

# Corporate Performance Whole Council Overview Q4 (January – March '23) / end of year 2022-23

High level narrative for performance areas reported to other scrutiny committees on the following dates:

- Environment and Regeneration Scrutiny Committee: 4 July 2023
- Children’s Service Scrutiny Committee: 19th July 2023
- Health and Care Scrutiny Committee: 3rd July 2023 (Public Health Q3)
- Health and Care Scrutiny Committee: 5th Sept '23 (Adult Social Care)
- Housing Scrutiny committee: 17th July 2023

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## 1. Overview of corporate performance update

This end of year corporate overview of performance captures key strategic successes and themes driving performance issues of 2022/23 and areas for strategic improvement for 2023/24. Please refer to scrutiny committee reports for more details for specific areas.

### 1.1. Key strategic successes for 2022/23

This section identifies the major successes for each mission in 2022/23. Many more successes were seen across the Council and these are set out in respective more detailed scrutiny reports.

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| <b>CHILD-FRIENDLY ISLINGTON</b> ( <i>Children &amp; Young People</i> )   |
| <ul style="list-style-type: none"><li>• <b>2-year-old free early education entitlement</b> take up is currently 75% (spring 2022/23 term), an increase of 5% points on last year. This ranks Islington as the 3rd highest for inner London.</li><li>• <b>Looked After Children</b> population reduced this year and is currently at 324. Success has been utilisation of Pre-proceedings PLO (Public Law Outline) for more families prior to considering court applications, the work of the Adolescent Intensive Support Project (ASIP) as well as a reduction in the number of Unaccompanied and Separated children presenting from hotels.</li><li>• The majority of <b>schools</b> in Islington (98%) were <b>rated as good or outstanding</b> in 2023, an improvement of 7% points since 2019. The Progress 8 disadvantage attainment gap in Islington, at 0.38, is much smaller than the national gap of 0.71, indicating that disadvantaged pupils in Islington perform better than their peers nationally.</li><li>• Numbers of <b>first-time entrants to the criminal justice system</b> reduced to 37 by Q4 – one of our lowest ever numbers within an annual period The multi-agency approach to supporting children and young people who are experiencing difficulties and at risk of entering the youth</li></ul> |

justice system is successfully diverting and preventing children from this outcome. New initiatives with the Police, such as the Engage programme, with Camden and Islington Basic Command Unit (BSU), has strengthened the approach to early intervention and prevention.

#### **SAFE PLACE TO CALL HOME** (*Homes & Neighbourhoods*)

- 147 **new council homes** were delivered in 2022/23, compared to 10 in 2021/22 and 53 in 2020/21.
- Percentage of **homeless decisions** made within 56 days (the target timeframe) improved to 74% in 2022/23, up from 68% in 2021/22, despite a significant increase in demand. Cumulative number of homeless preventions is also up, with initial end of year figure (808 preventions) higher than last year (701 preventions).
- Despite increased demand for **repairs** in 2022/23 (nearly 40% up on last year), **customer satisfaction** remained at 84% and first-time fix rates remained at 88%. A comprehensive **improvement plan** is underway for completion in 2023/24. Improvements focus on call centre performance, customer care and compassion training for all staff, mystery shopping, an app to increase transparency for tenants on the progress of their repair and an end-to-end review of the service.
- Improvements have been made to tackling **damp and mould** including a dashboard to prioritise cases, training for surveyors and staff, and a review of techniques to combat damp and mould. Additional resources have enabled completion of more surveys so far in 2023 than the whole of 2022. The task force is tracking 104 high priority damp cases: to date, 41 have been closed, 31 have been reduced to medium risk and 21 have been reduced to low risk.

#### **COMMUNITY WEALTH BUILDING**

##### *(Community Wealth Building / Environment & Climate Change)*

- 3,013 **residents supported into work** in 2022/23, well exceeding the target of 2,000 and a strong start to meeting the manifesto target of supporting 5,000 residents into employment April '22–March '26. Almost half were from Black, Asian and Minority Ethnic Communities, 17% were placed into work with council-contracted suppliers and 30% were placed into London Living Wage entry level jobs. (CWB)
- 210 **people supported into apprenticeships** – 105 with the council and 105 with external employers. This represents a real step change, far exceeding performance in previous years. (CWB)
- £5.735m pa in **additional benefits secured** by our IMAX team for low income and *vulnerable* households, including focused campaigns on Pension Credit and Disability Benefits. (CWB)
- £4.4m **Household Support Fund** distributed to low-income households to mitigate the impacts of the cost-of-living crisis, with allocation of a further £4.4m and proposals for a £1m **Islington Hardship Fund** for struggling households not eligible for Government grants. (CWB)
- £1.287m of **social value** delivered through our **Affordable Workspaces**. (CWB)
- 1,268 local businesses supported through our **Inclusive Economy & Jobs service** (CWB)
- **£10.86m in s106 / CIL** (Community Infrastructure Levy) contributions received in 2022/23, and a further **£24.46m** secured or negotiated. (CWB)
- We hit the annual 3,000 target for **SHINE referrals** (unique households) and in 22/23, over 1,200 Islington households were supported with **Thames Water 'Water help' savings** averaging £197 and totalling nearly £250k; and **Energy Doctor interventions** saved nearly 1,200 households an average of £117, totalling £140K (*Environment & Climate Change*)

#### **GREENER, HEALTHIER ISLINGTON** (*Environment & Climate Change / Public Health, Adult Social Care*)

- **Clean streets** measures were all strong this year, with all four Street Cleanliness survey KPIs very strong across the year, missed waste collections remained consistently strong and end of year 'fly-capture' fly-tip numbers were down 8% on 21/22, which was down 29% on 20/21.

- **Carbon emissions** from our fleet vehicles came in 3% ahead of target for the year, as the proportion the council owned fleet that are electric increased, and carbon emissions from our buildings is so far very promising, falling by 15% in the first three quarters of 2022/23 compared to the previous year.
- In Q3, 89% of **children had a complete set of 6-in-1 vaccinations** before the age of 1. This is below the levels needed for population-wide protection but marks a five-percentage point improvement over the last year.
- The 2022/23 **adult social care (ASC) service user survey** results show good improvements for 7 / 8 outcomes framework indicators compared to last year, including: the overall satisfaction of care and support; the proportion of people who use services who have control over their daily life; the percentage of people who use services who feel safe and the percentage of residents we support that say their services have made them feel safe and secure.
- 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. Recent benchmarking shows Islington's performance is higher than both London (25.0%) and England (26.7%). A high proportion (around 600 service users) use their direct payment to pay for personal assistants, giving them greater choice over who they recruit to support their needs, culture etc.
- **Safeguarding** has seen performance improvements. At the end of the year, 74% of service users reported that their desired outcomes were fully achieved, exceeding target (70%) and significantly higher than the end of last year (58%).
- Since going live, the **Assistive Technology (AT) service** has received record numbers of referrals across all adult social care and health teams. Since April 2022 the service has received 1,065 referrals with 500 installations completed, resulting in more residents being supported to live independent lives and help manage demand coming the front door.

#### **FAIRER TOGETHER** (*Community Engagement & Wellbeing*)

- The **Bright Lives coaching service**, set up in Sept '22 as part of the Bright Lives Alliance, received over 240 referrals in the first 6 months. Over 80 residents are receiving therapeutic support, and this is increasing weekly.

#### **ORGANISATIONAL HEALTH** (*Resources / Community Engagement & Wellbeing*)

- Following an exceptionally financially challenging year, the **net General Fund outturn** showed an overall balanced position at the end of 2022/23. The application of corporate provisions, earmarked reserves and corporate contingency offset the overall gross outturn overspend, to deliver a balanced position, but with underlying, significant directorate overspends.
- **Digital Services** has delivered in excess of 20 **significant projects** in the last year. Most of these have a positive and enabling impact for residents and staff. Over half of these projects include migration to cloud/hosted solutions which significantly improves resilience and eliminates the historic technology debt issues associated with many of our core applications and infrastructure. Success has been achieved despite skills shortage across the IT industry.
- **Stage 2 complaints** backlog has been cleared and a **Complaints improvement action plan** has been created and is being implemented.
- Implementation of a new **Interactive Voice Response (IVR) system** to reduce abandonment and call waiting times.

## 1.2. Themes of factors affecting performance in 2022/23

Across the year, similar themes have connected factors affecting performance. These do not cover a comprehensive set of challenges or themes, but what is shared by services and identified by the

corporate performance manager. Note that greater disclosure of challenge is not an indicator of performance. Please refer to scrutiny reports for more details for respective areas.

## 1. Growth in demand for services and complexity of cases

Three areas highlighted a continued high demand (**Adult Social Care**) and a growing demand for services (**homelessness and complaints**) this year.

During the pandemic, **Adult Social Care** experienced an increase in demand, safeguarding concerns and admissions to care homes. This focussed attention on managing demand at the front door. The number of residents we support with long term packages of care hasn't increased at the same rate as demand, indicating that the early intervention and support in place at the front door is enabling people to remain independent.

This year there continued to be an increase in **homelessness** presentations due to a combination of domestic abuse, increase in Section 21 notices, cost-of-living crisis and properties being in disrepair (damp/ mould/ condensation). Government statistics show this to be a national problem, with the highest number of people homeless in England at the end of the reporting period (Dec '22) since 2005. This has put pressure on homeless decisions and increased use of temporary accommodation (use of B&Bs increased by 31% compared to last year to home 12,220 people and number of households in nightly booked temporary accommodation is 575 higher than last year, although lower than London as a whole).

**Stage 1 complaints received and upheld** continued to increase this year on previous years (14% up on last year). **Stage 2 complaints received and upheld** also continued to increase this year, receiving 80% more than last year. However, the percentage upheld at both stages has remained largely constant over time. Growth is largely driven by increases in repairs complaints received by **Homes and Neighbourhoods** in turn driven by reasons including growth in repairs carried out since the end of the pandemic and transfer in-house of poorer quality housing from a PFI contract.

## 2. Challenge meeting resident need

Two key areas consistently highlighted challenges in meeting the demands placed on services this year: **housing** and tackling **homelessness** (discussed above) and responding to **residents' requests for information** (Subject Access Requests and formal complaints).

The growing **demand for housing** provision and homelessness created a backlog of outstanding homeless decisions. At the end of the year, this stood at just under 300. While this performance has improved, further improvements are required, however, pressure on this service is due to grow as the drivers are expected to continue. Meeting the demand for existing tenants to transfer into more suitable accommodation is compromised and below target by 3% due to the financial pressure to reduce the use of expensive nightly paid temporary accommodation combined with the overall yearly reduction in the number of social housing properties available to let. Maintaining the **quality of homes** including managing damp and mould is also a key focus and challenge.

Services have experienced pressure this year responding to some **formal requests for information** from residents. While **Subject Access Requests** (SARs) have seen improved completion rates within target time this year (76% compared to 65% last year), it is still some way off the ICO target (90%). Children's Services is most stretched, receiving the most (over 50%) involving large volumes of papers which are complex to manage. Continued failure to meet this target puts the council at risk of further monitoring from the ICO which could result in a public reprimand or issue of an enforcement

notice. A growth in **complaints** received increased pressure on services and created a considerable backlog in stage 2 responses, but additional resources resolved this by mid-2023.

### 3. Challenges of lack of direct influence or affected by performance of other agencies

This is the most common theme affecting performance, with a number of directorates affected by a lack of direct control over a range of performance areas.

**Children & Young People** experience this challenge with levels of diversity of those taking up play and youth offers particularly in the north of the borough; school attendance of children with a social worker; the number of electively home educated; and persistent absence from school, which is a significant challenge. **Persistent absenteeism** at the primary phase, Islington has gone from having the 39th lowest Persistent absentee (PA) rate in the country in Autumn 2021 to the 137th lowest (15th highest) in Autumn 2022. For secondary schools, Islington has gone from having the 34th lowest PA rate in the country in Autumn 2021 to the 85th lowest (67th highest – around mid-table) in Autumn 2022. Services are working hard with partners and schools in particular on all these areas. Further, **delays in court proceedings** through Covid meant that some children remained in care with family members longer and the families are now less willing to take Special Guardianship for their relative, preferring for them to be Looked After by Islington. Work is in place to manage this.

**Employment outcomes** (CWB) for key target groups – parents, young people, and disabled people – failed to meet targets for 2022/23. Work is underway to understand and improve outreach and communication methods. £84,000 in **Childcare Bursaries** was awarded to parents in '22/23 to help them move into employment, below the available £160k. To increase take up, we've extended the criteria to include parents returning from maternity leave or long-term sickness absence, allocated a sum to ACL to provide creches in learning centres and launched a fresh comms campaign.

**Environment and Climate Change** saw this kind of challenge with **visitors to leisure centres**. At the end of 22/23 visitor numbers were 4% below the annual target (though 26% ahead of last year), significantly affected by the Sobell flood in August, though also Ironmonger Row Baths Spa closure.

**Public health** is seeing this with challenge around population take-up of **vaccines** and successful **treatment of drug users**. 70% of children aged 5 received both doses of the **MMR** vaccination by the end of Q3, which is the same as last quarter 22-23 as well as pre-pandemic levels, but below the level of coverage needed for population level protection (95%). This means the cumulative vaccination rate among children and young people has dropped significantly over the past ten years. The percentage of **drug users** successfully completing their treatment and not re-presenting within 6 months was 7% in Q3 (target: 20%), below the national average in Q3 (10%). However, there were improvements in Q3 in linked outcomes such as housing, abstinence rates and unplanned exits. Islington has a higher proportion of opiate users in the service compared with nationally, and successful completion rates are notably lower than among non-opiate users.

The recent **adult social care survey results** show a decrease in the proportion of people who use services reporting that they had as much social contact as they would like this year (34% down from 37% last year). Benchmarking information in October will help us understand if this has been seen nationally.

The **quality of data collected by third parties** could be under-reporting performance. **Community Wealth Building, Children and Young People** and **Adult Social Care** identified this issue this year. It is one driver of failing to meet targets for employment outcomes for the key target group of parents as we know from talking to partners across Islington Working that they are supporting large

numbers of parents. However, many are not collecting data on parental status as it could be seen as discriminatory. We are addressing this by working with our Islington Working Partnership. Reporting level of **NEETS** had difficulties with destination data collection from schools and missing or inaccurate contact information for follow up activity. Internal data sharing agreements have been put in place to address these issues. Adult Social Care is working with iSet to ensure all eligible residents starting employment are included in the data recording system to ensure the decrease in **employment rates for residents with a learning disability** is not due to under-reporting. **Human Resources** saw a fall this year in the percentage of disabled staff within the top 5% of earners. It is thought that this is due to staff not declaring disabilities as staff surveys suggest the figure is higher.

#### 4. IT challenges

**Updating critical digital systems** is an ongoing priority for the Council and a number of services have experienced separate challenges around security and availability of external digital systems this year.

Some **critical digital systems** remain at end of life and are currently in transition. While this is a far better position than in recent years, areas such as My eAccount transition to the new to Digital Experience Platform and telephony, website and call centre technology are all complex and resident-facing so require good planning and implementation oversight. To date, the focus for Digital Services has been on updating existing systems. It will now transition and re-skill to be more digitalisation focused. The future is to more actively work with directorates in service redesign and digitalisation.

**Adult Social Care's** CareNotes data entry system used by Camden and Islington Foundation Trust (C&I) was subject to the **national cyber hack** in Aug '22 and is no longer available. Work is ongoing to ensure that practice continues. Adult Social Care is also due to complete a '**digital switch**' by 2025, which needs to be factored into future thinking and governance across the council due to the potential risk to residents. Approx. 900 alarms will need changing – a substantial number of our current offer.

#### 5. Financial strain and national economy

The **financial context** of high inflation post-pandemic and with the Ukraine War created an uncertain economic backdrop to 2022/23. The ensuing cost-of-living emergency was felt hard by the council and residents and impacted a range of performance areas across the council. This is expected to continue, and work is ongoing across the Council to manage the impact where it can.

Following an exceptionally financially challenging year, the **net General Fund outturn** showed an overall balanced position at the end of 2022/23. This was achieved with use of corporate reserves and contingencies, but with underlying, significant directorate overspends. The majority of directorate overspend was split between Children's, Adults, Environment, CWB and corporately held pay pressures. The cost of energy was the principal, non-pay budget pressure (Environment, CWB and council-wide). Other key pressures were children's social care placements, Adults' care packages, Adults' hospital discharge costs and commercial property income shortfall (CWB). Overall, the council's earmarked reserves have fallen by £37m in 2022/23.

Economic events including high inflation and interest rate rises significantly increased the **cost of building new homes** this year. This is in addition to existing challenges faced by councils in building genuinely affordable homes, including a lack of government funding. We are working to secure efficiencies in the design, procurement, and delivery of new homes while not compromising quality. We still aim to see 750 new council homes started on site before the end of 2027. The cost-of-living

crisis also increased **homelessness** presentations this year as well as rises in domestic abuse, Section 21 notices and properties being in disrepair (damp/ mould/ condensation).

The impact of the pandemic and the cost-of-living crisis meant that we were likely to see **young people perpetrate more serious offences**. While first time offenders are at an all-time low, the target to reduce the number of children and young people sentenced to custody was not achieved (5 young people received custodial sentences by Q4). The offences that the young people were convicted of were all of a serious nature, making managing them in the community too big a risk. Further support for very high-risk young people in the community is being explored.

As at Q3, the year-to-date **recycling rate** is 27.6% (target 33%), down on the 21/22 rate of 30.1%. The downward trend is attributed to the economic downturn and similar impacts are being experienced by five of the seven NLWA boroughs. Total residual tonnages are down 10% compared to the same three quarters last year while total recycling tonnages are down 17%. A more thorough analysis and understanding of trends in tonnages will be conducted after Q4 is confirmed.

The percentage of **workforce who are agency staff** (by FTE) increased this year to 12.39% compared to 11.84% last year, higher than the previous four years, but lower than the London average (15%). Given growing challenges in the labour market, it is envisaged that there will be an ongoing need for agency staff. Agency workers do not necessarily cost more than permanent, however, our commitment as a responsible and ethical employer makes this a figure we'd like to reduce, with a focus on higher tenure and front-line roles.

Not all direct connections are possible to identify between the national context and local performance, and it is likely that many more influences exist, such as challenges in the successful treatment of **drug users** and higher usage of opiates in the borough.

## 6. Mental health need

Islington has some of the highest levels of mental health need in London and the country and this is likely to affect other areas of performance, but this connection is not always able to be identified.

One area where mental health is a known factor is the **days lost through sickness absence per employee**, which increased in the last quarter of 22/23 ending the year on 8.6 days over the previous 12 months. This is slightly above benchmark (CIPD Average: 8.4 days) and above last year (8.0 days). Mental health has been the most common reason for sickness across the year, followed by COVID 19 and musculoskeletal issues. The increase in Q4 is predominantly due to mental health reasons, which increased by 14% on Q3. Through the year, sickness absence has been highest in Fairer Together / Community Engagement and Wellbeing, Environment and Homes & Neighbourhoods. The same directorates have the highest numbers of staff off for 20+ days. The 2023-2026 Workforce Strategy confirms staff well-being and resilience as a strategic priority.

**Employment outcomes** for the key target group of **young people** are down (420 were supported into work – an improvement on previous years but below the 2022/23 target of 560) due to youth providers and partners facing challenges engaging young people this year. Young people are citing social, emotional, and mental health difficulties, digital fatigue, diminished habits and routines, and finances as the main reasons for not participating in and accessing employability support. Initiatives are planned to better understand the barriers and improve engagement.

It is not possible to identify all mental health connections within local performance, and it is likely that more exist, for example, challenges in the successful treatment of **drug users** and higher usage of opiates in the borough and **persistent absenteeism** in schools.

### 1.3.Strategic areas for improvement for 2023/24 and beyond

While directorates use corporate performance to improve services to residents on an ongoing basis, there is an opportunity to reflect cross-council on more strategic, systemic or cross-cutting challenges and opportunities. The following are some early priority areas for collaborative discussion and development over time.

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| <p><b>CHILD-FRIENDLY ISLINGTON</b> (<i>Children &amp; Young People</i>)</p> <p>Three priority areas for improvement are identified for children and young people:</p> <ul style="list-style-type: none"> <li>• <b>Persistent absence:</b> At primary level, Islington has gone from having the 39th lowest persistent absence rate in the country in Autumn '21 to the 137th lowest (15th highest) in Autumn '22. For secondary schools, Islington has gone from having the 34th lowest PA rate in the country in Autumn '21 to the 85th lowest (67th highest, around mid-table) rate in Autumn '22. Attendance is identified as one of the key priorities within the Education Plan. Clear targets are set out to capture improvement and our approach focuses on four priorities.</li> <li>• <b>Looked after children:</b> On 31st March 2022, there were 385 children looked after and on 31st March 2023, there were 324 children looked after, this is made up of 35 UASC, 289 non-UASC. The number of CLA was down 27 compared to the end of Q3 (17 fewer UASC/ 10 fewer non-UASC), and down 77 from the peak in July (39 fewer UASC/ 38 fewer non-UASC). 133 children became looked after in 2022/23, a 36% reduction from 208 in 2021/22. Considerable work has been done to ensure that children are fully supported within their family wherever possible over the last 2 years and this work is having impact. The next area of focus is children who are Looked After residing with Family or Friends to ascertain whether the Local Authority still need to have Parental Responsibility or whether the Kinship Carer can take this over.</li> <li>• <b>Number of custodial sentences for young offenders:</b> There were five custodial sentences for Islington young people in 2022/23. This is one higher than the year-end total for 2021/22. Having a range of effective interventions to manage risk in the community and a strong working relationship and reputation with various courts has helped with the improvement of this measure in recent years. There are some offences, however, where only a custodial sentence is justified due to the seriousness of the offence. The number of custodial sentences imposed in recent years is low due to the availability of interventions which can be used to manage the risk of offending of high-risk children and young people in the community.</li> </ul> |
| <p><b>A SAFE PLACE TO CALL HOME</b> (<i>Homes &amp; Neighbourhoods</i>)</p> <p>Homes and neighbourhoods are focusing on <b>resident satisfaction</b> and how we improve our services following resident feedback information and data we receive from:</p> <ul style="list-style-type: none"> <li>• Mystery Shopping and customer focus groups - the Mystery Shopping report and the Customer Focus Group outcome/work have now been incorporated within the improvement plan. The improvement plan was discussed at the May PLM meeting and regular six-month updates will be now provided to the Leadership meetings on this/our work.</li> <li>• Resident satisfaction survey - This data could then be used to redesign service provision around the needs of residents. Residents will be surveyed over the summer.</li> <li>• Community drop-in surgeries –2 drop-in sessions have been arranged per ward over 9 weeks.</li> </ul>   |
| <p><b>COMMUNITY WEALTH BUILDING</b> (<i>Community Wealth Building</i>)</p> <ul style="list-style-type: none"> <li>• In <b>CWB</b>, a key area for improvement is around how we take a more strategic approach to <b>managing and making decisions on our assets</b>. Our asset base is crucial in enabling delivery of</li> </ul>  |



the vision and missions set out in our Islington Together 2030 plan. However, in the current financial position, we need to ensure that our asset base is fully funded, financially viable, safe and compliant, and that it delivers maximum benefits and value for money for the Council and the residents, businesses and communities we serve. It is essential that we move away from a position where decisions relating to assets are taken in isolation, towards a more strategic and long-term approach, based on current and future needs and trends and affordability.

- We are proposing development of a **Strategic Asset Management Plan (SAMP)** which will help us do just that. The SAMP is a key corporate strategic tool that sets out how we will use our assets to enable the Council to deliver the priorities set out in the Corporate Plan, deliver key functions and services, and meet our statutory and other obligations. It will set out some clear principles by which we will manage our land and buildings, make strategic decisions and define longer terms action planning against our asset base. We will be bringing proposals for development of the SAMP to CMB on 27 June and be asking for help from across directorates to shape the priorities, context and actions to the assets required to deliver your services.

#### **GREENER, HEALTHIER ISLINGTON** (*Environment & Climate Change / Adult Social Care / Public Health*)

- The council has committed to a **household recycling target** of 40% by 2030. Given that our recycling rates have stubbornly plateaued around 30% for several years, identifying and delivering the relevant actions that will deliver this ambition will be a major challenge. The Islington Waste Reduction and Recycling Plan 23-25 outlines our programme to increase recycling and was approved by the Executive in March. We are already investing £100k each year in improving **communal recycling sites** and have committed at least a further £600k through our Thriving Neighbourhoods Programme, supported by an expanded Council Recycling Team to work with communities on estates to deliver improvements to recycling facilities and increase recycling rates on estates. As part of budget for 2023/24, we have committed a further £2m over three years to support the transformation of recycling facilities across all of the council's estates. As a result of this investment, starting immediately and working through to at least 2026/27, we will ensure that all estates have enough space in their recycling bins so residents can recycle at all times, that wherever possible, recycling sites for estate residents are conveniently located within the grounds of those estates and that local recycling facilities are kept to at least a formal 'Flats Recycling Package' standard.
- **Adult social care – Direct payments** aims to give the individual greater choice and control over their life. Since 2018, performance for this indicator has improved and Islington is better than both London and England benchmarks. Although performance has improved over the last 4 years, 2022/23 hasn't followed the same upwards trajectory. Instead, performance this year has remained the same at 29% and below the stretch target of 31%. Adult social care has identified direct payments as a corporate area for improvement with potential cross directorate benefits. Work across directorates for this area is starting soon with initial conversations happening this quarter. For example, direct payments are often spent on the person receiving support employing a personal assistant. Making residents aware of the job opportunity of being a personal assistant is a way to improve direct payment performance and employment opportunities for residents. A corporate approach would require working with iWork and the communications team to raise awareness of the job opportunity.
- **Public Health** - To scope the contribution of **Primary Care** (GPs and Community Pharmacies – Locally Commissioned Services) on **access and outcomes of Public Health interventions** for residents and patients, as these services continue to recover from the impacts of Covid (capacity, catch-up activity impacts). To include: Health Checks, Smoking, Substance Misuse, LARC (Long- Acting Reversible Contraception), STI/HIV testing.

#### **FAIRER TOGETHER** (*Community Engagement & Wellbeing*)

- A **Wellbeing Index** is under development for launch in 2023/24. The purpose of the Index is to provide a long-term assessment of how our residents are doing across a broad range of areas using objective measures, including those the council may only have a contributory influence on, and perceived wellbeing measures e.g., happiness, anxiety, loneliness, stress, measured through an annual resident survey. The Index will support the organisation in understanding which areas of well-being are progressing well over time, and which are not, in order to prioritise focus. These long-term outcomes will be linked to measures for our Islington Together 2030 missions and then to directorate delivery plans measures. Collectively this will form our overall performance framework showing a connecting thread from action to impact.
- A key focus will be **Challenging Inequalities** across the Council, working with directorates to identify and tackle key areas of inequalities.

#### **RESOURCES / TEAM ISLINGTON** (*Community Engagement & Wellbeing / Resources*)

- **Community Engagement and wellbeing** – Due to the current high-profile nature of complaints, we will continue to focus on this and improve reporting on stage 2 complaints to enable CMB to monitor progress.
- **Resources – SARs:** While Subject Access Requests (SARs) have seen improved completion rates within target time (76% in 22/23; 65% in 21/22), there is still some way to ICO target (90%). Continued failure to meet this target puts the council at risk of further monitoring and 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). Only Children’s Services were unable to complete SARs to target this quarter, continuing to receive the highest (over 50%) and most complex requests. A new centralised Access to Information team is being created to manage all FOI and SARs. As part of the new operating model, options for specialist scanning and redaction software are being considered to improve SAR compliance and a FTC role has been included with a specific focus on transparency and proactive publication.

## 1.4. Highlights of resident views in 2022/23

### Let’s Talk Islington

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

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

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

- Pride in Islington’s **inclusiveness and diversity**, although some raised concerns about **divisions and exclusion**
- Concern that Islington is increasingly **unaffordable**

- Desire for more **meaningful dialogue, engagement** and action and more **responsive council services**, and frustration that they do **not feel like they are being heard, particularly those opposed to low traffic neighbourhoods**
- Concerns and aspirations related to **health and wellbeing, employment** and **education**, although these themes were raised less often.

[END]