

Corporate Performance Update for Policy Performance Scrutiny Committee May 2023 Q3 (October – December) 2022-23

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1. Introduction

Q3 corporate performance update comprises two elements:

- This update report with corporate overview and performance narratives from each directorate arranged by strategic priority of the Islington Together Plan (original version).
- Scorecards of all performance indicators by directorate are appended.

2. Overview of corporate performance update

Themes of factors affecting performance issues

Following a request at the last update, more narrative has been put against identified themes affecting performance to enable cross-cutting issues to be explored for performance improvement. Q2's themes continue for Q3, with 'IT challenges' identified as a new shared issue for Q3.

Growth in demand for services and complexity of cases

There continues to be an increase in **homelessness presentations** due to a combination of domestic abuse, the cost-of-living crisis and properties being in disrepair (damp/mould/condensation). The number of households in temporary accommodation is at 990, overtaking the previous high of 971 in August 2021. The number of households in nightly booked accommodation has also increased this quarter to 537. This increase is due to a number of factors including a significant increase in homeless approaches due to domestic abuse, people asked to leave friend and family homes and the cessation of private tenancies; a marked increase in 'agreed' statutory homeless cases for whom the council would need to rehouse into social housing; and a reduction in social housing availability in contrast to the previous year, leading to a reduction in throughput and higher numbers in nightly paid accommodation.

Adult Social Care has been focussing on 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. Despite this increase in demand, 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 in place at the front door is enabling people to remain independent.

The numbers of **Unaccompanied Asylum and Separated Children** presenting has slowed to a steady rate but is still high.

Challenge meeting resident need – infrastructure and service responses

Backlog of outstanding **homeless decisions** stands at just under 300 with 70 over 56 days. This performance has improved, but further improvements are required. An improvement plan is being implemented to go through the backlog of homeless decisions which includes, staff working additional hours to increase the number of decisions reached.

There is a significant shortage in supply of **family size TA units** - leading to the increase in hotel bookings – currently 20 households in hotels at significant cost implications.

Lettings to transferring tenants is below target. 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 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 be increasing from 36% to 40% which will impact on lettings to those transferring. Secondly, the overall yearly reduction in the number of social housing properties available to let. There has been year on year reductions in available lettings and this will place additional pressures on residents seeking alternative accommodation.

The **quality of homes** including management of damp and mould is a key focus and challenge for the department.

Stage 1 **complaints** continue to increase (Q3 up on Q2 by 19%) due to the increase in complaints received by Homes and Neighbourhoods (Q3 up on Q2 by 33%). Homes and Neighbourhoods continue to show an upward trend of stage 1 complaints upheld and partly upheld (Q3 up on Q2 by 18% compared with increase across council of 7%). Delays in responding to Stage 2 complaints. There are 138 stage two complaint investigations in the **backlog** at the end of Q3. 100 are for Homes and Neighbourhoods.

Subject Access Requests (SARs) have seen improved completion rates within target time yet there is still some way to go to ICO target (90%). Only Children's Services were unable to complete SARs to target this quarter, continuing to receive the highest (over 50%) and most complex requests. The council has been monitored by the ICO twice for timeliness of responses and during the onsite ICO audit in 2015 the council's approach to SARs was reviewed and the ICO were critical of our compliance. Continued failure to meet this target puts the council at risk of further monitoring which could result in a public reprimand from the ICO or an enforcement notice being issued (failure to comply with a notice can result in a fine of up to £17,500,000).

Continuing challenges around response times for calls to **Access Islington**.

Challenges in engagement / beyond our direct influence

The overall downward trend in **household recycling** rates may be attributable to the economic downturn (both recycled and residual tonnages are down) as consumption patterns shift and plausibly participation and engagement is depressed, as well as push on commercial recycling affecting NLWA non-household apportionment.

The **Sobell flood** in August and the Ironmonger Row Baths Spa closure continue to affect leisure visitor numbers.

Gathering **data** from **Islington Working** partners on employment sub-targets is an ongoing challenge. Whilst we can encourage partners to collect and report data on target groups, we cannot mandate it. This is particularly impacting data on parents supported into work, which continues to be below target. Anecdotally, we are aware that partners are working with parents. However, some partners have raised concern that collecting data on parental status could be seen as discriminatory. We are working with our Anchor Institution network to identify how to address this gap in reporting.

The number of **young people supported into employment** is below target, though an improvement on performance at the same point last year. One challenge being faced at a local, regional, and national level is successfully engaging with young NEETs. The council is working more closely with youth providers and partners such as the Department for Work and Pensions (DWP) to improve cross referrals and ways of working, and the Youth Employability and Skills (YES) team has expanded its outreach activity to include NEET hot spots.

Take up of **Childcare Bursaries** continues to be below target. Spend to date at the end of Q3 was just under £65k, against an annual target of £160k, though take up improved in Q3. A mid-year review has been undertaken to identify barriers and opportunities and a set of actions to promote the offer and extend criteria has been agreed which we hope will lead to improved take up in Q4 and beyond.

There are still delays in the **court process** due to the Pandemic and children are staying in care longer.

Number of **library visits** remains lower than profiled targets for the quarters.

IT challenges

There are a number of **critical digital systems** in the council that are at end of life and difficult to replace. Some are well underway (My eAccount to Digital Experience Platform) while others are just starting and/or in planning (Call centre telephony, Customer Relationship Management, and website). These systems will continue to impact performance for residents until replaced. Replacement will necessarily require significant process redesign for resident-facing services.

The **CareNotes data entry system** that Camden and Islington Foundation Trust (C&I) 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.

The **drug and alcohol treatment service** has experienced severe outage issues with their case management system, which has resulted in incomplete data being submitted and on the reporting of performance indicators this quarter. This may therefore be a factor contributing to the reduction in reported performance in Q2.

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 their planning but due to the potential risk to residents this needs to be raised at appropriate boards in ASC.

Financial strain and national economy

Q3 **forecast net overspend** of £5.6m – a deterioration in Q2 the position of (-£2.9m).

Wider events affecting the national economy, including high inflation and interest rate rises, have led to a significant increase to the cost of building **new homes**. This is in addition to existing challenges faced by councils in building much needed genuinely affordable homes, including a lack of government funding. We are working to secure efficiencies through the design, procurement, and delivery of the new build programme, while not compromising the quality of the homes built.

Current forecast of 22/23 **parking income** against budget has dropped to 96%, mainly due to £2.2m downturn in projected suspensions income as expected orders from a major customer (G network) unlikely to now materialise as they are facing financial difficulty.

Whilst the availability to the council of **technology skills** is improving, some specialist and in-demand skills are still in short supply and available through expensive contract staffing.

External recruitment to **apprenticeships** to the council is a challenge, with 19 recruited so far this year which is lower than previous years. This is a result of limited salary budget, but we have a steady flow of opportunities being put forward. That said, FUSE apprenticeships are strong and on track to be higher than previous years.

Key findings from research by Shelter on the **experience of living in temporary accommodation**: Households in Islington appear more likely to struggle to cover TA costs and fall behind on payments compared to the average; Islington households seem more likely to spend more on childcare as a result of living in TA than those in other local authorities and also seem more likely to lack adequate internet access for studying, and more likely to have to move schools multiple times. Other areas of TA impact including on health, education and relationships.

Debt cases coming through **Shine** are more than double the number compared to 21/22.

Employment rates for residents we support with a learning disability decreased in Q3. Employment rates were impacted by the pandemic and the cost-of-living crisis could further impact employment.

Mental health need

The main causes of **sickness absence** in the Council for the rolling year to Q3 continued to be mental health related, Covid 19 (down slightly from Q2) and musculoskeletal issues.

The number of **young people supported into employment** is below target, though an improvement on performance at the same point last year. One challenge being faced at a local, regional, and national level is that more complex needs are being identified by practitioners, with an increasing number of young people citing social, emotional, and mental health challenges as their primary barrier to employment post pandemic. In response, the council has also commenced a knowledge exchange project with University College London (UCL) which will look in detail at the impact that the pandemic has had on the mental health of young people and their ability to access positive employment, education, and training outcomes. The recommendations of this research will support an enhanced and improved person-centred offer to vulnerable young people.

Recent media insight and interest

There was strong media interest in **cost-of-living** stories, and the council's cost of living campaign led to two BBC interviews with the council Leader for Warm Community Spaces. The Leader also appeared on BBC Radio 4's Today Programme speaking about why Islington gives free school meals to all primary school pupils.

There was extensive media interest in **damp and mould** issues in Islington’s council homes in November and December after the tragic death of Awaab Ishak in Rochdale. As well as several local cases highlighted in Islington media, there was extensive national coverage of campaigner Kwajo Tweneboa’s social media story about a family living in a damp home in Islington. In December there was also media coverage when the Housing Ombudsman announced an investigation into Islington’s record of dealing with mould and damp complaints.

There was positive and extensive coverage of the council’s **Young Black Men and Mental Health** initiative, to support young Black men and boys with their mental health and improve life opportunities, which launched in November. This included The Guardian, BBC, ITV and more.

3. Performance narratives by Strategic Priority

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CLEANER, GREENER, HEALTHIER BOROUGH	<i>Environment / Public Health / Adult Social Care / Fairer Together</i>
COMMUNITIES FEEL SAFE, CONNECTED AND INCLUSIVE	<i>Homes and Neighbourhoods / Adult Social Care</i>
TEAM ISLINGTON / ORGANISATIONAL HEALTH	<i>Resources / Fairer Together</i>

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:

- Percentage of **2-year old places** taken up by low income families, children with Special Educational Needs or Disabilities (SEND) or who are looked after in Autumn term was higher than the same period last year. This was at 76% compared to 70% previous Autumn term and is well above our target set within the Education Strategy.

- **Bright Start** registration figures continue to increase. In Q3 0-4 registration was 4.6% and the increase for under 1s was 28% in line with the introduction and embedding of the new birth automatic registration process.
- On track to deliver the target number of outcomes for the **Supporting Families Programme** for the year. Confirmation received from DLUHC that Islington will retain its Earned Autonomy Status giving us more autonomy and upfront funding.
- Information Governance arrangements around **data sharing with the Police** were resolved in Q2. In Q3, we are in the process of our first share of Supporting Families data sharing with the Met. This should enable us to identify more families that could qualify for the Supporting Families Framework's criteria, and fulfils an action set for us by the DLUHC.
- Number of **Children Looked After** ceasing to be looked after continues to improve and not only because of aging out. Care Proceedings are finally ending. Children's Social Care ensures the child is safe before going home or to families with thorough assessments taking place.
- The number of **Care Proceedings** has reduced by 47% to 44 as opposed to 83 last year, this is due to intensive work for example through ASIP, Family Group Conferencing.
- Successful bid in the VRU – **Nurturing and Inclusive Schools programme** – 10 Islington schools have been identified to take part. This will bring a significant investment to Islington as we are part of a 3 million pound investment across 7 local authorities. The 10 schools will benefit from training, leading to national accreditation as nurturing schools.
- The local authority has received positive feedback from the DfE on our self-evaluation framework on the new **statutory school attendance guidance** that takes effect from September 2023.
- The **SEND service** continues to support 3 local authorities as part of the national partners in practice programme
- Islington's **national ranking for permanent exclusions in secondary schools** has improved from **111/151** to **17/151** since 2016 – 2022. This equates to **210 pupils** placed in alternative provision in 2016 to **27 pupils** placed in alternative provision in 2022.
- Positive outcomes for secondary assessment outcomes include:
 - **Key Stage 4** Attainment 8 outcomes are above the national average for the first time in the last 3 years
 - **Key Stage 4** disadvantaged pupils, pupils with SEN support and Somali children had better Progress 8 scores than their national counterparts.
 - **Key Stage 5** there are improvements across many measures, particularly pupils eligible for FSM achieved an average grade of B- while nationally the average was C+.
- Positive outcomes for primary assessment outcomes include:
 - **Phonics at Year 1** more pupils from the Other Black (84%) ethnic group met the expected standard than in any other monitored ethnic group.
 - **Phonics at Year 2**, 85% of pupils eligible to FSM achieved the expected standard which ranked us joint 4th in the country and 78% of pupils with SEN support which ranked us 3rd.
 - **Key Stage 1**, all the monitored groups did better than their national counterparts, notably those with SEN support, except for Other Black in Maths and Black Caribbean in Writing.
 - **Key Stage 2 combined outcomes (RWM)** at the higher standard rank Islington 5/11 against our statistical neighbours, 12/33 against London and 14/152 compared to national.

- **Key Stage 2 (RWM)**, a higher proportion of Islington pupils eligible for FSM achieved the expected standard in all subjects compared with national averages.
- Number of **first-time entrants into the Youth Justice System** in Q3 was better than same period last year.
- % of **repeat offenders** was at 6% which is a record low for Islington.
- Number of **residents engaging with community activities** is high and above the profiled target.

Key Issues

- The population of children under 5 in Islington is decreasing year on year. Therefore, we are seeing a **drop in the number of children** eligible for free entitlement and children accessing nursery provision. This is being monitored as take up directly affects funding and sustainability of EY settings.
- The numbers of **Unaccompanied Asylum and Separated Children** presenting has slowed to a steady rate but is still high.
- There are still delays in the **court process** due to the Pandemic and children are staying in care longer.
- The **YJB** have introduced ten new performance indicators for the Youth Justice Service in addition to our existing KPIs which will come into effect in the 2023/24 FY.
- Number of **library visits** remains lower than profiled targets for the quarters.

Focus going forward

- The **Bright Start Strategy** will be launched in April. Work is currently underway to finalise with partners and sign off at the Maternity and Early Childhood Partnership Board.
- Family Hubs and the Start for Life offer will be launched in April. The first site to go live will be in Central locality as well as the online published offer.
- From March 2023, **Supporting Families data** will be used to identify children and families known to Early Help and Social Care colleagues so that targeted support can be provided for the most vulnerable families by Islington's Family Information Service (FIS)
- Focused work is taking place with our **Family and Friends foster Carers** to encourage them to be their family member's Special Guardian rather than their foster carer.
- The **Education Plan** outlines an ambitious journey for all Islington schools. A particular focus of the plan is to address disproportionality. All outcomes will be scrutinised through this lens.
- Supporting primary schools to use **school led tutoring** more effectively to improve outcomes at Key Stage 2.
- Finalise **targeted attendance** meetings in schools prior to September 2023
- The introduction of the **Islington Professional Partners** will provide additional support and challenge in order that individual pupils are making accelerated progress from KS1 – KS2.
- Review and enhance support for schools with fewest number of **Y11 students progressing** into post-16 provision.
- Work across services to improve support for **EHE cohort**, particularly at Y11.
- Continue to work with Capital City College Group to reduce the number of **Y12 drop-outs**.
- Support schools and settings to enable more children achieve the **Good Level of Development** at the end of Reception.
- Implementation of the **revised key performance indicators**. The YJS and performance team are awaiting guidance and training from CACI on how this information will be recorded and reported on from the Childview MIS. The new indicators cover the following areas:
 - Suitable Accommodation

- Education, Training and Employment
 - Special Educational Needs and Disabilities /Additional Learning Needs
 - Mental Healthcare and Emotional Wellbeing
 - Substance Misuse
 - Out of Court Disposals
 - Links to Wider Services
 - Management Board Attendance
 - Serious Violence
 - Victims
- We are working to promote the **library service** and in particular increasing awareness of the service offer among community groups and local organisations. Staff attended the cost of living events run by HOYD and Octopus. Presentation given to Age UK full staff meeting on the service and possibilities for partnerships.

Resident view

- **Pupil Services** received six complaints in the reporting period which all related to Special Educational Needs and Disabilities (SEND), including provision of Education and Health Care Plans (EHCPs). Three of these complaints (50%) were partially upheld after completing stage one of the process. One complaint which was not upheld at stage one has been escalated by the complainant to stage two, meaning it is now with the Chief Executive's team to review and their decision is pending.
- **Libraries and Heritage** received 16 complaints in the reporting period. The majority of these (15) were either upheld (12) or partially upheld (3) and only one was not upheld. Most complaints were about the quality of the public computers and staff conduct. The service provider has now updated the public computers to the latest Windows 10 release and to a faster processing speed and are also in discussion about replacing the old stock of PCs. Where staff conduct is concerned, library managers have been asked to remind all staff of expected staff conduct.
- The **Cultural Enrichment team** received one complaint, which related to film licencing on residential streets. This was partially upheld due to the issues around a particular film crew, but we did not agree to a ban on all filming, which the complainant had requested.
- **Bright Start** received one complaint concerning a delay in receiving a refund for childcare charges. This was upheld.
- 9 unsolicited compliments for **children's social care** were received from a kinship carer, foster carer, CAF/CASS, NSPCC, IRO and parents from across the service showing their appreciation of the services provided - from CIN teams Finsbury, Hornsey and Barnsbury, CIN provider (AMASS), Pause and Fostering.
- 23 complaints were received for **children's social care** - 20 x Stage 1 complaints and 3 x Stage 2 complaints. Of which 4 (17%) complaints were upheld, 4 (17%) complaints - partially upheld, 8 (35%) complaints - not upheld, 4 (17%) complaints - no further action e.g., the issues raised within the complaint were in court, there was an ongoing police investigation, or the complainant referred to our insurers and 3 (13%) complaints (all Stage 2s) remain outstanding. Of the complaints upheld and partially upheld, 8 (35%) were in relation to staff

behaviour/attitude, communication, no response to previous communication, finance and placement. During the Quarter feedback from Practice Week which took place in November 2022 in Safeguarding and Family Support Services was analysed and the following was found:

- Senior Managers were able to seek feedback from 42 families. Auditor's feedback came from parents, young people and carers. Auditors asked 8 questions in total. The findings were overwhelmingly positive and demonstrate the implementation of the elements of Motivational Practice, 98% felt their social worker was respectful and that 98% understood why a social worker was involved with their family. 84% felt their social worker helped them, 4% felt they were partially helped and 9% did not feel they were helped with 2% stating they did not know. When asked if the intervention made a difference to their life 69% said it did, 9% said it did not, 7% felt it was partially helpful, 13% did not know and 2% were not applicable.
 - Families felt things were made safer with a social worker in 76% of the feedback and 76% also agreed that things needed to change and how things could be better for their children. Almost all the feedback said their social worker had strengths (96%) and when asked if the social worker could do things better this provided the most varied responses. 31% felt they could do things better, 58% said no, 25% partially felt they could do things better and 9% did not know.
- 80% of survivors of domestic abuse felt safer after receiving support from **Islington VAWG services** compared to 66% in London and 67% nationally. (DA Commissioners Report A Patchwork of Provision, November 2022)
 - Two service users from the **Youth Offending Service** provided some positive feedback:

"After counselling I feel rejuvenated and I feel like I have come to terms with things so I feel refreshed for the week ahead. It has helped me to understand what I have been through from a different perspective. It has helped me come to terms with things and how I can move forward. Having the space where I can openly air what I have internalised throughout the week."

"I wouldn't have been able to do it without the services I was referred to. I was first referred to TYS (Targeted Youth Support) and I'm so grateful they didn't give up trying to contact me, because without them I wouldn't be where I am now in terms of my housing process. I wasn't easy to get on the phone, so I can't thank them enough. They then referred me to Wipers and my support worker who really helped me through it. I have a knack of getting anxious and so in some situations I can be easily overwhelmed but having someone who didn't sugarcoat things and told me things for what they were was something so needed in trying to navigate a situation like this."
 - **School Support and Information Services** received positive feedback from a school for their support in managing IslingtonCS, our school services hub:

"You and your team do a fantastic job with communication and online training services. As stated in my previous email the YouTube videos and guidance you provided on IslingtonCS was very useful."
 - **The Library Service** continued receive very positive feedback about the library staff and the Summer Reading Challenge that took place in the previous quarter.

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

- In February 2023 we will have 11 projects on site and three projects at Wedmore Estate, Telfer House and Charles Simmons House are all due to complete in the next 2 months, delivering a total of 75 much needed new council homes, these schemes will contribute to the 2018 – 2022 completions target, and the 22-23 performance reporting.
- A pioneering net-zero carbon project at Vorley Road has been granted planning permission and will deliver 37 new homes built to Passivhaus energy performance standard, helping to tackle the housing crisis, climate emergency and rising energy costs.
- A planning application has been submitted for a project at Bemerton Estate, that will deliver 43 new council homes. These homes will now count towards the target of 750 new council homes starting on site between 2023 and 2027, and the 23-24 performance reporting.
- There are an additional 5 new housing projects at the feasibility and design stage that are currently being reviewed.
- In Q3 the percentage of homeless decisions made within 56 days (the target timeframe) improved by 1% from the previous quarter, despite experiencing a significant increase in demand.
- Cumulative number of homeless preventions are increasing but will require a further 203 preventions to meet target of 850.
- Percentage of repairs fixed first time remains above the target of 85% although has dropped from 90% in Q2 to 87% in Q3.

Key challenges

- Wider events affecting the national economy, including high inflation and interest rate rises, have led to a significant increase to the cost of building new homes. This is in addition to existing challenges faced by councils in building much needed genuinely affordable homes, including a lack of government funding. We are working to secure efficiencies through the design, procurement, and delivery of the new build programme, while not compromising the quality of the homes built. These external conditions are impacting our ability to bring some projects forward and to meet our 22-23 performance targets.
- There continues to be an increase in homelessness presentations due to a combination of domestic abuse, the cost of living crisis and properties being in disrepair (damp/ mould/ condensation).
- Backlog of outstanding homeless decisions stands at just under 300 with 70 over 56 days. This performance has improved, but further improvements are required. An improvement plan is being implemented to go through the backlog of homeless decisions which includes, staff working additional hours to increase the number of decisions reached.
- The number of households in temporary accommodation is at 990, which has taken over the previous high of 971 in August 2021. The number of households in nightly booked

accommodation has also increased this quarter to 537. This increase is due to a number of factors including:

- A significant increase in homeless approaches due to domestic abuse, people asked to leave friend and family homes and the cessation of private tenancies
 - A marked increase in 'agreed' statutory homeless cases for whom the council would need to rehouse into social housing
 - A reduction in social housing availability in contrast to the previous year, leading to a reduction in throughput and higher numbers of customers in nightly paid accommodation.
- There is a significant shortage in supply of family size TA units - leading to the increase in hotel bookings – currently 20 households in hotels at significant cost implications.
 - Lettings to transferring tenants is below target by 4%. 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 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 be increasing from 36% to 40% which will impact on lettings to those transferring.
 - Secondly, the overall yearly reduction in the number of social housing properties available to let. There has been year on year reductions in available lettings and this will place additional pressures on residents seeking alternative accommodation.
 - The quality of homes including management of damp and mould is a key focus and challenge for the department.

Focus going Forward

- Several locations for new homes are currently being assessed, including a mix of opportunities on housing land and some general fund sites. Three programme review workshops have taken place in Q4, the outcome of which, is aimed at re-shaping the 2023 – 2027 programme delivery strategy in the context of current economic conditions.
- To focus on increasing the number of homeless decisions made within 56 days and removing backlog by implementing activity such as overtime for staff.
- Implementation of discharge policy, client made offers of Private Rented Sector properties as alternative to nightly paid temporary accommodation
- Implement the new housing allocations scheme
- The quality of homes including management of damp and mould is a key focus going forward. A paper describing more detail on progress and plans to manage damp and mould will be presented to CMB in April, this will include specific KPIs and satisfaction measures.

Resident view

- Experience of living in temporary accommodation. Research by Shelter with the aims:
 - To improve our understanding of the experiences of people living in TA and the impact this has on the people's lives (including on health, wellbeing, education and employment)
 - To increase awareness of the experiences of people living in TA among the government and wider public
 - To give a voice to people living in TA
- Key findings (small sample noted):

- Households in Islington appear more likely to struggle to cover TA costs and fall behind on payments compared to the average.
- Islington households seem more likely to spend more on childcare as a result of living in TA than those in other local authorities and also seem more likely to lack adequate internet access for studying, and more likely to have to move schools multiple times.
- Other areas of TA impact including impact on health, education and relationships.
- Homeless Link were commissioned to hold annual focus groups with people experiencing homelessness, with and without dependants, who have accessed their housing services. The key objectives were:
 - To gather feedback about people's experience of using the service;
 - Identify ways for the service and customer experience to be improved;
 - Identify how LB Islington can improve and enhance the service they provide.
- Key findings:
 - A lack of consistency in communication with staff; poor administrative processes which result in lost documentation and the need to repeat burdensome processes; and lack of support provided by the council. The sentiment over a felt lack of coordination was overwhelming.
 - The lack of transparency and personalisation throughout the process is leading to feelings of fatigue, anxiety and resignation. There was either a lack of understanding of what decisions were being or had already been made about participants' future housing, or a feeling that decisions were being made arbitrarily and without detailed consideration of individuals' circumstances. Some testimonies around the need for individuals to lie and exaggerate their circumstances, or to put themselves in danger in order to feel listened to and supported were particularly alarming. Crucially, the findings highlighted the varied experiences and different support needs of the participants, suggesting the need for a more holistic and person-centred assessment and support plan approach.
 - The focus groups revealed potential issues in the service' internal processes which would be useful to sense-check and test with staff members to get a better understanding of the picture 'on the other side'. We believe this would lead to a better understanding of the blockages and key issues in the service, and for the team to identify how best it can be improved.
- Shelter have conducted a Mystery Shopping exercise for the homeless services and these results will be shared in due course.
- The Customer Focus Groups, Mystery Shopping and the Shelter audit of Temporary Accommodation will allow the service to improve the quality of the service to ensure we are the best in the country in the next 3 years.

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

- **2,080 residents supported into work** so far this year, already exceeding the target of 2,000 for 2022/23. Ingeus, who deliver the Work and Health programme, Job Entry Targeted Support (JETs) and Restart, have been a key contributor to these employment outcomes.
- **Includes 397 London Living Wage entry level jobs**, reflecting our commitment to work with partners committed to LLW and ensure new jobs secured through contractors pay LLW
- **914 residents enrolled for an ACL course** in the Autumn term of 22/23, an increase of over a third compared to the same period last academic year. In recent years, we've seen a decline in ACL learners, so we are hopeful that the position is now improving, particularly as low / no skills is a significant barrier to residents moving into and progressing in work
- **£4.3m pa in additional benefits** secured by our IMAX team for low income and vulnerable households, including focused campaigns on Pension Credit and Disability Benefits
- Latest data indicates that 126 women, 47 people from Black, Asian and Minority Ethnic communities, and 10 Disabled people are using our Affordable Workspaces. Supporting minority owners / entrepreneurs is key to an inclusive economy. This is a baseline year so we will use this data to inform targets for our Affordable Workspaces going forward
- Baselines and targets have now been set for two key performance indicators that will monitor our commitment to increasing council (and partner) spend in the local economy. These are measured annually so will be reported in Quarter 4.
- In the meantime, a range of work is taking place that will contribute towards delivering the commitments set out in our Progressive Procurement Strategy:
 - Internally, we are reviewing / improving our operating model. In Quarter 3, we held a series of workshops with staff / stakeholders across the council to inform design of the future operating model. We have also procured a new Contract Management system, which will be implemented in Quarter 4 with a view to going live in Spring / Summer 2023.
 - Externally, we are working with partners in the Islington Anchor Institution Network, through a Procurement Working Group, to explore options to include more local suppliers across our combined supply chains
- **Determination of planning applications** (majors, minors and others) all exceeding targets
- **£7.66m s106 / CIL contributions** have been received so far this year, and a further **£11m secured or negotiated**.

- After the shortfall at the end of Q2, as at the end of Q3 we are now back up from 68% to 82% of year-to-date target for unique household **SHINE referrals**. Mailouts in Q3 were at full swing and the phone lines have been extremely busy, with referrals rising steeply, the service remains confident of continuing this improvement and hitting the 3,000 target by year end.
- Since April over 900 Islington households have been supported with **Thames Water ‘Water help’** savings averaging £197 and totalling nearly £180K. Similarly, Energy Doctor interventions have saved nearly 800 households an average of £117, totalling over £90K.

Key challenges

- Gathering data from Islington Working partners on employment sub-targets is an ongoing challenge. Whilst we can encourage partners to collect and report data on target groups, we cannot mandate it. This is particularly impacting data on **parents supported into work**, which continues to be below target (346 at end Q3 against profiled target of 435). Anecdotally, we are aware that partners are working with parents. However, some partners have raised concern that collecting data on parental status could be seen as discriminatory. We are taking action to address this by working with our Anchor Institution network to identify how to address this gap in reporting.
- The number of **young people supported into employment** is also below target (330 at end of Q3 against a profiled target of 420), though an improvement on performance at the same point last year. There are two challenges being faced at a local, regional, and national level. The first is successfully engaging with young NEETs and the second is that more complex needs are being identified by practitioners, with an increasing number of young people citing social, emotional, and mental health challenges as their primary barrier to employment post pandemic. In response, the council is working more closely with youth providers and partners such as the Department for Work and Pensions (DWP) to improve cross referrals and ways of working, and the Youth Employability and Skills (YES) team has expanded its outreach activity to include NEET hot spots. The council has also commenced a knowledge exchange project with University College London (UCL) which will look in detail at the impact that the pandemic has had on the mental health of young people and their ability to access positive employment, education, and training outcomes. The recommendations of this research will support an enhanced and improved person-centred offer to vulnerable young people.
- After a strong start in quarters 1 and 2, the number of **residents placed into work with council contracted suppliers** in Quarter 3 has slowed down and performance is now below target. This may well be a similar issue around capturing data on job outcomes. To address this, we are seeking to ensure that employment outcomes are part of the standard contract monitoring process for all council contracts.
- **Take up of Childcare Bursaries** continues to be below target. Spend to date at the end of Q3 was just under £65k, against an annual target of £160k, though take up has improved in Q3. A mid-year review has been undertaken to identify any barriers and opportunities and a set of actions to promote the offer and extend criteria has been agreed which we hope will lead to improved take up in Q4 and beyond.

- **SHINE referral numbers** have struggled this year due a variety of factors including changes in the government's Warm Home Discount scheme. Previously people had to apply for this and SHINE helped a large number of clients apply for it (1,265 in 2021/22). However, the rules changed in 2022 to introduce auto-registration, meaning people no longer needed help from SHINE. Helping clients apply for WHD was a quick task, meaning a large number of referrals could be achieved efficiently. Alongside all the WHD-only clients falling out of the scheme, most other interventions (assistance with dealing with suppliers, debt relief etc) are more time consuming and have all increased in volume. For example, debt cases are more than double the number compared to 21/22. Q2 referrals were also affected by the promotional mailout being delayed as needing to be redesigned to complement the Cost of Living campaign. Re-referrals are also at an all-time high, meaning that the same household is calling back repeatedly within the year but only get counted once for the purpose of the KPI.

Focus going Forward

- Taking forward work through the Anchor Institution Network's Employment Sub-Group, to **recruit more local residents and increase diversity** at all levels across our combined workforce
- Ongoing work to **improve data collection on job outcomes** for target groups and with council contracted suppliers
- **Support more young people into work** through focused activity on engaging NEETS and taking forward findings on research into mental health impacts of the pandemic
- Undertake reviews of our apprenticeship model and ACL service as key to establishing the 'engine room' to deliver our ambitious **apprenticeships target**
- Implement actions to raise awareness and improve **take up of Childcare Bursaries**
- Continuing to deliver our programme of work to address the impacts of the **Cost of Living Crisis** including distribution of financial support (Government and Council schemes)
- Ongoing efforts to increase the number of local employers signing up for **LLW accreditation**
- Ongoing development of our **Affordable Workspaces programme**, including targets to deliver social value and support under-represented groups
- Ongoing efforts to increase the number of employers offering **World of Work activities**, ensuring a wide range that resonate with and inspire young people from all backgrounds
- Taking forward work through the Anchor Institution Network's Procurement Sub-Group to **increase opportunities for local suppliers** across our combined supply chains
- Implementing the new **operating model for progressive procurement** and the **new Contracts Register**
- Welcoming and embed the **Housing New Build Team** into CWB. This move will bring together housing and other community asset capital schemes into one place.
- CWB will now have 100% accountability for new homes target so this will be incorporated into our Business Plan and associated corporate performance indicators from April 2023
- As part of the CWB Challenging Inequality Action Plan for Year 3, we would like to explore, potentially through an Action Learning Set approach, the **importance of planning policy and provision of housing in meeting the needs of diverse communities** in Islington e.g. multi-generational households. We feel it is an important part of a truly inclusive place-based systems-approach so worth exploring and working up some ideas.

- All Islington residents that have previously been supported by **SHINE** in the last 5 years but have not been in contact this year have been sent a promotional text inviting them to call into SHINE to get energy advice.
- **Debt relief** will be a key focus in Q4, especially now that the Islington Debt Relief Fund is live. This is funding to support residents struggling with energy bill debt, which will start with £77,000 of funding over the next two years. We expect 250 households in the borough will need supporting this financial year, and 350 in the next financial year to get debts they are unable to pay written off.
- An additional **Energy Advisor** has been appointed using the North London Waste Authority windfall money and will start in March. A new energy doctor has just been appointed to fill a vacancy and will also start in March. In addition, as our funders have stated that next year's contracts may increase in value, the team are also considering recruiting an additional Energy Doctor, as the service is already fully booked up until May.

Resident view

- **Adult & Community Learning:** 'BT' Case Study: 'BT first heard about ACL 'through the Parent Champion WhatsApp chat' and, with her children getting a little bit older, she was ready to embark on a new career. She enrolled on ACL courses to brush up her English and improve her grammar and was successful in passing her Level 2 English exam. She also attended a range of our accredited vocational courses, including Introduction to Working in Administration and Introduction to Working in Adult Social Care, both at Level 1. She also passed the Level 1 Supporting Children in Nursery and Reception qualification. BT applied for an apprenticeship with Bright Start Islington as an early year's child educator. We are delighted to report that she was successful in her recent interview, and started her Level 3, two-year apprenticeship in January 2023.
- **World of Work:** 11 new businesses have offered World of Work activities to young people in 2022/23. Of these, 9 included activities with secondary aged children. Among them were some of our new creative sector partners - BlinkInk Animation Studios, costumer businesses Cospro and Costumer Studio and e-sports management company 4Gamersake. The latter two both supported a series of Careers Week activities at New River College (Islington's Pupil Referral Unit), delivering careers talks to year 10 and year 11 students which proved extremely popular and inspiring, not least because the volunteer from Forg4mersake had attended a PRU as a child and could relate to relate well to the audience.
- Our **Resident Support Scheme** continues to offer a safety net to meet essential costs for those facing financial hardship. For example, additional funding from the Household Support Fund has enabled 717 Crisis awards to residents who are struggling with the cost of living. The scheme also supports those families who are hosting Ukrainian refugees – 170 sponsors have received at least one £350 'thank you' payment through the RSS.
- Average wait times on the **SHINE** advice line peaked over the Christmas period but have now been halved to an average 15-20 minutes and the recruitment of extra staff will continue to help mitigate this. We continually closely monitor the demographics of our service users to ensure that we are reaching the most vulnerable residents.

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) are continuing to show very strong performance across Quarter 3.
- **Missed waste collections** also remain strong and consistently so, with incremental improvements each consecutive quarter.
- Year to date 'fly-capture' **flytip numbers** are down 20% on the same period in 21/22
- In Q3 we also added a further 14 secure **on-street cycle parking** facilities, taking the total to 422 and with capacity for over 2,500 bikes.
- At the mid-year point, **council carbon emissions from buildings** Energy usage in Q2 is down 9% on the same period in 2021/22, which is entirely due to a 40% reduction in electricity use compared to same period last year (as this quarter is summer, there was little variation in gas usage, which is used only for hot water in this period). The 40% reduction has been achieved due to efforts to reduce electricity consumption as part of the energy cost saving drive. As most council buildings are on green electricity tariffs (and are recorded as zero emissions), the 40% reduction above refers only to sites on non-green tariffs, which is mostly community centres and some nurseries. As we continue our smart meter rollout, the discrepancies (catch-up bills) from estimated gas usage will reduce, allowing for more accurate comparisons between quarters.
- Q3 **carbon emissions from our fleet** vehicles also continues ahead of target. In April 22, 15% of the councils owned fleet were electric vehicles and this is now up to 18% (80 vehicles) of the 454 owned fleet vehicles (including HRA), going up to 22% if hybrids are included.
- Our 22/23 **food inspection programme** remains on track with 71% now complete.
- **Commercial waste market-share** continuing on a steadily improving trend, now at an estimated 31.3%.
- Four **liveable neighbourhood engagements** have recently launched (Mildmay, Barnsbury/Laycock, Cally, Bunhill/Barbican), and four LTN's now permanent with exemptions. Twenty new dropped kerbs delivered as part of people-friendly pavements.
- Clerkenwell green **public realm transformation** is under construction and Cycleway 50 starting at Nags Head.
- First **rain gardens** on the public highway delivered in Islington.

Key challenges:

- Q1 **recycling** revised down from 30.0% to 28.4% due to 200 tonnes of timber mis-allocated for recycling by NLWA when it actually went to incineration. Q2 came in at 27.4% making the mid-year rate a disappointing 27.9% compared to the 21/22 overall rate of 30.1% and 22/23 target of 33%. An analysis of all seven NLWA boroughs comparing their 21/22 rates with the mid-year 22/23 position indicates that most other partner boroughs have seen a similar drop as Islington,

with only Enfield showing an increase. Enfield's improvement is attributed to them tackling very high contamination rates which Islington hasn't had. Overall downward trend may be attributable to the economic downturn (both recycled and residual tonnages are down) as consumption patterns shift and plausibly participation and engagement is depressed, as well as push on commercial recycling affecting NLWA non-household apportionment. Linked to the lower tonnages, residual waste per household is currently projecting to be down in 22/23 to 348kg compared to 368kg in 21/22.

- The programme to extend a **food waste recycling** service to all suitable remaining estate properties now extends to 56%, up from 47% in September, but still with a long way to go before reaching 100% by March 2024.
- At the end of Q3, **leisure visitor numbers** remain just ahead of the profiled target but we have failed to meet the monthly targets five months in a row, mainly as a result of the Sobell flood in August, though also IRB Spa closure. These impacts will remain throughout 2023 and we will therefore likely end 22/23 around 5% down on the annual target overall.
- **Electric Vehicle Charging Point** numbers remain 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. Programme across Q4 is 19 by end of February and 85 by end March taking us to target 500.
- Current forecast of 22/23 **parking income** against budget has dropped to 96%, mainly due to £2.2m downturn in projected suspensions income as expected orders from a major customer (G network) unlikely to now materialise as they are facing financial difficulty.

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. The Islington Waste Reduction and Recycling Plan 23-25 outlines our programme to increase recycling and is scheduled to be approved by the Executive in March. Over the remainder of 22/23, there will be a particular focus on extending food recycling to the remaining purpose-built blocks of flats, piloting food waste collection from flats above shops as well as working with NLWA to improve the reliability and consistency of our waste data. Through 23/24, we will further invest in improving communal recycling sites through the Thriving Neighbourhoods Programme and also the transformation of recycling facilities across all council estates.
- The Energy Services team is currently compiling a list of all council-owned or leased sites to identify which ones require decarbonisation works. This will be used to ensure that all buildings that require works to eliminate emissions from gas boilers have feasibility studies carried out. It will also provide the basis for the Energy Services and Corporate Landlord teams to prioritise funding applications or council-funded works based on potential carbon savings and costs, also considering opportunities to build works into scheduled refurbishments. The Energy Services team will also continue its annual energy audit programme to identify energy waste and quick win opportunities, as well as continuing to roll out smart metering, which will provide detailed energy usage data that helps identify wastage and savings opportunities
- From the April 2022 baseline of 15% of the council's fleet vehicles being electric, we are now at 18% (80 of 454) or 22% if hybrid vehicles are included, The target is 35% by 2025 with infrastructure improvements to support this.
- Key focuses going forward are the council's 'Greening together' programme and 'Parks for Health' strategy and delivery plan.

Resident view

- In December 2022, in response to feedback from organisations including Disability Action in Islington (DAII), the Carer's Forum, Islington Parents' Forum, London Travel Watch, Transport for All (TfA), Keeping Safe subgroup, Power and Control and individual residents' correspondence, we introduced an 'Individual Exemption' to complement the existing 'Home LTN' exemption. The new exemption provides a reasonable adjustment in line with the Equality Act for individuals who can demonstrate with evidence that they are substantially disadvantaged by travelling in areas of Islington with low traffic neighbourhoods. Applications are assessed on a case-by-case basis and applicants do not need to live in an LTN or hold a Blue Badge to be eligible. Permit holders are granted access through all camera-enforced filters in existing and future low traffic and liveable neighbourhoods. In response to feedback, a proposed application fee was dropped and the review period was extended from one to three years. The individual exemption went live in late December on a trial basis for at least 12 weeks to provide an opportunity for people to feedback on how the exemption and application process are working.

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 recruit to support their needs, culture etc. The recently published Adult Social Care Outcomes Framework (ASCOF) shows that performance for Islington is higher than both 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 74% 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 had been delivered and that they were able to close the audit.
- 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 788 referrals with 414 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.

- The team have started to implement the **AT Innovation Roadmap** which outlines technologies we'd like to explore introducing over the next 2-3 years. 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 challenges

- 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 Camden and Islington Foundation Trust (C&I) 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 is currently in use for case recording only so far with a phased approach to implementing more features or functionality.
 - 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 Camden and Islington 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.
- Although not due to be completed by 2025 the **digital switch** will need to 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 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** has returned to full functionality 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 use in real time. Unfortunately, we have experienced a number of delays in this going live. We estimate this dashboard going live early in February 2023.

Resident view

- The Let's Talk Islington peer event with Age UK in November provided an opportunity to engage with residents and document resident feedback around support and accessible information. Our aim was to evidence the resident's voice and ensure this informed our practice fortnight learning. The event had a great turnout with 69 people attending and providing useful feedback. Resident quotes included:
 - “I thought it was great to have the Council interested in our feedback, the presenters actually listened to us and took notes.”
 - “I am so pleased that they are coming back in the New Year, and care enough to want to update us.”
 - “I thought the people from Social Services really looked interested and were listening and really wanted to bring about new positive changes.”
 - “I really hope we get the other Islington Council teams to also attend because I want to give my personal views of their services directly to the Council staff. I want all of their services to hear me and show me they care about us.”
 - “This workshop is so great, I have learnt so much, even though I am overwhelmed as an unpaid carer, I will make time for Let's Talk events.”

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

Headlines

In Q2,

- 89% of children had a complete set of 6-in-1 vaccinations before the age of 1.
- 69% of children aged 5 had received both doses of the MMR vaccination.
- 95% of babies received a New Birth Visit.
- 3% (1,807) eligible residents received a health check.
- The number of smokers achieving the four-week quit rate was at 68.8% across the service.
- The number of people in drug treatment is 823 and the number of people in alcohol treatment is 355.

- The number of staff and volunteers completing MECC training is 78.
- There were 386 LARC fittings carried out by the sexual health service.

1. Immunisation

Population vaccination coverage DTaP/IPV/Hib3 at age 12 months

- 89% of children had a complete set of 6-in-1 vaccinations before the age of 1. This quarter's performance is similar to Q1 2022/23 (88%), but rates of primary vaccinations at age 1 have gradually increased over the last 4 quarters, suggesting some recovery from lowered rates during the pandemic.

Population vaccination coverage Measles, Mumps and Rubella (MMR) (Age 5)

- 69% of children aged 5 had received both doses of the MMR vaccination. This quarter's percentage uptake is similar to Q1 22-23 and similar to the pre-pandemic plateau of 70%. The uptake of the second MMR vaccine is also similar to the same period last year for Q2 21/22 at 68%.

Overview Summary for Immunisation:

The London-wide push on polio vaccination led to a further focus on childhood vaccinations during late August and September. A national MMR catch-up campaign was launched for children aged 1-6, with the NHS contacting parents and carers of children who had missed one or both doses of MMR by text, email, and letter.

Resident impact

Primary vaccinations are important in providing long-term protection to children against a number of 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 some concern that potential "vaccine fatigue" may weaken the impact of messaging, as flu and COVID-19 become priorities over the winter. National and regional planning for further catch up on childhood vaccinations in 2023 is underway, targeting the under-5 population through early years services and networks.

2. Children and Young People

Health visiting performance of mandated visits - % New Birth Visits

- 95% of babies received a New Birth Visit by their 14th day. New birth visits are mandated universal health checks carried out by health visiting services, usually within 10 to 14 days of the birth. They are the first of five key health and development reviews recommended for all babies and young children up to the age of 2.

Almost all visits were carried out at home, which supports families and enables health visitors to assess the baby's and family's living environment and for any potential risks. The visit may occasionally happen in other settings, such as a clinic, children's centre, or at a GP surgery. Reasons for conducting a review remotely include COVID-19 quarantining.

Resident Impact

The health visitor can provide advice and support around a range of issues important for parents and their new-born baby, such as safe sleeping positions, vaccinations, infant feeding (breastfeeding, or bottle feeding), early development of the baby and adjusting to life as a new parent. Parents and children who are more vulnerable may receive additional visits and referrals for extra help or support.

3. Healthy Behaviours/Lifestyle

Percentage of eligible population (aged 40-74) who have received an NHS Health Check

- 3% (1,807) eligible residents received a health check against a whole year target of 8.5%. This is a 39% increase in the number of NHS Health Checks delivered when compared to the previous quarter (1,807 compared to 1,300). The number of NHS Health Checks delivered has continued to increase since Q2 2021/22. The latest performance (1,807) is also higher when compared with pre COVID-19 pandemic times (based on Q2 2019/22 - 1,694). The focus for the next quarter is to support progress on the annual target for the uptake of the NHS Health Check offer.

Resident Impact

This service is beneficial 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 and management of CVD is beneficial in preventing longer term ill health and harms associated with CVD.

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

- The number of smokers achieving the four-week quit rate was 69% across the service. This is higher than the previous period at 65% and when compared to this time last year when it was at 61%.

Resident Impact

The service is successfully reaching socio-economic groups that have health inequalities due to higher smoking rates. 73% of successful quits with the service were amongst residents in groups with the highest smoking rates (including people with long term conditions, have a disability, some ethnic minority communities, long-term unemployed and routine and manual workers).

Substance Misuse:

*Number of people in treatment year to date. - Primary drug users - Primary alcohol users

- The number of people in drug and alcohol treatment in Q2 from 2021/22 was 823 and 355, respectively. This is a decrease from the same period last year, when the number of drug users was 949 and alcohol users was 470.

** This indicator is measured by year to date (rolling 12-month indicator); therefore, in Q2, this includes all clients currently in treatment (who were in treatment the previous year) and all clients who are new to treatment in the current year (September 2021 to September 2022).*

Resident impact

The service has been liaising with Islington's Mental Health Crisis Team to refresh and develop joint working protocols. This includes planning to train crisis team clinicians to dispense naloxone to service users who are known to use opiates or are known to spend time with opiate users. Naloxone is medication that can be administered to immediately reverse the effects of an opiate overdose and reduce the risk of death.

4. Number of staff and volunteers completing training to support residents around their health and wellbeing.

Making Every Contact Count (MECC) – number of people trained in the programme.

- The number of staff and volunteers completing MECC training in Q2 was 78. This is above the quarterly target, linked to the launch of the new MECC Cost of Living training offer in July 2022.

There has been good uptake across sectors, with 41% of training participants from council departments, 37% from local voluntary and community sector organisations, 12% from the NHS, and 10% from local businesses. Public Health currently offer three courses under the MECC umbrella:

- The Cost of Living and MECC,
- Good Conversations for MECC
- The Basics of Motivational Interviewing

Resident Impact.

Feedback from participants has been consistently positive, with 100% agreeing or strongly agreeing to use the tools and techniques learned. Comments included: "Useful, practical and succinct training," "Useful strategies to engage with clients" and "Lots of interesting resources that I was not aware of."

5. Sexual Health Services.

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

- Performance was at 386 LARC fittings. This is lower than Q1 (553) but higher than Q2 last year (327). During Q2, CNWL and many other sexual health services were impacted by the Mpox outbreak which primarily occurred among gay, bisexual, and other men who have sex with men. This significantly affected the capacity of services to see patients for other reasons, such as for LARC. Community action and roll-out of Mpox vaccinations over the summer had significantly reduced Mpox infections by the end of the quarter. The service remains on track to exceed their annual target of 1100 LARC fittings for 22/23.

Resident Impact.

Access to LARC services through local sexual health services has been sustained, with patients being seen whether they live or work in the borough or are travelling through. There is focus on reviewing and assessing the LARC offer through other settings in the community, such as GP surgeries and health centres.

Key challenges

Healthy Behaviours/Lifestyle

Percentage of drug and alcohol users in drug treatment who successfully complete treatment and do not re-present within 6 months).

- 7.6 % of drug users in treatment successfully completed treatment and did not re-present within 6 months, against a target of 20%.
- 37.9% of alcohol users in treatment successfully completed treatment and did not re-present within 6 months, against a target of 42%.

Performance against the same indicators compared to the same quarter last year showed a drop for drug users but an increase for alcohol users. The service has experienced severe outage issues with their case management system, which has resulted in incomplete data being submitted and on the reporting of performance indicators this quarter. This may therefore be a factor contributing to the reduction in reported performance in Q2.

Additionally, there has been staff shortages and turnover of key personnel in partner agencies (National Probation Service and the Drug and Alcohol Service located at HMP Pentonville - separately commissioned by NHS London.) Local commissioners have been supporting these services to identify new key contacts as part of the continuous support offer for those being released from

prison. Despite these challenges, the co-location of drug and alcohol workers in the Probation Office at St John Street is working well as reported by both services.

Resident Impact

Groups/activities returned to pre-pandemic frequency, including face to face delivery. Literacy programmes were re-started during the quarter, offering support to service users with concerns, including help with CV writing, completion of forms and reading and writing. The service also offers reading coaches who offer 1:1 sessions around improving reading, numeracy and free support/sessions around using technology.

7. Number of staff and volunteers completing training to support residents around their health and wellbeing.

Number of people receiving mental health awareness training.

- In Q2, 140 people were trained from Islington. This represents an increase in the number of people trained in Islington compared to Q1 22/23 where performance was at 101 for Q1.

Resident Impact.

The training contributes towards more training of staff in mental health and raising awareness across services in the borough. Successes for this quarter include:

- Courses continue to be fully booked and there is a high level of advance booking for the next quarter.
- Delivery of some face-to-face training has recommenced for the Mental Health First Aid and Mental Health Awareness courses.
- Camden and Islington specific promotional brochures created and distributed.
- Improvements to the Eventbrite booking system has been made to improve communication with delegates and attendance (to reduce 'did not attends').

DNA (Did Not Attend) rates have been an issue, possibly linked to impacts of the pandemic and shift at the time to online training. This is steadily improving and the Samaritans course in particular saw an increase in attendance rates, which may be attributable to health promotion campaigns, a new brochure, and promotion of the training on World Suicide Prevention Day to reach a wider audience.

Focus going forward

- Work with wider stakeholders to plan and implement interventions/service developments as a result of additional investment from the National Drug Strategy.
- Resolve issues with the service's case management system and implement a new system (RIO) to ensure consistency of performance monitoring.
- Substance misuse services will support any local plans to ensure COVID-19 and flu vaccinations are accessed by vulnerable/targeted groups.
- Work alongside the service with a number of mitigation actions are planned to address the Did Not Attend (DNA) rates for mental health awareness training.

COMMUNITIES FEEL SAFE, CONNECTED AND INCLUSIVE

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

Recent successes

- Agreement to the **Fairer Together Strategy** setting the direction for early intervention and prevention as a means of tackling inequality in Islington
- Establishing the **Bright Lives Alliance** with cross sector partners (Council, Health, VCS) to drive integration of help and support for working age adults and older people through multi-agency locality teams.
- The **Bright Lives coaching service**, which is one key part of the Alliance, has been operational since September 22 and received over 150 referrals in the first 3 months. Over 70 residents are receiving therapeutic support and this is increasing weekly. Residents work towards measurable goals with social connectedness as a key area for supporting wellbeing.
- Launch of the **Young Black Men and Mental Health Programme** including roll out of Becoming a Man in three secondary schools in Islington
- Successful **recruitment to key roles in the Community Partnerships** team. The team will help amplify community participation, work better at a locality level to build strong relationships and partnerships to respond to local priorities and make better use of community spaces to support our aspirations.
- New **Engagement HQ system** procured and being piloted. The system will be the main tool to be used for council consultation and engagement going forward.
- Conclusion of **Let's Talk Islington** engagement exercise involving over 6000 residents in understanding life in the borough and how we can work together to build a more equal Islington in the coming years.

Key challenges

- 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. **Employment rates for residents we support with a learning disability** have decreased in quarter 3. The service is working in partnership with iSet to ensure all eligible residents starting employment are included in the adult social care data recording system. Although performance is now not within 5% of the target, benchmarking against London and England shows that Islington have a significantly higher % of people with a Learning Disability in paid employment. (Adult social care)
- In addition to these challenges, we also know that **adults with learning disabilities** experience inequalities when seeking to enter the job market. Working 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". (Adult social care)

Focus going Forward

- Launch of **Access Islington Hubs** as a key source of support for residents who need help and support
- Continuing expansion of **Bright Lives coaching service** to include receiving self-referrals from residents; co location in Access Islington Hubs; ASB support offer focussing on community mediation; measuring outcomes and alignment with wider VCS and Health offers.
- Developing priorities for each locality in partnership with the community

- Launch of **Islington Together 2030 Plan** setting out the five key missions for the Council over the coming years
- Rollout of **Engagement HQ** council wide following the pilot which ends in March.
- Implementation of **Action Learning approach to Challenging Inequality** in Islington focused on six key priority outcomes
- One of the key areas of development in Adult Social Care has been **supporting our residents to connect and engage with the local community**. Last year 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'.

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
- Improving the resident experience – ensuring that residents can access what they need in a way that works for them

Recent successes

- Despite financial pressures on residents and businesses, **collection of council tax and business rates** are within tolerance and above profiled target respectively.
- Percentage of invoices from **local suppliers paid** within 10 days has continued to increase through the year to 88% in Q3.
- Significant progress with key **Digital Services projects** that remove failure points (such as old on-premise data centre equipment).
- Most significant is the **transition of Parking** to a cloud hosted solution removing the critical dependence on the sub-standard Old St Data Centre.
- Migration to Vendor's **new payments platform** which will make card and online payments by residents far less prone to failure.
- Average **days lost due to sickness** has reduced over the year to 8.0 in Q3 (8.5 in Q1). Although this remains slightly higher than target (7.5 days), we are outperforming sickness benchmark figures.
- The percentage of **Black, Asian and minoritised ethnic staff** within the top 5% of earners increased by 1.5% in Q3 to 28.3% - the highest rate this year, higher than previous average annual figures and 8% higher than London Councils' average.
- **FUSE apprenticeships** are strong and on track to be higher than previous years.
- We have sustained much improved rates of completion of **FOIs** within target time (89%) through the year – the highest levels since 2018 and close to the ICO target (90%).
- **Subject access requests (SARs)** have seen improved completion rates within target time this quarter (77%) compared to previous quarters this year (70%), although still some way to go to ICO target (90%). The number of overdue requests has also now reduced.
- No **high-risk breaches** reported to the ICO this year.

Key Challenges

- Q3 **forecast net overspend** of £5.6m – a deterioration in Q2 the position of (-£2.9m).
- There are a number of **critical digital systems** that are at end of life and difficult to replace. Some are well underway (My eAccount to Digital Experience Platform) whilst others are just starting and/or in planning (Call centre telephony, Customer Relationship Management, and website). These systems will continue to impact performance for residents until replaced. Replacement will necessarily require significant process redesign for resident-facing services
- Whilst the availability of **technology skills** is improving, some specialist and in-demand skills are still in short supply and available through expensive contract staffing.
- Directorates experiencing **sickness absence rates** higher than target are Environment, Fairer Together and Homes and Neighbourhoods. The same directorates have the highest numbers of staff off for 20+ days. The main causes of sickness absence in the rolling year to Q3 continued to be mental health related, Covid 19 (down slightly from Q2) and musculoskeletal issues.

- **Agency usage** has increased though the year to 12.89% in Q3 (Q1: 11.60%). However, it remains lower than the London average of 15%. Correspondingly, spend on Agency staff has also grown over the year and is set to be around 30% higher than last year. Growth this quarter is driven by an increase in total headcount and FTE (by 10% on Q2) and in the number of interim executive workers (by 26% on Q2) where agency margins are higher than in Q2.
- The percentage of **disabled staff** within the top 5% of earners has dropped through the year (Q1: 8.4% to Q3: 6.6%) and is below the London Councils' 2020/21 average of 13.7%.
- External recruitment to **apprenticeships** to the council is a challenge, with 19 recruited so far this year which is lower than previous years. This is a result of limited salary budget, but we have a steady flow of opportunities being put forward. That said, FUSE apprenticeships are strong and on track to be higher than previous years.
- While **Subject Access Requests (SARs)** have seen improved completion rates within target time there is still some way to go to ICO target (90%). Only Children's Services were unable to complete SARs to target this quarter, continuing to receive the highest (over 50%) and most complex requests. The council has been monitored by the ICO twice for timeliness of responses and during the onsite ICO audit in 2015 the council's approach to SARs was reviewed and the ICO were critical of our compliance. In all cases the council committed to maintaining a compliance rate of at least 90%. Continued failure to meet this target puts the council at risk of further monitoring which could result in a public reprimand from the ICO or an enforcement notice being issued (failure to comply with a notice can result in a fine of up to £17,500,000).
- Continuing challenges around response times for calls to **Access Islington**.
- **Stage 1 complaints** continue to increase (Q3 up on Q2 by 19%) due to the increase in complaints received by Homes and Neighbourhoods (Q3 up on Q2 by 33%). Homes and Neighbourhoods continue to show an upward trend of stage 1 complaints upheld and partly upheld (Q3 up on Q2 by 18% compared with increase across council of 7%).
- Delays in responding to **Stage 2 complaints**. There are 138 stage two complaint investigations in the backlog at the end of Q3. 100 are for Homes and Neighbourhoods.
- **Members enquiries** completions rates within target time have increased this quarter but remain low (48%). This is thought to be due to a late prompt for replies and the system is being changed accordingly. Top three issues raised in Q3 remain Housing, Repairs & ASB.

Focus going Forward

- Management actions are in place by contributing directorates to reduce the **estimated outturn overspend** over the remainder of the financial year.
- As we move to hosted platforms, the percentage of **outages** caused by vendors has increased. We are working with our suppliers to review and understand their SLA's for dealing with outages and have put in steps to work closer with suppliers to ensure that our and their SLA's are aligned. However, vendor performance is a London (and national) challenge as they are equally stretched and to progress further there is a desire to work as a London-wide collective to apply more significant pressure rather than acting alone.
- To further improve **sickness absence**, we continue work on early intervention and prevention activities to support good mental and physical health for our workforce.
- To reduce use of **agency staff**, People Plans are incorporating plans for temp to perm along with dedicated work between services and Strategic Resourcing Lead and a targeted agency approach.
- To help increase representation of **disabled staff** in our top 5% of earners, we are working towards being a Level 3 Disability Confident Employer and we continue to build a culture where people with disabilities can thrive and progress their careers.
- With respect to **SARs** completions, vacancies in Children's Services have now been filled and performance should continue to improve.

- Implementation of **complaints improvement plan** including independent service review
- The new system for capturing **Members Enquiries** is still in its early days and accuracy should improve as the system embeds.

Resident view

- Resources received nearly 30% fewer stage 1 complaints in Q3 (68) than in Q2 and one third of those were upheld (justified), which was lower than the Council average. No Stage 2 or Ombudsman complaints were received in Q3.
- In the year to date, most stage 1 complaints related to Council Tax (194), followed by Housing Benefit processing (55).
- Of the upheld (justified) stage 1 complaints, the most popular themes for complaint are (with approx. %):

Council Tax:	Housing benefit processing:	Business rates
50% = delays	55% = admin error / failure	65% = delays
30% = admin error	35% = delay	25% = admin error / failure
10% = failure to respond	10% = failure to respond	(1 case) = officer conduct
10% = poor service / officer behaviour		