

Corporate Performance Update: Q1 (April – June) 2023-24

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1. Introduction

This year (2023/24), we will move to a more coherent way of monitoring our progress on delivering the priorities set out in the 2030 Plan with the development of an ‘impact framework’. This will aim to connect: the Wellbeing Index, the 2030 Plan commitments, the manifesto commitments, key service-level outcomes and outputs and ‘organisational health’. This is a work in progress, to evolve over the coming quarters.

Q1 includes the first phase of the move. Directorates have refreshed their performance indicators to reflect the 2030 Plan and 2023/24 service plans, narrative below is by Mission as it has been previously, and the scorecard attached is now also structured around the Missions of the 2030 plan. Measures are still owned by directorates, so this new structure reflects the cross-directorate approach that is needed to deliver the missions. ‘Organisational Health’ – the effective and sustainable running of the organisation that enables delivery of our priorities – brings together existing Resources and relevant Community Engagement & Wellbeing measures. There is still a task of reviewing this collective set of measures for each Mission and Organisational Health to ensure they are fit for purpose.

The second phase is underway. This will develop ‘mission level’ measures that capture our commitments for each mission. ‘Organisational health’ will also be further developed to ensure it captures all critical risk measures.

2. Overview of corporate performance update

This quarter’s corporate overview of performance captures key strategic successes and themes driving performance issues of Q1 2023/24 and areas for strategic improvement going forward.

2.1.Key strategic successes for Q1 2023/24

This section identifies significant successes for each mission in Q1 2023/24. More successes seen across the Council this quarter are set out in the detailed narratives in Section 3.

CHILD-FRIENDLY ISLINGTON	
Resilient children and families	<p>A 30% year on year reduction in the numbers of children Becoming Looked After (BLA) and an overall reduction of 16% in the Children Looked After (CLA) population.</p> <p>There were 7 first time entrants (FTEs) into Youth Justice System in Q1, lower than the FTEs in the same period last year (15).</p>
Lifelong learning skills and enrichment	<p>The percentage of good and outstanding Islington schools (all phases) is 97.1%, above Inner London (95.9%).</p> <p>Provisional education outcomes of Islington children in early years foundation stage, year 1 phonics and key stage 2 combined reading writing and maths combined show improvement on the previous year. 66.6% of Islington children achieved a good level of development at the end of their reception year (64.7% in 2022). 78.9% of Islington children met the expected standard in phonics in Year 1 (76.6% in 2022). 64.4% met the expected standard in Reading, Writing and Maths at the end of Key Stage 2 (63.3% in 2022). Provisional data indicates that free school meal eligible, children with education, health and care plans, and those with SEN support have better than national outcomes for Phonics at the end of Year 1, for reading at the expected standard by the end of Key Stage 1 and for combined outcomes (reading, writing and maths) at the end of Key Stage 2.</p>
SAFE PLACE TO CALL HOME	
Prevent homelessness and reduce rough sleepers	<p>The Housing Needs service secured a total of £11.3m of funding from the GLA. £9m of the grant will be used to purchase ex right to buy properties to rehouse refugees, rough sleepers and care experienced young people as part of the wider Single Homeless Accommodation Programme. The remaining £2.3m of the grant will support to those housed within the properties that will be purchased. The service secured an additional £1m grant funding to supplement the existing Homeless Prevention Grant to assist with the prevention of homelessness. Islington has secured the 8th largest allocation of homelessness funding in England.</p> <p>The Temporary Accommodation service has reduced the numbers of households in temporary accommodation in hotels reducing the financial impact on the temporary accommodation budget.</p>
Ensure effective management of council housing	<p>There has been an increased demand on damp and mould surveys with 1,454 damp and mould surveys raised. 91% of appointments are attended to within priority. The 12-week aftercare calls are in-place, early feedback has a below 10% call back requirement.</p> <p>Percentage of repairs fixed first time remains above the target of 85%. This should be considered against a background of significant growth in the number of repairs (increase of 20,000 repairs since 2021/22) some of this increase is due to the insourcing of PFI however the remainder is due to a range of factors the service is still exploring.</p>

	<p>Satisfaction with the service received increased at the end of Q1, with 86% of people being satisfied (compared to 84% March 2023).</p>
<p>COMMUNITY WEALTH BUILDING</p>	
<p>Promoting economic wellbeing</p>	<p>412 residents supported into work in Q1 against an annual target of 1,500. The funding for these programmes through Central London Forward has been confirmed until the end of March 2025.</p> <p>Significant increase in numbers of learners enrolling on ACL courses – as of June 2023 (month 11 in Academic Year 2022/23) there were 1,606 unique learners, putting us on track to meet the target of 1,700 and exceeding performance pre-pandemic.</p> <p>£2m additional benefits pa for low income and vulnerable households secured by our IMAX team in Q1, on target for the annual target of £6m.</p> <p>Energy Doctor visits are 20% ahead of target and estimated annual savings per household have increased from £91 in 21/22, £117 in 22/23 to £311 in 23/24.</p>
<p>Creating an inclusive economy</p>	<p>£476k social value delivered through our Affordable Workspaces in Q1, against the annual target of £500k.</p>
<p>GREENER, HEALTHIER ISLINGTON</p>	
<p>Delivering Net Zero Carbon</p>	<p>22/23 carbon emissions from council buildings in the borough were down 10.6% on the previous year. The main driver for improvement was the corporate energy savings programme.</p> <p>Carbon emissions from our pension fund's 'listed portfolio assets' have been cut 40% between 2021 and 2023.</p> <p>Islington was again the top scoring inner London borough in the 'healthy-streets scorecard' in 2023.</p> <p>Q1 performance on reported missed collections was very strong at a monthly average of 236 (around 0.01% of collections or one in every 9,000).</p> <p>The council has achieved an additional three Green Flag parks/open spaces.</p> <p>We have hit the 22/23 target of 500 secure cycle parking facilities on streets, providing capacity for 3,000 bikes.</p>
<p>Integrating Health and Care to provide seamless support for those who need it</p>	<p>As of Q1, 15% of Adult Social Care service users receiving long term support have received an annual review, above target (13%). This is the first quarter the team has exceeded the target for reviews.</p> <p>Since going live, the Assistive Technology (AT) service has seen record numbers of referrals come through to the service. So far in 23/24 we have received 246 referrals with 206 installations.</p> <p>Of the five regulated In-House Provider Services we have in Islington, all are rated Good by the CQC.</p>

	<p>Immunisation Population vaccination coverage DTaP/IPV/Hib3 at age 12 months ended the year at 89% (target: >85%). Population vaccination coverage MMR2 (Age 5) ended year at 70% (target: > 70%).</p> <p>Mandated new birth health visits hit target (95%) for the end of the year.</p> <p>NHS Health Checks for eligible population (40-74) ended the year above target (12.1%, target: 8.5%).</p> <p>% of smokers using stop smoking services who stop smoking (measured at four weeks after quit date) ended the year above target (62%, target:55%).</p> <p>The Integrated Sexual Health service delivered LARC to 1,732 women during the 22/23 financial year and exceeded the target of 1100. This is exceptionally positive as the service had to manage the end of pandemic restrictions, MPox (formerly Monkey Pox) and a Hep A cluster outbreak over the same period.</p> <p>The successful completion of alcohol treatment is showing an improvement in the year (38% at Q4 2022/23) compared with the same period last year (36%).</p>
FAIRER TOGETHER	
Empowering strong and supportive communities	<p>Brought in £45k from the GLA, London Councils and EU IMPETUS fund collectively to innovate and build capacity in participation and engagement.</p> <p>Engaged over 900 people (residents, cultural organisations, local partners etc) in the development of a new all age culture strategy for the borough.</p> <p>Secured a site for the Black cultural centre, with applications for an operator currently open and capital works due to start in the Autumn.</p> <p>Library visits were up for Q1 in comparison to last year, to 202,394.</p>
Delivering high quality early intervention & prevention services	<p>Agreed partnership and sign off to deliver the Access Islington Hub in the North with Manor Gardens, due to open to residents in January 2024</p> <p>Launch and implementation of the new Community Elevate Team providing flexible therapeutic and youth work interventions to young black men 13-25 experiencing mental health and serious youth violence across Islington.</p>
Driving system change that supports effective, joined up early intervention & prevention	<p>Launch of the cross cutting and expansive System Change and innovation programme across all services to train up to 1000 professionals and to train up 50 system champion leaders in cultural competency and anti-racist practice training.</p> <p>Working closely with metropolitan police to co-deliver the Just fair policing transformation programme – with the implementation and delivery of Just fair police summits training up to 500 police officers in cultural competency as part of the Metropolitan police Casey review. Police strategy for Islington launched on 14th August.</p>
ORGANISATIONAL HEALTH	
Manage our budget effectively & efficiently	<p>Collection of Council Tax and Business rates are on track to align with or exceed pre-pandemic levels.</p>

	For the first time since we started monitoring this at the start of 22/23, we exceeded our target for the percentage of invoices from local suppliers paid within 10 days (91%, target 90%).
Harness digital technology	There were 10 (target <10) priority 1 technology incidents this quarter (which typically affect more than 100 staff or residents or significantly impairs applications or access) – significantly lower than the average for the last three years.
A diverse, skilled & highly motivated workforce	The percentage of Black, Asian and Minority Ethnic Staff, and Disabled staff in the top 5% of earners both increased in Q1 compared to Q4 of last financial year. Both are above target and the London Councils average.
Be open & accountable	To better manage Information Governance , a new centralised Access to Information team has been created and a new operating model created with a phased approach to transferring directorate responsibilities for responding to requests - all areas will be fully centralised by the end of Q2.
Improving the resident experience	Stage 2 complaints backlog cleared in May 2023. Access Islington - the IVR upgrade in April 2023 along with individual and team performance monitoring, reductions in staff sickness and staff training has improved the resident’s journey and a reduction in abandonment from 22.48% in April to 5.02% in June.

2.2.Key strategic themes of challenges for Q1 2023/24

Themes can be seen in factors affecting performance, which are set out below, in a broadly decreasing order of complexity. These do not cover a comprehensive set of challenges or themes, but what is shared by services and identified by the corporate performance manager. Please note that greater disclosure of challenge is not an indicator of performance. Please refer to the more detailed narratives in Section 3 for more information.

1. Ongoing growth in demand

There are a number of areas for the council – namely related to **housing, finance, information governance and complaints** – where performance is perpetually compromised by a continual growth in demand. What more, interdependencies exist that drive knock on effects, or further sustain impact. Furthermore, these are paired with a lack of a clear foreseeable end to the factors driving the increased pressures and established mechanisms available to limit or counterbalance demand. This is not altogether an Islington-specific challenge, with national trends involved too. Therefore, improvements in these areas are likely to require fundamental system change.

There are a number of challenges relating to **housing** that appear to be driven by self-perpetuating sets of demands linking homelessness, management of council housing and complaints. An increase in homelessness presentations continues nationally (latest government stats for Jan-March 2023, shows homelessness nationally increased by 5.7% compared to the previous year and 11.5% compared to the previous quarter). In Islington, we believe this is due to a combination of domestic abuse, an increase in Section 21 notices, the cost-of-living crisis and properties being in disrepair (damp/ mould/ condensation). Lettings to transferring tenants (which is below target by 3%) is compromised by the focus is on reducing the costly use of nightly paid temporary accommodation (for which there is a growing demand) while the overall yearly number of social housing properties

available to let reduces year on year. At the same time, there was a high volume of damp and mould work this quarter, as the quality of homes including management of damp and mould is a key focus for the department. Housing continues to receive growing numbers of **complaints**, predominantly about repairs, as this is arguably a function of the number of properties that we are responsible for and the number of repairs we carry out. In Q1, housing had a backlog of stage 1 complaints, creating greater demand at stage 2 of the process and this trend is expected to continue until the end of Q2 (all stage 2's remain within SLA). These issues broadly connect and while the ongoing programme of providing new homes could help to alleviate issues if it leads to a net gain of council homes, it is possible that more homes will attract more demand for homes within Islington and increase the need for maintenance.

Freedom of Information and Subject Access Requests (SARs) continue to grow, with Q1 seeing further increases in the number and complexity of requests. This places pressure on the council's ability to respond within target time (90%, set by the Information Commissioner's Office). FOIs achieved a compliance in Q1 of 83%, SARs achieved 67%. FOI Compliance was further impacted by key staff on annual leave and the focus on reducing the stage 1 complaints backlog in Homes & Neighbourhoods. The SAR team continue to work hard to clear requests, but the sheer amount of information mean that delays are inevitable. The council has been monitored by the ICO twice 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 £17.5m).

The **General Fund Forecast Outturn Variance from Balanced Budget** for Q1 shows significant gross overspend of £12.2m before applying the £5m Inflation, Energy and Demand Contingency, to bring the net overspend down to £7.2m. There are outstanding risks in particular around the 2023/24 pay award which could worsen the estimated outturn. The majority of overspend is split between Adult Social Care (+£2m due to unavailability of beds in care homes), Environment and Climate Change (+£4m shortfall in income in the Parking account), and Children and Young People (+£0.7m due to growth in personal travel budgets in the SEND transport budget). This is alongside last year's budget pressures which reduced the earmarked reserves in 2022/23 by £37m. At the end of Q1, total debt outstanding (long and short term) is £257.6m with £3.383m of interest paid and accrued on this debt. It is expected that these figures will rise, in line with the approved capital programme and in light of funding challenges and rising interest rates.

2. Challenge of understanding complex needs and how to affect change

Complexity in issues, for example influential factors and knowing how to affect change, underpin challenges across the council, namely **persistent absence, inequalities in educational attainment, completion of drug treatment, recycling levels and our own sickness absence and use of agency staff**. These tend to exhibit a 'stuck' nature, be long term with little shift seen over time, partners are often involved and while they are presented as singular issues, they are likely to be deeply systemic and inter-related with other issues. Improvement in these areas is likely to require a deeper understanding of the influencing factors. While these factors are likely to be complex, improvements may not require fundamental system change.

Provisional 2022/23 attendance figures show **persistent absence (PA) and severe persistent absence** are up on last year. This is not surprising as this was the first full year with absence due to Covid being included in the data, so the figures are not directly comparable. Provisional 2022/23 data shows 25.8% PA, 2.0% severe PA – 350 pupils at Islington schools excluding New River College.

However, we know from benchmarking that Islington's ranking has also dropped. A key inequality identified in provisional **education outcomes** for Black Caribbean and Mixed White and Black Caribbean groups in Islington show these groups do not perform as well as similar groups nationally for Phonics at the end of Year 1, for reading at the expected standard by the end of Key Stage 1 and for combined outcomes (reading, writing and maths) at the end of Key Stage 2 (although encouragingly Islington's Black-Caribbean pupils out-performed their peers, nationally, in Writing and Maths in the provisional 2023 Key Stage 2 results).

Successful completion of drug treatment reported so far in 2022/23 remained at 8% (target: 20%). The number in drug treatment increased during the pandemic to ensure ongoing support and treatment services retained people in their care for longer, and has continued to grow since.

The confirmed 22/23 **household recycling rate** is 27.7%, our lowest rate for fifteen years and as against the 21/22 rate of 30.1% and 22/23 target of 33%. The overall downward trend is attributed to the economic downturn and similar impacts are being experienced by five out of the seven NLWA boroughs. Total residual tonnages are down 4.7% in 22/23 whilst total recycling tonnages are down 14.8%. Somewhat more positive is that the residual waste per household in 22/23 was 350.1kg compared to 367.5kg the previous year, though still short of the 329kg target. A plan is in place to target performance in this area.

Due to **Sickness absence** in Q1, we lost an average of 9.79 days per employee (London Councils' average in 2022/23: 9.77 days). This puts LBI in the third quartile for all London councils and second quartile for inner London boroughs. The main causes of sickness remain consistent: musculoskeletal and mental health related. Further analysis of our sickness absence is underway as part of the performance report to Policy and Performance Scrutiny in November. Our **Agency usage** is similarly an ongoing challenge, with use growing quarter on quarter since 2020 to 14.09% of workforce by FTE in Q1, up by 0.9% from Q4, although it remains lower than the London average of 14.29%. Percentages of agency workers are highest in Adult Social Care (28%), Environment and Climate Change (18%) and Homes & Neighbourhoods (17%). Deeper insights are provided in the Organisational Health section of the report.

3. Challenge in delivering at scale

A few council objectives appear challenged by the scale of delivery involved. These areas often require engagement with partners and while some issues may be complicated, they tend not to be complex or systemic. This challenge is seen in the take up of **childcare bursaries, electric-vehicle charging points, London Living Wage accreditation** and **Shine** referrals.

Take up of **Childcare Bursaries** continues to be lower than anticipated, with only £14.6k awarded in Q1, from a pot of £160k pa. Recent changes to government policy on Universal Credit childcare payments may be reducing demand for our childcare bursaries, and the impact of the new DWP policy is being fully assessed. However, UC can only provide childcare support for a maximum of two children, so our bursaries can cover costs for additional children. We are also likely to be the first port of call for training and education related requests. Currently we are on track to spend about 50% of the total allocation.

We added a further 73 **Electric Vehicle Charging Points** in Q1 but are still ten short of last year's 500 target and a further hundred to be programmed by end of March 2024. Delivery has been held up by negotiations with the supplier around costs and procurement framework issues. However, we have recently completed public consultation on a further 117 lamp column charging points, delivery of

which will begin in January 2024. As at June 23, Islington continued to stand 9th of all London Boroughs for the number of publicly accessible EVCP's per 100,000 population.

14 employers achieved **London Living Wage accreditation** in Q1, so there are now 309 accredited living wage businesses in Islington. However, we will need to increase the pace to meet the manifesto target of 450 LLW employers over the period 2022-26. A range of engagement-related actions are being undertaken. We are also cognisant of the challenging economic environment in which businesses are operating, and the cost of accreditation is not a priority for business owners, while they may still be paying the LLW.

As at the end of Q1, **SHINE** referrals at 655 are lagging the profiled target of 780, notwithstanding that most activity is in the autumn and winter. The reasons for this are mainly staffing and capacity issues and referrals have now picked up in July and August. Debt write-off is well ahead of target.

4. Challenge of joined-up working across the Council

A few challenges raised this quarter spanned the scope of a couple of Council directorates or service areas. This applied to **care experienced young people are in Education, Employment or Training, carbon emissions from the council's fleet vehicles, numbers killed and seriously injured on our roads and increasing tree canopy cover.**

It continues to be challenging to ensure that our **care experienced young people are in Education, Employment or Training** and we are well below our target set by the Corporate Parenting Board. There are a number of strands to this work including Lifelong Corporate Parenting and ensuring our care experienced young people can gain work experience/ apprenticeships/ employment within the "family business" – the council.

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Carbon emissions from the council's fleet vehicles are very similar to Q1 last year and 44% below the profiled target. This is due to the increase in vehicle numbers, up overall from 502 to 545 in the last twelve months, mainly in housing repair, which has an additional (mainly diesel) 47 hire vehicles for damp/mould related works. These new hired vehicles are effectively offsetting improvements arising from electrification of the fleet.

New 'Killed and Seriously Injured' (KSI) data for 2022 shows a reversion to the 2019 level of 111, as compared to 96 in 2021 and 84 in 2020 (lockdown years with lower levels of traffic). Hackney and Camden show a similar trend. There were two fatalities, one cyclist and one car passenger, with the overall figure breaking down as 34 pedestrians, 46 cyclists, 21 motorbike/moped rider or pillion, 6 car occupants, and 4 others. A fuller analysis is underway, particularly in respect of location, as between TLRN and local roads, and with respect to low traffic neighbourhoods.

The 2030 plan references **increasing tree canopy** cover alongside the manifesto commitment to 600 net new council-owned trees a year. The 2022/23 figure was only 217, partly due to high weather-related losses, higher planting/maintenance costs and near saturation of the easier sites.

5. IT / tech / data issues

This quarter raised a range of tech and data issues from ongoing impacts of **cyber-attack in the Mental Health Trust Care Notes data entry system**, poor data quality affecting the appearance of performance for **London Living wage entry level jobs** and number of **apprenticeships starts**, and severe outages affecting reporting of the **substance misuse service**.

The **cyber-attack on the Mental Health Trust Care Notes data entry system** is having ongoing impacts. Q1 was the first quarter The Trust followed the new reporting method for monitoring

safeguarding performance. Although reporting was a success, there are ongoing challenges with validations and data quality.

134 **London Living Wage entry level jobs** were delivered in Q1, which is well below target. This is likely to be a data collection issue as not all partners across the Islington Working Partnership are routinely collecting and reporting this data.

The number of **apprenticeships starts** in Q1 (37 – 8 within the Council and 29 with an external employer) is below profiled target (50). In part, this can be explained by no data received from key partners with strong performance around apprenticeships. Once this data is received, we will have a better sense of actual performance.

There were issues affecting reporting due to the severe outage issues with the **substance misuse service’s** case management system that happened earlier in the year. This impact has been addressed and is monitored to ensure effective reporting.

2.3. Key strategic areas of focus going forward

This section identifies significant areas of focus going forward by mission and priority. More areas of work are set out in the detailed narratives in Section 3.

CHILD-FRIENDLY ISLINGTON	
Lifelong learning skills and enrichment	<p>21 schools have been identified for additional support from the local authority. This support will focus on Ofsted preparation, improving outcomes and supporting schools in financially challenging circumstances.</p> <p>Persistent and severe absence and suspensions: All Islington schools have been RAG rated and allocated a named attendance officer from the LA. As part of the new statutory guidance, officers will meet with all schools on a termly basis to review action plans that are in place to improve attendance with a focus on reducing persistent and severe absence. The DfE have met with the LA to discuss, and quality assure its implementation plan. Visits will commence in the autumn term 2023. The LA has established the deputy and pastoral secondary Heads Network to develop strategies and plans to reduce permanent exclusions and suspensions. Provisional 2022/23 local data suggests there were fewer suspensions in both Islington primary and secondary schools in comparison to the previous year.</p>
SAFE PLACE TO CALL HOME	
Building new homes and investing in the safety of our current stock	Ongoing delivery of our New Build programme with 121 new Council homes to be completed this year: Andover B2 (6 homes), Andover Estate (36 homes), Beaumont Rise (27 homes), Dixon Clark Court (41 homes) and Windsor Street (11 homes).
Prevent homelessness and reduce rough sleepers	<p>Increasing the number of homeless decisions made within 56 days and removing backlog by implementing activity such as overtime for staff.</p> <p>Implementation of discharge policy, client made offers of Private Rented Sector properties as alternative to nightly paid temporary accommodation.</p>

<p>Ensure effective management of council housing</p>	<p>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 was presented to CMB in April.</p> <p>A focus on resident satisfaction and how we improve our services following resident feedback. LBI scores 65% for overall satisfaction measure, which falls within the London Councils upper quartile, but significantly lower than the national average of 79.3%. Up to October we will be running a survey with a sample of residents to gather satisfaction levels. This will give us more data at a granular detail to analyse and action. For now, housing needs are holding mystery Shopping and customer focus groups and community drop-in surgeries.</p>
<p>Making our communities safer</p>	<p>There is a current member priority for the provision of dockless bike parking places. There is a pilot of not less than six bays scheduled for October and fifty per year from summer of 2024. This picks up on both Net Zero, Independent lives and 'confident to walk' themes in the 2030 plan.</p> <p>Safeguarding data quality is a key area of focus is to improve data quality to assist the safeguarding board with their overarching responsibilities. A Power BI dashboard has been produced to monitor performance, data quality and productivity in real time to empower social work teams to self-serve and take ownership of their performance with oversight from SLT.</p>
<p>COMMUNITY WEALTH BUILDING</p>	
<p>Promoting economic wellbeing</p>	<p>Adoption and implementation of Apprenticeships and Career Pathways strategy, to accelerate delivery of manifesto target.</p>
<p>Progressive procurement</p>	<p>Embedding and rolling out our new Contracts Register which will provide better information on our contracts and make it easier to identify opportunities to deliver social value, including through working with local suppliers.</p>
<p>Creating an inclusive economy</p>	<p>Sign off and adoption of two key documents: The Local Plan, and the Strategic Asset Management Plan.</p>
<p>GREENER, HEALTHIER ISLINGTON</p>	
<p>Delivering Net Zero Carbon</p>	<p>A key part of the programme to increase recycling rates is the rollout of the food recycling service to all suitable estate properties with the target of 100% by the end of 23/24. A further £2m over three years has been committed to support the transformation of recycling facilities across all of the council's estates and programme is ongoing.</p> <p>Environment and Housing will need to work closely together to meet the ambitious net zero fleet emission reductions.</p>
<p>Integrating Health and Care to provide seamless support for those who need it</p>	<p>Preparing for the Care Quality Commission (CQC) is a key area of focus going forward. The team have been working through the self-assessment process preparing for a peer review in October 2023.</p> <p>Reablement supports people manage living back at home after illness. In Q1 the reablement team expanded the offer and started to take referrals from the community. Ensuring delivery of a high-quality service with positive outcomes for residents is a key area of focus moving into Q2.</p> <p>We recently went live with the Brain in Hand app which provides day-to-day support for those with learning disability, autism and those who experience</p>

	<p>mental health and anxiety. We are running a pilot across the department with up to 7 residents. We will start capturing the outcomes of the pilot in Sept '23.</p> <p>Public Health officers are collaborating with wider stakeholders to plan and implement substance misuse interventions and service enhancements through additional investment delivered by the National Drug Strategy. Specifically, there is a focus on increasing numbers of people accessing treatment via the (1) criminal justice system, (2) healthcare settings, and (3) community pathways such as via Community and Voluntary (third sector) organisations.</p>
FAIRER TOGETHER	
Empowering strong and supportive communities	<p>Piloting participatory grant making at two council estates (Nailor and Boston). Residents will receive community organiser training and will be involved in developing projects which will be funded based on votes received from residents on the estate.</p> <p>Establishment of a corporate citizens panel model to provide core infrastructure for services to tap into to “stay on the pulse” of community priorities to set strategic direction.</p> <p>Launch the new Black cultural centre and facilitate the delivery of a dynamic offer that represents and serves the needs of the community (Q2&3).</p>
Delivering high quality early intervention and prevention services	<p>Hard launch of the Central and South Hubs in September 2023. Northern Hub launch in partnership with Manor Gardens – planned for launch and opening in January 2024.</p> <p>Embed a flexible offer of support through the Bright Lives Coaching Service enabling residents to achieve positive outcomes quicker. Define the Bright Lives ASB support offer via a coalition of VCS partners.</p>
Driving system change that supports more effective, joined up early intervention & prevention	<p>Borough wide development and design of Child friendly city transformation programme – to develop a new Child and Youth Friendly Model across Islington in partnership with Local Businesses, Children and Young people, VCS and partners.</p> <p>Complete Bright Lives Alliance pilot and share learning to define the model for the new no wrong front door operating model.</p>
ORGANISATIONAL HEALTH	
Harness digital technology for the benefit of the resident	<p>A particular focus for Digital projects will be to strengthen ‘User Acceptance testing’ to prevent unfavourable outcomes.</p>
Make sure our workforce is diverse, skilled and	<p>Workforce plan and Talent Attraction plan to address skills shortages and hard to fill roles.</p> <p>While the number of starts to council apprenticeships were on a par this quarter with Q1 last year, work is in development to expand the number of new start apprenticeships for coming quarters.</p>

highly motivated	Sickness deep dive as part of the performance report to Policy and Performance Scrutiny.
Be open and accountable	The focus for Information Governance will be on a range of measures from training for all members of the new team; Remediation plans to address backlogs; Investigate options for automation software and scanning; and identify frequently asked FOI questions so information can be published to reduce requests.
Improving the resident experience	New complaints governance scorecard developed to monitor complaints at all stages with themes, trends and learning reviewed for raising at CMB and PLM.

2.4. Resident view

There was considerable media coverage and scrutiny over the council's proposals and engagement process for the Sobell Leisure Centre following a flood in 2022.