brought back into local sexual health provision.

#### **Resident impact**

- There is some concern that "**vaccine fatigue**" may weaken the impact of messaging, as flu and COVID become priorities over the winter. Going forward, the focus on the under-5 population will be targeted through early years services and networks, using the whole system to support the message that vaccines are safe and protect children.
- Public Health Officers have also instigated measures to target children starting school and the importance of being up to date with **childhood vaccinations** which has been included in the primary school admissions brochure.

- The vast majority of **new birth visits** were at home, with 15 reviewed via audio, video or in clinic. This is slightly higher than the previous quarter (Q4 21-22), where 94% of babies were seen, with 26 babies seen after 14 days.
- The **NHS Health Check** (ages 40-74) service is valuable to residents as it aims to identify individuals who are at risk of developing a cardiovascular disease (CVD). Evidence suggests that identifying and acting on risk factors early and earlier diagnosis of management of CVD is beneficial in preventing longer term ill health and harms associated with CVD.
- One in two **smokers** will die due to their smoking, and support to quit significantly increases the likelihood of a successful quit attempt. Service users and residents in Islington are benefiting from a flexible, personalised service which now offers a hybrid service of in-person and remote appointments and the direct supply of postal nicotine replacement therapy. This model was developed to continue to be able to offer stop smoking support in response to the pandemic. In-person support options and carbon monoxide monitoring had also been reinstated at some clinical settings and in the community (with the Breathe van).
- A range of **support groups** were re-started this quarter. A new financial management group was also launched in response to cost-of-living crisis pressures. The "Budgeting Group" provides money-saving tips, prioritising spending, information on debt support services and ways to save money. A number of complementary services also restarted this quarter, including yoga and tai-chi which are provided by local volunteers.
- An **ECG machine** is now located within the Better Lives **addiction treatment** centre as an addition to the service offer. Previously, service users had to get an ECG request form from their keyworker to take to GP surgeries or the local hospital. This was not accessible during the pandemic leading to further delays in treatment or necessitating a reduction in treatment dosage for safety due to non-completion of an ECG.
- Islington has significantly higher levels of **mental health need** than other London boroughs and England, and there are considerable inequalities in mental health within the borough. **Mental Health Awareness and Suicide Prevention Training** aims to deliver effective, evidence-based training that improves mental health awareness and skills, to frontline staff, local communities and others in Islington.
- Feedback from participants completing the **Making Every Contact Count** training remains very positive: "Simple, digestible information provided. Resources available for future use as well as the group format, which allows us to share experiences. "
- The local integrated service provided by CNWL (Central North West London NHS Foundation Trust) is a mandated open access service providing advice, prevention, promotion, testing and treatment services for all issues related to sexually transmitted infections and **sexual and reproductive health care**.
- Islington continues a reduction in **teenage pregnancies** in Islington, with some of the lowest conception rates across London. A North Central London (NCL) LARC maternity group to implement a LARC pathway in maternity services has also now been established.

## COMMUNITIES FEEL SAFE, CONNECTED AND INCLUSIVE

*(Homes and Neighbourhoods, Fairer Together and Adults Social Care)*

## Recent successes

- **Bright Lives Alliance working group** has been established (*Fairer Together*)
- Induction of **Bright Lives coaching service** complete, service has gone live and the first referrals have been received (*Fairer Together*)
- 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. (*Fairer Together*)
- Being in **paid employment** benefits an individual's health, wellbeing, finances and the economy. In Islington, 8.8% of eligible individuals with a primary support reason of learning disability and 5.0% of adults in contact with secondary mental health services were in paid employment. The recently published Adult Social Care Outcomes Framework (ASCOF) shows that Islington performed better than London for both indicators.
  - For people with learning disabilities in paid employment, Islington was ranked 6<sup>th</sup> highest in London, higher than London (5.2%) and England (4.8%).
  - For those adults in contact with mental health services, Islington had a higher percentage of people in paid employment (5.0%) compared to London (4.0%).

## Key issues

- Capacity issues in the new **Community Partnerships Team** whilst vacant positions are filled. Will take some time to embed new ways of working (*Fairer Together*)
- 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. Working in partnership with iSet and the voluntary sector we have initiated an annual 'My Way Day'. The event was set up as part of learning Disability week and was used to engage with the community and encourage employment opportunities. It was a resounding success with attendance of more than 350 people and quotes such as "*I hope this event will be held annual from now on. It was a smashing success*".
- **Community Risk MARAC**: There is an annual target of 36 cases to be exited through CMARAC and have reached 75% of the target already. With only one dedicated officer to the work, current staffing levels are proving very difficult to further improve the service, as staff time is taken up trying to keep on top of the huge numbers of referrals (*Homes and Neighbourhoods*)

## Focus going forward

- Refining the **Bright Lives Coaching Service** operating guidance, reporting, outcomes, performance indicators (*Fairer Together*)
- Developing the emerging **Bright Lives Alliance** partnership, developing the terms of reference and outcome measures (*Fairer Together*)

- Recruitment to vacant positions in the **Community Partnerships Team** (*Fairer Together*).
- One of the key areas of development in Adult Social Care has been supporting our residents to connect and engage with the local community. During quarter 2 the new **Central Point of Access (CPOA)** was launched. The CPOA is a preventative referral service which enables practitioners and access staff to refer residents with low-level needs to receive help in the community. CPOA brings together 3 key voluntary providers; Age UK, Manor Gardens and Help on Your Doorstep who will work directly with residents to help them navigate our rich vast voluntary community sector to meet their needs. All LBI practitioners have been trained and are currently referring into the service. Next steps and the focus going forward is to ensure that the Access Team are trained to use Central Point of Access as a key preventative tool at the 'Front Door'.

#### **Resident View**

The National Survey of Adult Carers asks carers whether they receive as much social contact as they would like. Results from the latest survey shows that Islington ranks 6<sup>th</sup> highest in London (28.8%) and performs higher than both London (27.5%) and England (28%). The survey also shows improvements in the overall satisfaction of care and support for both carers and service users this year.

## **TEAM ISLINGTON / ORGANISATIONAL HEALTH**

*(Resources and Fairer Together)*

#### **Corporate objectives:**

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

#### **Recent successes**

- **Council tax and business rates** collection remain within tolerance and above target respectively, making both comparable to pre-pandemic collection rates. However, 'one-off' energy rebates were credited to council tax accounts in Q2, perhaps boosting performance and so the current 0.5% shortfall could widen over the rest of the year.
- 87% of **invoices from local suppliers were paid within 10 days**, within tolerance of the target (90%).
- There were no successful **cyber-attacks** in Q2.
- There were 5 **priority 1 outages** (typically affecting more than 100 staff or residents or significantly impairs applications or access) in Q2 – better than target, better than Q1 and better than last year's average quarterly number of outages.
- **Sickness absence** improved in Q2 from Q1. Reducing from 8.5 days lost per year per employee to 8.2 days. While sickness absence is higher than 2020/21 and 2021/22 (7.4 and 8.0 days) and higher than target (7.5), it remains lower than 2018/19 and 2019/20 (10.8 and 10.7 days).

- **Percentage of workforce who are agency staff** (by FTE) increased slightly in Q2 (11.86%) from Q1 (11.60%) yet remains lower than combined average levels over the past two years and lower than the London average (13%). The increase is likely due to the transfer of workers outside of the Matrix contract to within.
- Percentage of **BME and disabled staff in the top 5% of earners** both dropped slightly in Q2 from Q1 but average figures for the first half of 2022/23 are higher than previous years and above target.
- Percentage of **FOIs completed within target** (20 working days) in Q2 remains the same as Q1 (89%), close to the ICO target (90%) and higher than all previous years' averages.
- **Visits to 222 Upper Street Contact Centre** have decreased by 84% since opening in April 2022 (*Fairer Together*)
- Following on from the success of We Are Islington, the same model is being used to support residents as part of our **"Here to Help" and cost of living campaign** (*Fairer Together*)
- Launched new Directory of Service FYI - **Find Your Islington**, improved designs aligned to new corporate branding and tested with our residents (*Fairer Together*)
- Improved the options and scripts for **Interactive Voice Response (IVR)** in collaboration with services, recorded the scripts in low-fidelity and completed user experience testing with residents (*Fairer Together*)
- 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 (*Fairer Together*)

### Key issues

- **Q2 forecast net overspend of £2.7m**, an improvement of (-£5.4m) since the estimated outturn position forecast in Q1 (month 3). Rising cost of energy is the principal pressure (Environment, CWB and council-wide). Other key pressures are children's social care placements, Adults' care packages, Adults' hospital discharge costs and commercial property income shortfall (CWB).

#### **Resident experience: Council tax arrears**

In Q2, over 12,000 (11%) households are in council tax arrears, valued at £15.2m (average debt of £1,257 each). 4,200 of these are on council tax support (43% of households on CTS), with a debt valued at £4.4m (average debt of £1,040 each). While the value of arrears decreased between Q1 and Q2, the average debt increased for households both with and without CTS. Across the bands, average debt remains similar (between £1,136 in Band A and £1,415 in Band H) for households. Those households in receipt of CTS have lower average debt across all bands except the highest (average debt of £673 in Band A and £1,415 in Band G). CTS appears to have the greatest impact on reducing average debt in Band A compared to those households in Band A not in receipt of CTS, whereas average debt is higher for those in receipt of CTS in the highest band compared to the average debt of households not receiving CTS in the same band.

- **Sickness absence** in Q2 is higher than annual average figures for 2020/21 and 2021/22 (7.4 and 8.0 days) and higher than target (7.5), although it did improve this quarter on last. Just two directorates' levels of sickness absence are above the CIPD average days figure (Fairer Together and Environment). The main causes of sickness absence continue to be mental health related (with stress and anxiety the two most common mental health reasons given for sickness), followed by Covid 19 (down slightly from Q1), and Musculo-skeletal complaints. Mental health absence is something we have been monitoring and have implemented such programmes as Well-being Wednesday, cost-of-living crisis support and other MyLearning courses to help staff. However, with the cost-of-living crisis we may see an increase again in sickness absence.
- **Percentage of SARs completed within target** (one calendar month) remained the same as Q1 (70%) and still well below ICO target (90%). Only Children's Services and Environment were below target (51% and 67%). Children's Services continue to receive the highest number of requests (57 in Q2, equivalent to over 50% of all requests received) and are in the process of recruiting.
- 42% of the 564 logged **Members (Executive Members and Scrutiny Chairs) Enquiries were responded to within 10 days**. This is a new indicator, and its accuracy is currently low as a new system has been introduced and not all Members Enquiries are logged. The top three issues raised in Q2 were the same as Q1: Housing, Repairs & ASB.
- **Access Islington** continues to experience ongoing challenges in answering telephone calls and online transactions, with increases due to intermittent performance of online systems and various back-office activities creating extra demand on our frontline services to residents prompting intense periods of calls. Due to the WhatsApp group including DST and Access Islington some of these issues can be quickly resolved via the direct contact. *(Fairer Together)*
- **Access Islington** call demand is impacted by staff sickness and call drivers from other services from various resident campaigns and backlogs. *(Fairer Together)*

### Focus going forward

- Management actions are in place to reduce the estimated outturn **overspend** over the remainder of the financial year.
- People plans are incorporating plans for **temp to perm** along with dedicated work between services and Strategic Resourcing Lead and a targeted agency approach. There is effort to bring agency workers outside of the Matrix contract within contract, increasing spend visibility.
- As new **digital systems** are migrated out of our datacentre, we will need to align our internal SLA with the contractual agreements with the suppliers.
- **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 *(Fairer Together)*
- **Access Islington** working with services to understand demands on each other and how to reduce the impact of backlogs *(Fairer Together)*

- Colleague **sickness** is being managed at the correct stage, colleagues to be multi skilled across service to increase availability and business case for ability to increase staff resource (*Fairer Together*)
- **Digital Experience Platform** procurement complete and contract awarded to Granicus (*Fairer Together*)
- **New telephony IVR** (call routing) to go live by the end of the year (*Fairer Together*)
- Development of the **Resident Experience** phase 2 business case (*Fairer Together*)

### **Resident challenge**

#### **Resources**

Of the stage 1 complaints upheld for revenues in Q2, most are for council tax and the most common themes of complaints are delays in responding or processing, poor admin and customer service problems. A total of £525 compensation was offered.

#### **Let's Talk Islington**

The recent large-scale consultation with Islington residents aimed to capture the experiences of residents in the borough in regard to quality of life and inequality. The feedback most relevant to Resources is that **residents want to feel heard** and would like **improved responsiveness**. Overall, **statements about resident-council interactions were more negative than positive**. Many respondents felt that their **concerns were ignored** by the council and that **some voices mattered more than others**. They called for **greater transparency and accountability**. In the resident survey, many respondents spoke about what they perceived as a **lack of responsiveness and efficiency** from the council.

The **IT issues** are impacting on residents who prefer to use our online systems as availability should be *24/7 (Fairer Together)*.

A number of stage 2 complaint escalations reference **lack of timely response** from council back-office services as well as the **time involved in telephone calls being answered**. (*Fairer Together*)