

Area Self Assessment 2008/09



1. Overview

- 1.1 The Islington Strategic Partnership (ISP) has demonstrated that it has a track record of improvement in its priority areas and in making contributions to wider community outcomes. The challenges the council continues to face are well documented, not least of which is the polarised economy that currently exists within Islington.
- 1.2 We are ambitious but there are still areas where the outcomes do not yet meet these ambitions, in particular the need to address the gap between the rich and poor, with the eradication of child poverty and deprivation at the heart of this. We have a committed and skilled staff and service managers who understand their role in achieving shared priorities and who work with each other and across partnerships to achieve these. The recession will impact on us achieving all outcomes and some may take longer to achieve as a consequence. However, we have an understanding of the underlying issues that need to be addressed, and we have the capacity and commitment, to work together towards bridging these gaps and delivering more positive outcomes for our community, even in the short term.
- 1.3 This document summarises our performance for the 2008/09 year and assesses the future prospects in relation to our key priorities. Appendix A contains case studies of those areas where we consider our practice to be exemplary.

2. Knowing Our Communities

- 2.1 Islington's headline priorities of **reducing poverty, improving access** for all and **realising everyone's potential** were agreed by the Islington Strategic Partnership (ISP) in 2007, having been endorsed through consultation with residents and local organisations. All evidence pointed clearly to reducing poverty as the top priority for Islington, including the fact that Islington is the 8th most deprived borough in the country and child poverty the second highest with poor outcomes in employment, education, health, and crime strongly correlating to poverty in terms of cause and effect. The second and third priorities and the council's "One Islington" vision recognise that progress will only be sustainable in the long term if people are able to make their own positive choices and rich and poor alike are willing to play their part in creating a cohesive community.

- 2.2 The three headline priorities are reflected in the Sustainable Community Strategy (SCS) along with priorities for action – employment, education, health, safety, environment, housing and building stronger sustainable communities. Perhaps the most significant challenge for Islington is the considerable affluence that sits alongside extreme poverty and so tackling inequality is a central thread that runs through our priorities and plans.
- 2.3 Over the last two years we have developed a Borough Profile, undertaken a Joint Strategic Needs Assessment (JSNA), identified specific equality challenges and carried out a range of consultations with residents and service users. This is to ensure that there is a shared understanding of the key issues for Islington upon which priorities and plans can be based. We have used the data to identify areas that require more in-depth exploration in order to truly understand the nature of the challenges we face and the likely solutions. Examples include the report on poverty published by Cripplegate Foundation; a project led by Age Concern Islington on benefit take up by BME¹ older people, a project on accessible information for disabled people and reports on black homelessness and refugee/migrant integration. There have been major service reviews across adult social services which have been used to develop packages for commissioning and the Children’s Board has undertaken major service reviews of services for young people, parenting, child and adolescent mental health and substance misuse. In addition the council’s Overview and Review committees agree an annual programme of scrutiny for topics which elected members consider being areas of risk or concern or where they feel that a detailed investigation would aid their understanding and improve their ability to make decisions and to improve outcomes.
- 2.4 Quantitative and qualitative data, including equality impact assessments, is used to develop the detailed priorities, targets and actions which sit underneath the SCS and are reflected in the Local Area Agreement (LAA), the delivery plans of ISP theme groups, and the service plans of the council and its partners. We have undertaken an equality impact assessment (EIA) of all the commissioning intentions in the LAA and from the findings have agreed that sub-targets should be set to ensure a focus on addressing inequality in some key areas such as educational attainment of White British pupils, employment of disabled people, mental health amongst the LGBT² population and BME, faith and refugee representation on the ISP governance structures. The strategies for Children’s Services Commissioning, Crime Reduction and Health Inequalities are examples of how the JSNA, equalities and other data are being used to continuously identify priorities for action and to test the effectiveness of the progress we are making.
- 2.5 We now have a wealth of shared data as well as detailed data held by individual organisations. We need to improve the way in which we share the data, develop “intelligence” from it and use it systematically in our endeavours. The LAA indicators and targets are based on those issues that reflect the strategic intent of the SCS and which lend themselves to being addressed in partnership. Mainstream services and the millions they spend have a far greater impact on improving outcomes than the resources that are delivered via the LAA and there is a lot of activity outside the LAA which is aimed at meeting the SCS objectives and for which individual organisations have non-LAA targets. Examples include the Youth Strategy being led by the Council’s Children’s Services Department and delivered by a range of partners, community cohesion work being done by Islington Faiths Forum and wider work on reducing premature death being done by the Health Service.
- 2.6 In the 2008 Place Survey residents were asked which things most need improving and the top five things mentioned by respondents were level of crime (46%), things for teenagers to do (37%), cleaner streets (36%), road and pavement repairs (30%) and affordable, decent housing (28%). These were also top issues two years ago and all of them are high priorities in the LAA or of partner organisations. Since 2006 the proportion mentioning the above areas that need improving has gone down, with nine percent fewer people identifying levels of crime as most needing improving, but the proportion mentioning it remains significantly above the London average.

¹ Black and minority ethnic

² Lesbian, gay, bisexual and transgender

- 2.7 Younger people were more likely to mention crime levels and transport than older people. Women were also more likely to highlight transport than men. Disabled people were much more inclined to mention health services and decent, affordable housing than other groups. There was little difference between the priorities identified by white and BME groups. Race relations and the cost of living were twice as likely to be mentioned by BME respondents, though relatively few BME respondents highlighted either of these issues as important.
- 2.8 The proportion of residents who feel they can influence decisions in Islington was 34% in the 2008 Place Survey, which is one point lower than the London average of 35% and Islington ranks 20th out of 33 boroughs. The council's Consultation and Engagement Strategy recognises that there is a mixed picture of success in consulting with 'hard to reach' groups and we have been disappointed with some of the feedback that we have had from residents. We are seeking to address satisfaction, consultation and engagement on a number of fronts:
- Over the last 18 months the council has developed a "customer journey" approach to reviewing services which puts the resident experience at the centre. We have worked with partners to undertake customer journeys in a range of areas including housing repairs, parking and services for disabled children and their families.
 - Islington Voluntary Action Council (IVAC) has successfully bid for funds and employed someone to support and develop the borough's BME, Faith and Refugee forums and we are already seeing that this increase in capacity is enabling these three groups to engage more meaningfully with the priorities for Islington.
 - The Council's Overview Committee commenced a scrutiny review of consultation with residents in November 2008 and the outcome of that should enable more effective consultation, including with seldom heard groups.
 - We have recognised the need for a Customer Relationship Strategy to improve knowledge and understanding of interactions with customers and thereby to target services and communication more effectively and this is on track to be delivered during 2009/10.
- 2.9 Most partners have customer care standards and continuously seek to improve the experience, satisfaction and engagement of residents and customers. However, improvement efforts are not always underpinned by a thorough understanding of the drivers of satisfaction and more work is needed if we are to improve partnership working. There are some good examples which we can build on:
- The Council's Environment and Regeneration Department has done a lot of work to identify drivers of customer satisfaction, set targets to improve outcomes and has taken action to achieve targets. This has included getting all their contractors to sign up to achieve "excellence for and in the eyes of residents" and Enterprise (waste management and grounds maintenance contractor) has committed to a zero complaint target.
 - NHS Islington and IVAC have set up a Local Involvement Network (LINK) in partnership with the council's Housing and Adult Social Services Department to influence how health and council social services are planned and run.
- 2.10 While remaining committed to our long term goals, we recognise the immediate impact of the recession on residents and businesses in Islington and have developed short term priorities in response. We are seeking to mitigate the immediate effects and ensure that people who are newly unemployed gain employment as quickly as possible and City and Islington College has secured £2.5m to support the latter priority across Central London. We have developed a "recession dashboard" of indicators of economic and social stress drawn from organisations across the borough, including the voluntary sector, and the council and ISP have agreed and are rolling out an urgent package of measures to provide advice and support. We are undertaking an equality impact assessment of the recession and the measures that we have put in place and this will inform the development of further measures and the refinement of existing measures.

3. Delivering for Our Communities

- 3.1 Performance has improved significantly across a range of performance indicators over the last three years and we are currently predicting that we shall receive about £5m of reward grant for achieving LAA stretch targets for key priorities relating to crime, education and skills, health, supporting vulnerable people, parks and cleaner estates. The money will be re-invested so that it has a sustainable impact on improving the lives of people in Islington.
- 3.2 The 2008 Place Survey shows that of the twenty questions that relate to CAA national indicators and key perceptions of the council 50% are in the top two quartiles and 50% in the bottom two. 77% of Islington residents are satisfied with their local area as a place to live which is five percentage points up on 2006 and slightly above the London average of 75% but below the inner London average of 79%. Satisfaction was significantly greater amongst older people (86%) and owner occupiers (83%). White residents (79%) were slightly more satisfied than those from BME communities (75%).
- 3.4 Two thirds of local residents (67%) say they are regularly treated with respect and consideration by local public services, which is the same as the London average. Overall men feel less well treated than women and BME residents are less positive about the treatment they receive than white residents. Disabled people are also slightly less likely to feel they are treated with respect and consideration.
- 3.5 Despite improvements and very good outcomes in some key areas Islington still has the second highest rate of child poverty in the country; and in relation to our statistical neighbours the second highest rate of unemployment, the highest claiming incapacity benefit and the lowest life expectancy.
- 3.3 The table below shows that service providers in Islington are generally rated highly by external inspectorates, and have mostly improved in recent years.

Islington Council	4 stars and improving strongly
Homes for Islington	3 stars with excellent prospects
Schools	No schools in any Ofsted category with an increasing number judged as good or better
NHS Islington	Fair
Fire Brigade	Excellent
City and Islington College	Excellent

- 3.6 There is no doubt that the Islington Strategic Partnership as a whole and the organisations which it comprises have track records of working together and individually to improve outcomes for residents and we have the ambition, commitment and capacity to continue to improve. However, we recognise that outcomes do not yet match our ambitions in some of the key areas which we have identified as priorities for action - employment, education, health, crime and empowered communities. Our challenge for the future is therefore to continue to improve our absolute outcomes but also to narrow the gap between Islington and other areas and to reduce inequality between different groups of people in the borough
- 3.7 The sections below set out the extent to which our priorities are currently being delivered, the plans we have in place to improve outcomes and the prospects for the future. It is clear that the recession will impact negatively on some key priorities in the short term. For example, we were on track to achieve our targets for employment and housing but it is now very unlikely that they will be achieved by the time the current LAA comes to an end in 2011. The action we are taking means that it is likely that we shall get back on track with these key indicators in the longer term and we have been successful in leveraging in resources which will provide a substantial boost to achieving our priorities. For example £1.3m for a Child Poverty Pilot overseen by the ISP and £2.5m

secured by City and Islington College for Employment Support in Central London. As such there is every reason to be optimistic about long term prospects but no room for complacency.

4. Safety

- 4.1 Crime levels have reduced by 38% over the last three years and crime figures have fallen for the fifth year in a row. This means that Islington has the best performance of all London boroughs in reducing BCS comparator crime, significantly exceeding the Government's PSA1 target.
- 4.2 During the financial year 2008/09 Islington had 29,317 Total Notifiable Offences, representing a 3.4% reduction in levels compared to the previous year. Positive reductions were seen across a number of crime types, in particular acquisitive crimes, which saw a 20% reduction in motor vehicle offences, 11% reduction in theft and handling and 10% reduction in burglary. Youth violence also fell by 8.6% although there was a small increase in knife crime offences – not all related to young people.
- 4.3 The result of the Metropolitan Police survey carried out early in 2009 was that 29% of residents had confidence in Islington Police which was the lowest score in London and much worse than the 86% score for Camden Police. This result is both surprising and disappointing and the Safer Islington Partnership does not yet understand why it is so poor against a backdrop of massive reductions in crime and relatively positive feelings of safety in Islington.
- 4.4 Perceptions of safety in Islington compare favourably with London averages. At night 46% of Islington residents feel very or fairly safe compared to an average of 44% across London. During the day 87% of Islington residents feel safe compared to an average of 84% in London. Although concerns about anti-social behaviour (ASB) in Islington have fallen significantly, 29% of Islington residents say ASB is a very or fairly big problem compared to a London average of 27%.
- 4.5 Our Trading Standards team and our Street Wardens are also working to reduce anti-social behaviour and knife crime. Over 100 shops were visited and encouraged to introduce the Challenge 21 scheme, which helps them to ask for proof of ID if they are concerned about a customer's age. Test purchasing with young volunteers led to action being taken against a number of shops for selling knives, alcohol and fireworks to under 18s and we run an extensive campaign on firework safety. Street Wardens patrol the entire borough and focus on intelligence led hotspot areas assisting in reducing anti-social behaviour, as well as undertaking education and enforcement for littering and dog fouling offences.

Future Prospects

- 4.6 Following the Commission on young people and safety in Islington, we have launched a youth violence and gang prevention strategy to take forward the Commission's recommendations as well as to strengthen the work already being done. The partnership between Islington Council, the Police and a range of partners is an effective one with embedded structures ensuring robust multi-agency service planning and provision. For example, the Bronze Group is a multi-agency group of professionals which targets and coordinates services for young people involved in or at risk of youth violence; it has recently been evaluated as effective. Further evidence of creative partnership working is the newly developed Youth Engagement Team, which is a team of police and youth workers who are able to quickly and assertively respond to intelligence in respect of young people at risk. The police component of this team has been in operation for several months now, and the youth work component has recently been recruited to. A range of well coordinated detached youth work services is also in place and works closely with partners to ensure intelligence-led deployment of resources.
- 4.7 Drugs and the issues surrounding substance misuse remain a major concern and are focused on by the Safer Islington Partnership, from targeted police activity to the provision of treatment and

improving health. Links can be drawn between acquisitive crime and substance misuse with 47% of those tested for drugs in the custody suite following a trigger offence found positive for cocaine and/or opiates in the last year. The National Indicator (number 38) which specifically focuses on the reduction of class A offending, cements Islington's commitment in targeting drug related crime. Treatment and rehabilitation play a large part of achieving success in this indicator, and will be key focus areas for the coming year.

- 4.8 We are not likely to meet our LAA targets relating to the re-offending rate of "prolific and priority offenders", but are on track to meet our LAA targets relating to domestic violence and fire safety; and we are continuing to reduce crime in most areas, with knife crime being one of the exceptions. We do not yet have data available to gauge whether we are on track to meet our LAA target for reducing first time entrants to the criminal justice system.
- 4.9 The Safer Islington Partnership control strategy for 2009/10 has recently been agreed and has been amended to take on board the latest crime statistics as well as residents' views, as a result of which environmental damage has been removed as a priority for action and hate crime and public concern added as two new strands.
- 4.10 A significant amount of work is planned, with some initiatives already in place, around community engagement and involvement. We are clear about the importance of involving residents in addressing safety as their experiences and opinions are crucial. To that end we are developing improved ways to communicate with residents; to get their assessment of the problems and their views on appropriate solutions. We will be informing residents of the actions we have taken as a result of their comments and feedback, and plan to keep them better informed of the results.

5 Health and wellbeing

- 3.1 The relationship between NHS Islington (formerly the Primary Care Trust or PCT) and the council remains strong and has achieved a number of successful joint initiatives recently. The development of a joint Health Inequalities Strategy, which is about to go out for consultation, sets out some clear priorities for both the council and PCT in addressing some of the challenges faced by residents in Islington. Examples of specific pieces of work include the successful implementation of, and high compliance with, the Smokefree Legislation, and the proactive and joint action to tackle the illicit supply of tobacco in Islington. Tobacco control remains the most important priority in health improvement and features prominently in the Health Inequalities Strategy. In terms of development, the partnership will be looking at developing our approach to alcohol as the hidden harm to health and the wider issues associated with drinking is something that could be successfully tackled through joint working.
- 5.2 Healthy eating and improving rates of physical activity are also central to the preventative approach that NHS Islington is championing with its partners. As a borough, Islington is recognised as a leader in partnership working in physical activity and has been used as a model for other London boroughs. The Proactive Partnership, which works to increase levels of physical activity in all sections of the Islington community regardless of ability, secured further investment this year and attracted 13,000 participants to its Sports & Cycling festival.
- 5.3 Early deaths from heart disease and cancer remain central to improving health outcome in Islington. While improving across the board, the speed with which the number of people dying under the age of 75 is not improving at the same rate as elsewhere. Detailed analysis in the Joint Strategic Needs Assessment and on local performance data from general practice suggest that once we identify those who are at risk, or ill, we are very good and supporting and maintaining them. The challenge is to ensure that all those that need health care are accessing services and the PCT will be building on their 'case finding' work with GPs in the coming year to ensure all those at risk are identified and managed effectively.

- 5.4 NHS Islington is the host commissioner for both the Whittington and Moorfields Hospitals. In 2008/9 NHS Islington achieved the target to ensure that people are seen and treated within 4 hours at A&E hospital departments with over 98% of Islington patients visiting A&E seen and treated within 4 hours. Another important target for improvement is in the management of healthcare acquired infections. While achieving the targets around Clostridium Difficile, the Whittington exceeded the target set for them on the number of cases of MRSA. The number of infections is low so it is challenging to achieve further reductions, but NHS Islington is working closely with the Trust to improve performance.
- 5.5 Performance on the time from referral to treatment – the 18 weeks target, has been achieved in 2008-9. Both The Whittington Hospital and UCLH are in the top 25% performers in the country.
- 5.6 Results for 2008-9 on smoking cessation are not finalised yet, but Islington was one of the best performers in London on quarter 3 data from 2008-9. Prevalence is reducing within the borough and is now estimated to be down to 27.5%
- 5.7 The Health Inequalities National Support Team have recently visited the borough and were very impressed with the levels of partnership working, the depth of understanding of the population and their needs in terms of health and had some recommendations on how to further improve the work being undertaken with the management of people with long term conditions. They acknowledged the challenge faced within the borough and the unique profile Islington had in both the level and distribution of deprivation making it difficult to focus effort. They have taken away examples of our work to share with other Spearhead boroughs.

Future Prospects

- 5.8 Work has been done to review all areas of work, and as a consequence several recommendations have been made for improvement, which will be incorporated into future plans. For example support to self-managed care within the PCT appears patchy, and we are currently developing a strategy for systematic support built on NICE guidance and in concordance with care plans.
- 5.9 In relation to the management of CVD more specific targeting of major cultural sub-groups, such as Turkish, Somali and Irish is needed, with appropriate health promotion activity and clear guidelines about signs and symptoms of heart attacks and strokes, along with better access to services will be a key priority going forward.
- 5.10 A recent health equity audit has revealed the characteristics of women not attending cervical screening, which is assisting us in targeting the local population, through outreach programmes, for example the "Cannonbury Connect" project. A £1/2 million initiative to mobilise PCT take-up of screening programmes is underway and will improve patient information collection, which will help identify the characteristics of non-attendees; promote the benefits of screening before invitations are issued and will contact non-attendees to see if they need support to attend.

6. Adult social care

- 6.1 The Annual Performance Assessment for 2007/08 rated the council's Adult Social Care services as a 3 star service, with individual elements being judged as either good or excellent. Key strengths identified included contributing to improved quality of life. Areas identified for development included encouraging more people to use Direct Payments and Individual Budgets and helping more people with complex needs into work or to take up volunteer for work.
- 6.2 There are well established groups who help monitor the quality and choice of services provided. These include the Social Services forum where the lead member for adult social care meets users

and carers to discuss new developments and issues. A Local Involvement Network has been set up, managed by the local voluntary sector council, and includes active participation from users, carers and community groups. Co-production with users and carers is a key part of the Council's plans for delivering the commitments of 'Putting People First' (PPF) and personalisation. To support this, the department funds and supports a wide network of users, carers and their representative organisations, who work in partnership with the department on the PPF agenda. The department has also funded an expert user panel comprising members from all user client groups who will do detailed work with us on PPF and carry out peer to peer research and information sharing to support.

- 6.3 The PPF agenda has been a major priority for adult social care this year. This has included a major piece of work with the Department of Health's Care Services Efficiency team to redesign the business process for care management that will improve the user experience and enable us to offer advice, information and signposting to all users and carers, including those who fund their own care. The customer journey for social care and care management was redesigned to eliminate delays and problems for users, based on what users told us about what they did not like about the current journey.
- 6.4 The new journey will reduce waiting time for service users and will give people more information right at the start of their interaction with the department. Specifically, users will agree a booked appointment time with a social worker at the time of their first call. They will also be told at the first point of contact if they are likely to make a financial contribution to their care. The new journey will also offer substantially more information on care and support options to all users, including those who fund their own care. Straightforward services will be provided more quickly to service users. The new teams and the redesigned customer journey will be introduced over the summer. The department has also worked to establish the systems needed to offer self-directed support and individual budgets to users and carers and has run a successful pilot of this.

Future Prospects

- 6.4 In response to the publication of the consultation on the "No Secrets" guidance (DH, October 2008) the Housing and Adult Social Services Department has been working to strengthen its procedures for adult safeguarding and has established a new multi-agency board with an independent chair. Work to strengthen safeguarding as a priority for the wider community will continue in the coming year.
- 6.5 The PPF agenda will also continue to be a priority for the coming year. We will strengthen our work with users and carers and their representatives for the Transformation of Social Care. We will manage a further pilot of individual budgets (IBs), expanding both numbers of people using self directed support (SDS) and also including people with more complex needs, which will be followed by the implementation of a full roll out plan for IBs to enable us to meet the commitment to offer self directed support as the mainstream by March 2011. We will be developing our strategy for information, advocacy and brokerage by developing these within local user-led organisations such as Disability Action in Islington, Age Concern and the Elfrida Society. We aim to engage departments across the council to develop plans for improving access to universal services for disabled people. We will engage more with commissioned providers to develop the market we need for the future and work with providers to develop the flexibility we need for the future.
- 6.6 We intend to strengthen the way in which we engage with and work with users and carers, through the completion and implementation of a new user and carer involvement strategy, which will be co-produced with a panel of users and carers, which will be published in the summer of this year.
- 6.7 We aim to enhance the way we support users to access employment opportunities through our priorities on economic well-being and through ensuring the needs of disabled people are addressed, within corporate regeneration initiatives on worklessness and poverty.

7. Physical environment

- 7.1 Over 2,200 responses were received to our Core Strategy consultation. In addition to the Issues and Options consultation, which highlighted some of the choices facing the borough in the future, this also gave residents the opportunity to comment on policies for Planning Obligations and Accessible housing. The Core Strategy continues to be developed and will be one of the key tools in delivering Affordable Housing in the future.
- 7.2 The council's Environment and Regeneration Department delivers a wide range of services, many of which have a direct relationship to how local residents perceive their environment and their aspirations for the borough. The Department undertakes resident's satisfaction surveys every two years and these show that satisfaction levels have improved since 2005. The most commonly cited areas for improvement in the last survey in 2007 were dog mess, litter and pavement safety.
- 7.3 The 2007 survey revealed that 69% of residents were satisfied with how clean the streets are, but in the period since we have also made considerable improvements to the refuse collection and cleansing specification, which resulted in a considerably improved Local Environmental Quality scores (LEQs) at the end of 2008/09; substantially exceeding both the old LAA targets as well as the first year of the new targets. Our streets are almost twice as clean this year compared to last, with LEQs scores improved by 50% on the previous year, with levels of graffiti and flyposting also significantly reduced. In all LEQs categories we are already substantially ahead of our first year LAA targets. The service also won the London based Capital Standards Award for improving environmental quality. In 2008/09 we also completed the first stage of a £20million programme to improve a number of the borough's highways and footways and introduced dog control orders across the borough, which are helping us to reduce dog mess through a combination of education and enforcement.
- 7.4 The 2007 survey showed that approximately two thirds of residents were satisfied with parks, street trees and open spaces and we have continued our programme of planting street trees, parks improvement works and increasing the seasonal planting in the borough. In 2008/09 we received 8 Green Flags for our parks and won Gold in "London in Bloom" and are representing London and the South East in "Britain in Bloom", as well as having at least two thousand more street trees than in 2002. Working closely with Friends of Parks groups, we have driven up standards through improvements to Parks and some innovative management solutions such as community contracts and management teams, giving some groups more autonomy over their local environment.
- 7.5 Islington council has improved the grounds maintenance specification for litter-picking and raised the standards of grounds maintenance on council estates, working with partners to develop an overarching strategy for the improvement of estate grounds. Together with the improved specification for street cleansing, which has increased the frequency of cleaning on many of the borough's streets; this has led to performance on street cleaning in Islington improving considerably over the past few years. In 2008/09, the percentage of land and highways surveyed from which unacceptable levels of litter are visible has fallen to 7%, detritus 11%, graffiti 4% and fly-posting 2% percent.
- 7.6 Islington has improved the environment to help businesses thrive, for example the Whitecross Market and Nags Head areas. We also have a rolling programme of local neighbourhood Greener Cleaner Safer Days as a way of promoting closer working relationships between services and engaging with residents and businesses in encouraging civic pride at the most local level.
- 7.7 Tackling dog mess is consistently residents' top local environmental priority and new Dog Control Orders have been put in place following feedback which said that over 95% of residents supported initiatives to make key areas cleaner and safer.

- 7.8 150 streets have been renewed so far as part of the Highways Resurfacing Programme and accessible Greenspace has been increased to 86.24 hectares, exceeding the LAA 2006/09 targets.

Future Prospects

- 7.9 In recent months, missed waste and recycling collections have been reduced by an average of a half compared with the same period the previous year, and we are planning for further improvements by implementing an integrated IT to provide a seamless service between council and contractor. This is expected to deliver increased efficiency in managing customer requests and any service shortfalls.

8. Environmental sustainability

- 8.1 Islington has shown a great deal of innovation and commitment in tackling climate change and reducing carbon emissions across the borough, setting up the first national LAA borough wide carbon reduction target, and developing a Climate Change Partnership to deliver on that target, reducing CO₂ by 7% across the Partnership in 2007. Over the last two years our £3m Climate Change Fund has enabled the installation of 140 retrofits of solar, biomass, wind and ground source heat installations on council and community buildings and residents' homes. 2008/09 also saw a 12% reduction in residual household waste. Doorstep collection and/or easy access to local recycling facilities have been rolled out across the borough and we are predicted to be very close to the 08/09 recycling target of 31%. We are also reducing carbon emissions through encouraging greener travel. We have the largest car club in the UK, Streetcar, which has 5,000 members and 130 vehicles and we issued two hundred £200 vouchers in 2008/09 for new bicycles or Streetcar membership in exchange for returned residents parking permits. Islington has also won a number of green fleet awards in the last year including the European Public Sector Green Fleet of the Year (2008).
- 8.2 We have a comprehensive programme of work on climate change mitigation and adaptation, which is part of the delivery of our Sustainability Action Plan. The council seeks to minimise negative environmental impacts and promote environmental benefit across our services, and the borough. Key areas of focus are planning policy (with a 20% major development renewable energy target, and BREEAM excellent in major developments, as well as the promotion of, natural ventilation, low energy cooling, sustainable materials, water efficiency, and biodiversity); procurement; environmental management systems across all high impact council operations; education and engagement with 3 flagship environmental education centres; and the development, with London wide partners, of long term energy strategy, focused around decentralised energy and a heat network.
- 8.3 Funded by the Islington Strategic Partnership, Islington is one of the first local areas that have made a firm commitment to central government to reduce its carbon emissions across all sectors within the borough, setting a target in its 2006-9 LAA based on a 2005 baseline study, followed up with a revised, more stretching target in 2008-11. The council has its own Carbon Management Plan, and achieved 11% savings in 2007. It also runs an advice and assistance service for residents from its Green Living Centre (and holds contracts with other areas for their residents).
- 8.4 The Islington Climate Change Partnership (ICCP) is the way that organisations across the borough are coming together to meet this commitment). The Partnership consists of a range of public, private and voluntary sector organisations that play an important role in Islington. The baseline study enabled the Partnership to establish collective carbon emissions, share plans to reduce energy use and meet a challenging reduction target. Through the ICCP, over 130 Islington organisations from all sectors have pledged to reduce their carbon dioxide emissions by 15% by 2010. The Climate Change Partnership was launched in early 2007 to deliver our borough wide CO₂ reduction target (originally 5%, revised up to 10.8% on 2005 baseline by 2010/11). They account for over 10% of all CO₂ emissions from the borough, including domestic, commercial and

transport sectors. The ICCP contribution to the borough-wide target is 18,750 tonnes of carbon, if achieved it meets its target of 15% reduction across the whole membership. The establishment of Islington's Climate Change Partnership (ICCP) was crucial to achieving energy efficiency not just in the council, but across the borough. Uniquely we measure actual emissions from every member of the Partnership every year, and in year we reduced the Partnership's emissions by 7,000 tonnes – 40% ahead of our year-on-year target. The ISP has also commissioned a programme of work to reduce domestic CO₂, in 2009-11 "Energy Doctor in the Home", run by Groundwork in partnership with the council.

Comment [L1]: The official data for NI186 is based upon DECC data available 2 years in arrears. The 2006 data showed a rise in CO₂ emissions between 2005 and 6. Whilst this was before our borough wide activity began, and does not take away from the achievements, it shows the area will have to work even harder to make reductions on the 2005 baseline to account for the 2006 rise. The rise was in the commercial and industrial sector, and aligns with similar rises in other inner London boroughs. Our understanding is that economic growth is likely to be behind this rise, highlighting the need to decouple environmental impact from economic growth.

- 8.5 This activity is part of a wider ambitious programme of work to reduce CO₂ across the borough in line with Government 2050 targets. In partnership with the London Development Agency we are developing a decentralised energy network powered by Combined Heat and Power which will average 30% CO₂ reduction in the areas it operates. We have succeeded in attracting £1.8m funding from the Mayor of London's Housing Pot, and considerable market interest. We are also taking a comprehensive insulation programme of council housing, accessing Energy Companies' CERT funding.
- 8.6 On Climate Change Adaptation, we have completed a scrutiny review of adaptation and the strategic partnership has identified adaptation as a key indicator. Islington has produced a Climate Change Adaptation Strategy and Action Plan. The strategy focuses on both the services and assets of the council and the impact on service users and residents. The strategy sets out a range of actions with the aim of ensuring that the council is robust in its adaptive response to climate change and that it works closely with residents. Islington also has a heat wave plan, a flood plan and as part of the climate change adaptation measure is producing a drought plan. We have also delivered a range of innovative adaptation actions – a borough wide survey of SUDS, construction of a well and ensures adaptation is considered through its planning framework
- 8.7 Islington has piloted schemes on reusable sacks for green waste and optional biodegradable cornstarch bags for food waste and extended recycling so that all homes have doorstep facilities or easy access. We expect the waste recycling rate to improve to almost 30% by the end of 2008/09 which will be one percentage point short of the target.

Comment [L2]:

Future Prospects

- 8.8 Recognising the overall significance of the commercial waste sector to environmental sustainability, we have developed a new local LAA target of increasing the proportion of local businesses that recycle.

9. Local economy

- 9.1 Islington council has developed a package of measures to support residents and businesses affected by the economic downturn, including road shows that offer advice and support about training and jobs, reducing bills, help with debts, benefit entitlements, savings and loans, housing issues and credit checks and provide referrals for more detailed advice. The council has provided additional resources for local advice services and developed a wide ranging programme of other measures which are being supported by funding by the ISP and from the council's £1 million lifeline fund.
- 9.2 In addition to the successful core work of Job Centre Plus to get people into employment, over the last 2 years the council has supported 1,000 people into jobs and 2,000 people into training and re-established the Islington and City Credit Union to provide saving and affordable credit opportunities for low income residents.

- 9.3 The Business Support Team provides assistance and information for many businesses and ran two campaigns to help local traders; the Support Your Local Shops campaign and the Market Trader of the Year Competition. We have developed town centre strategies and Town Centre Managers, to enable local partners to work together to meet the diverse needs of the local community in specific geographic areas, for example the Nag's Head and Archway and we work in partnership with the Police to reduce illegal trading in these areas; a concerted campaign in 2008 netted 1.2M counterfeit DVDs and we prosecuted 4 off-licenses for selling counterfeit vodka containing methanol. The Town Centre Management Board at the Angel has become a very successful Business Improvement District and we now work in partnership with them to continue to improve the local area. We will continue to work, together with our partners, to encourage diversity in the business community and their employees through our Business and Enterprise Strategy.
- 9.4 The council is committed to delivering affordable housing to its residents and is working towards achieving the Mayor's target of 1,902 affordable homes by March 2012 and continues to strive for improvements in housing choice and affordability and reductions in overcrowding.

Future Prospects

- 9.5 The ISP will be developing further measures to respond to the effects of the recession and the council is working with partners to make best use of all available resources, for example with the local Further Education college in terms of training support. The London Metropolitan University has succeeded in an application for a pilot aimed at the further and higher education sector to address the impacts of the recession. The bid focussed on three streams of activity - recession recovery centres organised along accident and emergency lines, upskilling and re-skilling courses and employability and enterprise enhancement.
- 9.6 The ISP will also be developing its approach to the assessment of the local economy, which will be significant for the future orientation of programmes aimed at improving both the employability and the employment of Islington residents. Along side this, work continues on raising levels of attainment and participation of young people and in particular those post 16 years old. Islington's participation levels at post 16 are improving, but there is still work to be done in reducing the numbers of 16 -18 year olds who are not in education, training or employment (NEET). We continue to promote the apprentice scheme and hope to have over 200 apprentices employed in the borough by 2011 and plan to run the programme annually in the future.
- 9.7 The council is working to ensure the implementation of a new transport infrastructure, that includes improvement to Highbury Corner, by 2011, as well as road improvements around the Kings Cross area and the development of the new Kings Cross Plaza, which is due to be completed by 2014.
- 9.8 A key priority this year is delivering on the Child Poverty pilot and we are working across the partnership to achieve this

10. Strong and cohesive communities

- 10.1 The ISP has agreed and signed up to an Equality and Cohesion Charter to support the SCS ambitions. Steps have been taken to give effect to the commitments in the charter - equality and cohesion indicators are included in the LAA core suite; there is an improved focus on equality and cohesion in the draft Third Sector Compact; the ISP commissioning framework has been amended to embed equality considerations into needs assessments; and equality impact assessments have been undertaken of the LAA commissioning intentions and of the ISP structures.
- 10.2 There is a strong and consistent sense that people from different backgrounds get on well together in Islington with nearly four in five residents (79%) in total and 80% of white and 81% of BME respondents agreeing that this is the case. This proportion is lower than two years ago but the

London average is also down to 76% and Islington ranks 9th best in London on the overall measure.

- 10.3 Half of Islington residents feel a sense of belonging to their immediate neighbourhood. Whilst there is no difference between the perceptions of white and BME communities the sense of belonging increases with each age group. The over 65s are twice as likely to feel they belong to their neighbourhood (75%) than people aged under 35 (38%). Fewer private rented tenants (33%) have a sense of belonging to their neighbourhood than people in other forms of tenure. Disabled people, however, are significantly more likely to feel they belong to their neighbourhood (64%).
- 10.4 All statutory partners have equality schemes and Islington Council anticipated the Single Equalities Bill by agreeing a Corporate Equality Scheme & Community Cohesion Strategy (CES) in March 2008. Over the last year the council has worked with the voluntary, community and faith sector and other partners to take forward the commitments made in the CES. A number of events are held each year to engage the community in exploring and understanding different cultures and histories in order to counter negative stereotypes and promote community cohesion. During 2008/09 successful events included Refugee Week, Peace Week (led by Islington Faiths Forum), Black History Month, Islam Awareness Day, Day of the Disabled Person and LGBT History Month. In December 2008 the council undertook a self-assessment which showed that we had reached Level 4 of the Equality Standard for Local Government. The main areas for improvement are consistent consultation and scrutiny by external groups representing the equality strands; setting outcome targets for all key areas of service delivery and making progress against those targets.
- 10.5 Having successfully bid for "Preventing Violent Extremism" funds, the ISP has used the money to support three projects aimed at increasing the voice and participation of Muslims in Islington in a sustainable way. Young Muslim Voices has engaged with over 1,200 young people from Muslim and non-Muslim backgrounds.
- 10.6 We have stood firm in our commitment to provide services to all sections of our community and the council won a landmark legal case to ensure that all our staff working as registrars performs civil partnership ceremonies for lesbians and gay men. We have opposed all post office closures in Islington and successfully campaigned for Essex Road post office to remain open because we see post offices and businesses as providers of local public services which are essential to meeting the needs of residents, particularly those who are vulnerable.

Future Prospects

- 10.7 In order to achieve our equality and cohesion objectives we are seeking to improve the information that is used to identify actual and potential inequality and to target actions more effectively.
- 10.8 Islington Refugee Integration Service (IRIS) is one of the best regarded in the country and together with the No Recourse to Public Funds team (see appendix A) is seeking to mainstream support for refugees and migrants into all public services in the borough. We are therefore well placed to achieve the councils CES priorities relating to migration and this will be strengthened by the ISP bid to Central Government for Migration Impact Funds.
- 10.9 Islington has opted into the provisions of the Sustainable Communities Act whereby the community puts forward ideas that require Central Government action to improve the economic, social or environmental well-being of the area. We are in the process of recruiting a representative panel, including people from seldom heard groups and we hope that this will be a vehicle for engaging the community in shaping the things that they care about and which will lead to substantial improvements in their lives in the medium and longer term.

11. Housing

- 11.1 The key challenges relating to housing in Islington are providing more affordable homes, reducing poverty and overcrowding and meeting the decent homes standard.
- 11.2 In September 2008 the Audit Commission (AC) issued their report on Homes for Islington (HFI) following an earlier inspection of HFI services. The AC judged HFI to be providing 3 star (excellent) services with excellent prospects for further improvement. The report also identified some weaknesses and recommended actions for improvement.
- 11.3 HFI have incorporated these recommendations into their Continuous Improvement Plan. Among actions taken since the report was published are:
- Development of new reporting and monitoring systems to ensure that all snagging defects are logged and corrected at the end of major works activity.
 - Conducted focus groups with residents who have recently had aids or adaptations to their property to agree together on published standards for this service
 - Established a comprehensive review of the reasons for dissatisfaction among leaseholders to target actions on those areas identified by leaseholders themselves.
 - Commenced an investment appraisal for the housing stock with Islington Council to develop a long term vision for the future investment in the housing stock.
 - Improved communication with caretakers through regular meetings with their Area Housing Manager to add to the regular caretakers' newsletter, regular one to ones, and annual caretaker conference."
 - We are on target to achieve Decent Homes, having spent over £400m since 2004.
- 11.4 Islington was selected as Regional Champions in Homelessness for 2007/2008 by the Department for Communities and Local Government. Islington jointly with Hillingdon. This achievement was in recognition of our efforts and achievements which include having the lowest level of rough sleeping in central London, an award winning sanctuary scheme for the survivors of domestic violence, the development of the private sector as a viable housing option and having reduced the number of families in temporary accommodation by 657 since December 2004.
- 11.5 In November 2008 the Housing Minister revealed the winners of the second round of 'Trailblazers' enhanced housing options programme. Islington's bid was among the twenty projects selected; each scheme will receive up to £260,000 to develop housing advice services, making links to employment advice, and giving local residents more personalized information about the range of housing options available to them. Islington's bid links the successful services provided by the Housing Aid Centre, Regeneration & Community Partnerships and our Choice Based Lettings scheme. The bid aims to enhance the life chances of our most vulnerable residents through providing greater access to housing, training and employment opportunities.
- 11.6 In addition, Islington has also been selected as an overcrowding pathfinder, receiving the second largest allocation of funds in London. Our successes in this area include working in partnership with Homes for Islington to deliver 15 large family homes through the de-conversion scheme and we have re housed 361 tenants who under occupy their homes in the last three years.
- 11.7 Islington is one of the few authorities in the country to start build new council homes. In partnership with our ALMO, Homes for Islington we have 27 new family homes that will be let to households suffering severe overcrowding. The first of these are due to be let in July 2009 and

plans are underway for the development of a further 15 sites under the Government's LA New Build programme with social housing grant.

Future Prospects

- 11.8 Islington Housing Commission was established during 2008/09 and recommended a new Housing Strategy which has the SCS objectives, particularly tackling poverty, as a central theme. The new Islington Housing Strategy for 2009 – 2014 is due to be approved in May 2009. It is different and more innovative than previous strategies, embracing a much broader view and assuming a wider role in addressing the challenges the borough faces, not just in housing but economic prosperity, educational attainment, public health, climate change and environmental sustainability. It has five objectives:
- Make housing a solid foundation for improving lives and creating opportunities;
 - Deliver more homes;
 - Build better quality homes and neighbourhoods;
 - Provide better managed homes and value for money services;
 - Promote better engagement and influence.
- 11.9 Islington council has continued to successfully prevent homelessness, and is on target to meet government targets to halve the numbers of households in temporary accommodation by 2010. We are also on target to meet our target for reducing overcrowding for 415 households over three years.
- 11.10 Developers are affected by the availability of credit and the demand for housing and so cannot be relied upon to make the contribution to achieving housing targets as previously anticipated. As a result we are exploring other options to minimise the impact of the recession and ensure that we achieve our targets in the medium term. We are working closely with Homes for Islington and the Homes and Communities Agency (HCA) to expand the current council house building programme from 27 to over 200 units.
- 11.11 We are a pilot authority for the development of the "single conversation" with the HCA and in preparation for that we have developed a Local Investment Plan that sets out the key investment and regeneration priorities for the borough.
- 11.12 We are reviewing the arrangements for engaging with social landlords in the borough to develop more effective partnership working and sharing best practice between housing associations and HFI.

12. Children, young people and families

- 12.1 In Islington we retain our focus on the drive to meet the ambitions we and families have for children and young people. More importantly, we want to make sure that they have a strong foundation for work; further study and adult life and we are securing positive outcomes in all areas.
- 12.2 We have a clear focus on ensuring young children get the best possible start in life supported through our strong partnership with NHS Islington and the third sector. Our network of 16 children's centres is in place and we will be seeking to address our key targets relating to breastfeeding, obesity and the Foundations Stage outcomes through the centres, schools and third sector providers. Foundation Stage outcomes need improving for all children and though we have narrowed the gap for all children, as well as those in the lowest 20%, this needs further work.
- 12.3 In order to accelerate progress in this area, we have targeted additional resources through the LAA to provide focused support for third sector providers to support managers to monitor and evaluate

the quality of teaching and learning in their settings and support practitioners to develop their skills to reflect critically on their practice.

- 12.4 As children reach statutory school age, we have two key priorities. First, to ensure that children enjoy going to school each day. This entails proactively working with schools to promote children's well-being and supporting their enjoyment of learning both through the formal curriculum and through out-of-school activities and extended services in schools. This aims to achieve strong engagement of children in learning with support from their parents and good attendance at school. However, attendance at both primary and secondary level needs improving and we have a revised Attendance Strategy supported by some additional funding through the LAA to address this area, particularly in relation to persistent truants.
- 12.5 In terms of outcomes at Key Stage 2, Islington's performance improved again in 2008 and have the fastest improvement rate nationally, confirming that higher standards are now consistently being achieved in Islington schools. When assessing performance in relation to Contextual Value Added (CVA), which provides a measure of the progress between Key Stages, whilst also taking into account factors outside a school's control, Islington ranks third in the country.
- 12.6 The 2008 GCSE results show sustained improvement with 56.4% of Islington pupils gained 5 or more A*-C grades at GCSE, an improvement of 7.1% percentage points on 2007. Although performance at this level when including English and maths improved, this needs to improve significantly going forward. This is a key priority in the council's contract with Cambridge Education @ Islington and rigorous action is being taken with our schools to achieve this.
- 12.7 Our schools are being well led and managed and an increasing number of schools are now good or outstanding and none have an Ofsted category. Our priority therefore in relation to raising standards of achievement further is to ensure outstanding learning in all of our schools and additional funding is being provided through the LAA to support the 'good to great' programme to increase the number of outstanding Islington schools.
- 12.8 To raise standards of achievement across Islington, we must narrow the gap in performance between the lowest and highest performing groups and to narrow the gap between Islington and national averages. Targeted work in this area, supported through the LAA, has seen major improvements and there has been a significant increase in GCSE results for black and minority ethnic pupils and for pupils with English as an additional language, whose performance now matches that of their peers nationally, having closed a 10% point gap since 2005. Targeted and community focused interventions for primary school children have produced increases in outcomes for Black boys, Somali, Turkish, and Bangladeshi pupils. Detailed analysis of outcomes and targeted action will remain a focus and will need to address the relative under-performance of particular groups of children within the White UK community.
- 12.9 Our aspiration is for children looked after (CLA) is for them to enjoy the lives we want for own children. This remains a priority focus in our CYP Plan. Outcomes for CLA are good, with 20% achieving 5+ A*-C inc. English and maths at GCSE and 35 young people previously in care achieved university places. Placement stability (NI 62) in 2007-08 was also good with 9.6% of CLA with 3 or more placements, a reduction from the previous year. Core assessments (NI60) timescales have improved to 88% as at end of February 09 and CP reviews (NI67) are currently standing at 99.3%.
- 12.10 In child protection services there is a crisis of public confidence arising from the Baby P case and we have, therefore, added a new priority to our CYP Plan to respond to the changed circumstances to ensure that young people are safe at home, at school and in the community. We are reviewing the recommendations of the Laming Review and have appointed an independent chair of the Safeguarding Board.
- 12.11 We also recognise there is a perception amongst some young people that they are unsafe and there is concern about the effects of knife and gang crime. We are addressing this at school level through our anti-bullying strategies and have instigated a review of behaviour support. We are also

working closely with other partners to address concerns around young people's safety in the community, both in terms of joint commissioning and integrated provision of services.

- 12.12 We want to ensure that young people having the best possible qualifications, experiences and opportunities to prepare them for adult life. This means that to ensure that progress continues in terms of achievement at 16, but beyond this and through to age 19, were young people are provided with opportunities. Our 14 - 19 strategy is working to ensure that more young people are retained in appropriate learning post 16.
- 12.13 A strong focus on addressing under-achievement and a lack of aspiration and subsequently their long term effects is driven through clear programmes where we work with schools, multi-agency services and specialist partners. Our NEETs Action Plan has a two-pronged approach which addresses those at risk of NEET while still in school/college and those who need to be re-engaged after leaving education. PULSE N7, our multi-agency service for young people is successfully addressing sexual health and conception issues, through outreach, as well as an open door service, as are programmes running with Children's Centres, bringing young people to work with small children. Additional support for the NEET Re-engagement Programme and the Teenage Pregnancy Strategy is provided through the LAA.
- 12.14 Critical to our overall aims is for communities to be raising aspirations for learning and work and we have added this as a new priority to our CYP Plan. We will support families in enabling young people, and parents, to make the most of opportunities for jobs and training, and promote ambitious pathways that lead to the very best that can be achieved. Islington has successfully bid to become a child poverty innovation pilot which will bring in more than £1 million in additional funding over the next 2 years. Our 16 children's centres will be working in close partnership with other agencies and services to develop our work in this area, tying in with our Childcare Strategy. Over 3,000 families are newly registered and the council is working with the Inland Revenue to introduce tax advice in these centres, as well as advice on benefits and paths into employment.
- 12.15 This new priority will also support our aim to ensure a 'Think Family' approach to improving outcomes for children and young people. To this end, we are implementing our new family and parenting support strategies. A new parenting support service for parents of teenagers will be starting, complementing additional focused support for parents of younger children. We have been successful in receiving additional funding for a number of important initiatives such as the Family Nurse Partnership, the Family Pathfinder Programme and the Family Intervention Programme. A key feature of these programmes will be to strengthen inter-agency working with vulnerable families particularly between adult and children's service and develop our 'Think Family' approach in practice.

Future Prospects

- 12.16 The council is increasingly successful in narrowing the gap in a number of key areas, such as educational attainment and outcomes for looked after children. We have extended the contract with Cambridge Education@Islington to ensure continued focus on improving educational outcomes and ensuring a strong contribution of schools across all Every Child Matters outcomes.
- 12.17 Children's Social Care has re-configured all its services with an appropriate focus on children in need and child protection on the one hand and children looked after on the other.
- 12.18 Our new 'front door' social care assessment service was found to be an effective model independently evaluated by Loughborough University. There are high levels of retention in the workforce (87% permanent staff) and morale is good. There is innovative, evidence based family support work such as our Adolescent Multi-agency Support Service. The Islington Safeguarding Children Board has very effective business planning processes with a comprehensive audit programme enabling partners to get an in depth understanding of safeguarding issues. We have appointed an independent chair and a review is under way to ensure that ISCB is fit for purpose.

12.19 In Islington, there is a range of targeted youth services in place to ensure young people at risk are identified at the earliest possible stage and offered a range of services. In doing this, we aim to work closely with partners in universal settings to ensure young people in need can be identified as soon as possible. We are now in the process of developing a single point of access to targeted youth support to ensure young people and professionals have seamless access to the services they need. We need to do more to improve outcomes for young people who are disabled or have learning difficulties and have set a target to improve transition planning as part of the Disability Equality Strategy.

12.20 Islington has won a £3.5m bid for funding for My Place, a new young people's centre at Hornsey Road Baths. A feature of our successful bid was the participation of young people, and this will be furthered through the appointment of 'Young Advisers' to see the scheme through to completion. The council has piloted 'participatory budgeting' whereby young people make decisions about the allocation of £400,000 of the Youth Opportunities Fund and this is being rolled out on a geographical basis through our Area Children and Young People's Partnerships. We have also bid to establish a team of 'Young Inspectors' to assist our evaluation and improvement of local services for children and young people.

12.21 Considerable progress has been made in improving outcomes across children's services in recent years and this is supported by the strong partnerships that exist with schools, other agencies and services. We will, nevertheless, be seeking to strengthen our partnership working through a review of our Children's Trust arrangements over the coming year.

Supporting evidence

Knowing our communities

- Borough Profile (2007/08 version)
 - [Executive Summary](#)
 - [Population](#)
 - [Economy and employment](#)
 - [Education and attainment](#)
 - [Housing](#)
 - [Health](#)
 - [Crime and Safety](#)
 - [Environment](#)
 - [Deprivation](#)
- Ward profile (example)
- Joint Strategic Needs Assessment (JSNA)
- [Invisible Islington – Cripplegate Report](#)
- School Management Information File (SMIF) extract
- Performance and perception project report
- Customer journey for housing repairs
- [Scrutiny reports](#)
- Place survey 2008 – analysis
- E&R key drivers of satisfaction
- Recession dashboard

Engaging with our communities

- [Consultation, involvement and engagement strategy 2008](#)
- [Listen Up](#)
- [HFI Involvement Register](#)

Delivering for our communities

- [Sustainable Community Strategy](#)
- [Core Strategy](#)
- [Housing Strategy 2009 - 2014](#)
- Draft Health Inequalities Strategy
- [Corporate Equality Scheme and Community Cohesion Strategy](#)
- [Refugee Integration Strategy](#)
- Safer Islington Partnership Strategic Assessment 2009/10
- [Recession – The Islington Response](#)

Exemplary Practice Case Studies

- 1. Environmental Sustainability**
- 2. Local Environmental Quality**
- 3. Waste Minimisation**
- 4. Ethnic Minority Achievement Service**
- 5. Career Start – supporting care leavers into work**
- 6. Young Muslim Voices**
- 7. No Recourse to Public Funds**
- 8. Homelessness Prevention**
- 9. Domestic Violence Strategy**
- 10. HFI Involvement Register**

1. Environmental Sustainability

As one of the most deprived and densely populated boroughs in the country, set at the heart of its largest conurbation, Islington faces the most demanding set of environmental challenges. Yet it has risen to these to become a national exemplar in its work on climate change, on sustainability and on the use of natural resources.

At six square miles Islington is the second smallest local authority, with a population of 181,000 the environmental challenge is further heightened by our need to provide for 35,000 new residents by 2011. Islington is the 6th most deprived local authority in the country. Poverty and the increasing polarisation of the economic situation of our residents creates further environmental inequality in the borough. Both food and fuel poverty are key challenges and our most deprived communities tend to experience the lowest environmental quality. Islington also has high population churn, a high influx of day and night time visitors and a high level of ethnic diversity.

Islington has responded by developing a comprehensive Sustainability Action Plan, and by being the first local authority in the country to raise sustainability to divisional level. It has made 'Greener, Cleaner' a corporate priority and we are committed to engaging the community in protecting the environment for future generations by tackling climate change.

Islington's overall approach to tackling environmental issues has four main themes:

- the sustainability impacts of high density and grow -and how to respond to them.
- understanding the specific impacts of climate change and other sustainability issues on a local level and in an inner city context.
- responding to high levels of deprivation -and how environmental issues will impact most heavily on those already most vulnerable.
- preparing for the future as well as responding to the present.

The clearest demonstration of Islington's progress comes from the 2007 resident satisfaction survey

- 68% of Islington residents think that the council is actively addressing bigger environmental issues (such as renewable energy and reducing greenhouse gases). This is double the figure of 34% 2 years ago.

In 2008 Islington has won or been shortlisted for over 25 Environmental awards. Islington won the sustainability category at the Regeneration and Renewal awards and was a runner up for both for Beacon and the Guardian Public Service for tackling climate change. Recognition through professional awards reflects the residents' perception of the council's approach to reducing environmental impacts and maximising environmental benefits. Islington has frequently been cited by government ministers, by local authorities and environmental professionals as an example of best practice including DEFRA and UKCIP.

Tackling environmental issues such as climate change encompasses a comprehensive approach to managing all environmental impacts as well as use of natural resources and a summary of key achievements are detailed below.

Improving our own performance: use of environmental management systems

Islington is developing and implementing an ISO 14001 accredited Environmental Management System (EMS) to minimise its environmental impact and integrate sustainability as a priority across all departments. Currently the EMS is operational in the council's largest department, with plans underway to eventually encompass all council departments within the system. The EMS is designed to target the significant environmental impacts of the council, including energy consumption of council buildings, staff transport, and use of water, procurement, and consumption of raw materials. The environmental impacts of specific departments are prioritised according to potential environmental consequence and likelihood of occurrence, and targets and management plans are set on an annual basis to address the most significant impacts. Islington's first division to achieve ISO 14001 won runner up at the BSI awards for best EMS.

Tackling climate change: improving carbon management

Islington Council is leading the way in reducing CO₂ in an inner city environment. In 2006, Islington was the first area in the country to incorporate our own borough wide CO₂ reduction target into the Local Area Agreement with central Government – a move other authorities have now followed with NI 186. All of this action is given credibility because of our own success in getting our own house in order – in one year (2007 through our Carbon Management Plan, we delivered 11% CO₂ savings across our estate, and £676,000 fuel bill savings. With the quick win carbon reductions already achieved we are on track in 2008 to achieve a further 3% reduction. 14% in 2 years demonstrates that national carbon targets are achievable when tackling climate change is prioritised. The Council's climate change initiatives with partners are used as best practice case studies, including our work to green our fleet, our unique Climate Change Partnership with over 130 members delivered a 7% carbon reduction, the £4million Climate Change Fund has demonstrated how renewable technologies can work in an urban area and our 3 environmental visitor centres ensure we are engaging with our community. Our energy doctor programme provides advice and access to funding to reach affordable warmth targets and tackle fuel poverty.

The Islington Decentralised Energy Project is groundbreaking and as the only local authority area in the country to map not just all our own major heat loads (from offices, leisure centres, schools and communally heated housing) but also those of our Climate Change Partnership members, which include all the prisons, hospitals, universities and major private carbon dioxide emitters in Islington we are one of only three London boroughs helping the GLA and LDA develop energy master planning guidance and a suggested methodology for other boroughs. Islington's approach has been identified as the one to take forward.

2. Local Environmental Quality

Islington's streets are the cleanest they have ever been since LEQ surveys began and the rate of improvement has moved us from bottom quartile amongst London boroughs for litter and detritus in 2004/5, to likely top quartile in 2008/9. LEQS scores for graffiti and flyposting have also improved significantly and in all four categories we are already well ahead of our LAA targets. Comparing the projected results for 2008/9 with the previous year shows that the proportions of surveyed land falling below the defined acceptable threshold have been reduced from 11% to 7% for litter, from 7% to 4% for graffiti and from 4% to 2% for flyposting. These are on top of the improvements already seen in previous years.

The latest Place Survey result of 54% net satisfaction with the council in 'keeping public land clear of litter and refuse' was somewhat disappointing but other surveys have consistently shown a stronger correlation between LEQS and public satisfaction. The latest was the external face to face Budget consultation conducted in late 2008, which showed a much higher satisfaction rate, with 74% of residents satisfied with 'the cleanliness of the Islington area'.

The latest phase of the cleansing contractor negotiations have been ongoing since January 2008 and are delivering tangible step change improvements to all residents. The reduction in the use of agency staff, and the improvement in supervision and training of staff have led to an improvement of front-line performance. Increased and better targeted monitoring of contractors, as well as more efficient data analysis and information sharing to identify problem areas and land use types has resulted in positive changes to the spread and timings of many cleansing operations, increased schedules near schools and main travel hubs, increased waste education and enforcement activity as well as the reviewing of the operational capability and efficiency of mechanical sweepers and pavement washing.

The outcomes of all these improvements means a much more consistently clean borough, which has been supported by HFI and other RSL caretakers (for example, in more than delivering the original LAA cleaner estates targets, which focused on Estates in the most deprived Sosa in the borough) as well as with Greenspace where the cleansing regime has changed from a frequency based schedule to a quality (threshold) based one.

3. Waste Minimisation

Despite a steadily increasing population, the total tonnage of all waste collected from the borough's households has dropped from over 79,000 tonnes in 2006/07 to under 76,000 tonnes in 2007/08 and is predicted to be less than 68,000 tonnes in 2008/09. This reduction equates to a 14.2% drop over two years and an impressive 12.3% drop over the last year (by comparison, the waste management group ALCO have reported a 2-3% average drop across London). Joined with our current recycling rate of just above 30%, these figures look set to deliver one of the best residual waste per household in London for 2008/09.

Minimising the amount of waste sent by Islington to landfill has been one of the core messages of our 'reduce, reuse, recycle' campaign and we have long been one of the leading councils to use waste reduction/reuse advertising in our recycling campaigns, the two messages achieving equal billing across 2008/9. These highly successful campaigns have included a wrap around to the residents magazine, new striking livery to all refuse vehicles, a 'make over' for the council's HRRC (which attracts around 100K visitors a year and a customer satisfaction rating of 97%) and online videos, street banners and bus shelter advertising. Our recycling materials have been approved by WRAP (the national recycling campaign) as examples of best practice and we won the 'Most Innovative Council Award' at the Valpack Recycling Awards back in August.

There have also been two very extensive tranches of door knocking, the first by Groundwork for the ISP, concentrating on promoting green behaviours by residents on estates and the second more broadly by the council's own 'Green Team', focusing on recycling and minimisation. Between them, these two

campaigns have actually managed to promote these key messages face to face with residents from nearly 23,000 households (almost one in four of the homes in the Borough). We continue to hold 'Ditch n 'Switch' and 'Give and Take' days for people to swap rather than throw away clothes and lots of other unwanted items, together with food waste reduction road shows in local supermarkets.

Alongside the long term environmental benefits, the overall reduction in the amount of waste otherwise sent to landfill has translated into a financial saving to the council of around half a million pounds this past year.

4. Ethnic Minority Achievement Service

The Ethnic Minority Achievement Service is a multi-agency team of education consultants and multilingual teaching assistants and parental support advisers. Funded from diverse sources, including the LAA, the DSG and contracts directly with schools, it uses data to identify issues, develops projects to tackle issues and works successfully with a range partners, particularly in the voluntary sector.

Its programmes include major training initiatives for teachers and teaching assistants to improve the teaching of pupils with English as an additional language. Pupil voice projects are a key priority: the Ambassadors programme, for instance, has successfully developed leadership skills in African Caribbean 14 and 15 year olds. Among the focused interventions are a project for Somali primary pupils, which involves additional tuition and parental and community engagement. The pupils attending the project significantly outperform other Somali pupils in national tests at the age of 11 and are four times more likely to attain the highest possible test level.

The national and international reputation of the service enables it to draw additional funding into Islington, which is then invested in new targeted programmes.

5. Career Start

This scheme was developed and promoted by the Corporate Parenting Board in recognition of the fact that many young people leaving care failed to obtain and sustain employment and training compared with their peers. It has been in operation since October 2005. It is based on the principle that as a good corporate parent Islington should provide employment and work experience opportunities to it's looked after young people and care leavers – either through it's directly provided services or contracted services. Poor experiences of education, numerous moves of placements meaning subsequent educational moves and emotional trauma are all factors that go some way to explaining the disparity in educational and employability achievements compared with their peers.

The Career Start scheme provides access to a range of opportunities that are ring fenced for looked after children, including both paid work and work experience and has been recognised and shared both nationally and internationally as good practice. To date, the scheme has been extremely successful with over 165 opportunities offered by the council's departments, partners and contractors. These placements might be in the form of work shadowing, work experience, part time work, apprenticeships or permanent employment. Over 85% of the opportunities have been successfully completed. Over 95 young people have accessed opportunities with 38 progressing from one opportunity to another, for example from work experience to paid work. 16 young people have completed qualifications at level 2 or above as part of their job or work experience placement and a number are currently undertaking qualifications.

In addition to the provision of employment related opportunities, the scheme provides a range of support to ensure that young people have the best chances of success as possible, removing the barriers that can often get in the way of progression. Young people can access suitable equipment and clothing for interviews and placements; one to one tuition and professional coaching; training and qualifications and regular support from the Career Start team to review progress and areas they want to develop further.

6. Young Muslim Voices (YMV)

The Young Muslim Voices project is an innovative youth engagement project. The project was launched in August 2007. It emerged from a growing concern about the low levels of engagement and the lack of opportunities for young Muslims to speak about issues affecting their lives. The group, led by some twenty young leaders has successfully engaged with over 2,000 young people who live in and around Islington, north London. It began by finding the things that interested young people and using them as a way to start talking. The young people working in their own time for YMV are trying to show a different picture to that commonly presented about British Muslims. They question what damage is being wrought to a whole generation of young British people and to a whole community in the name of national security and community cohesion. They think of themselves as inclusive, starting with the issue of young Muslims but encouraging non-Muslims affected by the same issues to join them.

The first year of YMV became a consultation exercise and resulted, at the end of 2008, in the launch of the Young Muslim Voices Report 2008/9 at a one-day youth-led conference. The event was well attended by key decision makers and community leaders as well as police and other young people. The issues raised by the young people, and detailed in the report, included policing and the criminal justice system, identity and Britishness, anti-Muslim racism, the media, education, employment, housing, girls and young women, and asylum seekers and refugees.

The issue of community policing and criminal justice is one example of the way in which YMV has turned concerns around key issues into concrete action. As a result of the determination of a core group of young people, YMV has succeeded in getting a commitment from the borough commander as well as other police leaders to work with YMV on the issue of policing young people, particularly young Muslim men. This new project, called Breaking the Barriers, is just one of the many ways in which YMV has expanded beyond its original consultative phase, by beginning to work on positive change around key issues. Projects on engaging with young Muslim girls and women, on asylum seekers and refugees, on the Somali community and on knife and gun crime are also planned.

7. No Recourse to Public Funds (NRPF)

No recourse to public funds (NRPF) applies to a person who is subject to immigration control, does not have the right to work, and has no entitlement to welfare benefits, public housing or UK Border Agency asylum support. Local authorities have a clear duty to provide support to people who present with a need for care and attention. This is a complex area of work involving the interface of immigration, community care and human rights law.

Islington Council has developed a specialist team to work with people who have NRPF. The NRPF Team works in partnership with key stakeholders within and external to the Council to ensure that individual's holistic needs are met. Islington is one of the few local authorities that have a co-ordinated response, a dedicated team and an identified corporate budget to meet the statutory duty to provide support to people with NRPF. In the past year, Islington has supported six other London authorities develop their own dedicated services.

Islington's NRPF team provide clear guidance to social workers about how to undertake initial assessments so that they do not raise unrealistic expectations or commit the council to a level or type of support, which is not necessary or appropriate.

Islington has also initiated the development of a national NRPF Network. The Network focuses on the statutory response to people with care needs who have no recourse to public funds (NRPF). The Network works at practice, policy and strategic levels to develop a solution-focused and consistent response from statutory authorities to people with NRPF and aims to:

- Share information and good practice amongst local authorities and other agencies working in this area

- Work with government departments to raise the practical and policy issues of NRPF
- Obtain reimbursement for local authorities of the costs of providing support to people with NRPF
- Develop a strategic response to NRPF

The Network's strands of work can be divided into the following areas: information and guidance; policy; research; training; consultancy; events planning; and strategy. The NRPF Network facilitates the sharing of information between local authorities and external bodies on assessing and supporting people with NRPF, with the aims of: creating consistency of services; ensuring local authorities are upholding their legal duties; and seeking resolution to cases in partnership with the UKBA. As the Network supports and represents local authorities it provides a mechanism through which the UKBA can strengthen understanding and relationships with local authorities at a national level.

The NRPF network has received over £120,000 in funding from UKBA in the past three years and will also receive part funding from Department of Communities and Local Government in 2009/10.

8. Homeless Prevention

Islington was selected as Regional Champions in Homelessness for 2007/2008 by the Department for Communities and Local Government. Islington jointly with Hillingdon. This achievement was in recognition of our efforts and achievements which include having the lowest level of rough sleeping in central London, an award winning sanctuary scheme for the survivors of domestic violence, the development of the private sector as a viable housing option and having reduced the number of families in temporary accommodation by 657 since December 2004.

Homeless applications and acceptances have also reduced significantly over recent years. Acceptances have reduced from over 900 four years ago to fewer than 300 in 2008/9. As well as increasing the supply of affordable housing this has been achieved through a series of actions in managing demand for housing:

- Outreach surgeries providing advice and support;
- Engaging with community groups to advise on housing options;
- Effective use of the private sector as an alternative to temporary accommodation;
- Using the "New Generation Scheme" to rehouse newly forming households without them going through the homelessness route;
- Support to overcrowded families to enable them to remain in their own home longer;
- Effective casework management;

We aim to develop the strategy in the near future through:

- A review of the allocation policy to prioritise overcrowded families and extend the "New Generation Scheme" to housing association tenants;

9. Domestic violence strategy

Domestic violence and abuse continue to have a detrimental and, at times, devastating impact on the safety and quality of life of survivors and their children in Islington, as elsewhere in the country. To address this, the Safer Islington Partnership is tackling domestic violence and abuse in three ways:

Protecting survivors - Ensure that survivors of domestic violence have adequate access to legal, community and other provision to provide them and their children with protection from further violence

Holding perpetrators to account - Ensure that perpetrators of domestic violence are held to account according to the law and provided with assistance to change their abusive behaviour in order to prevent them from causing further harm or violence to their current, past or future partners

Children and young people - Ensure that children and young people affected by domestic violence are, wherever possible, provided with support to deal with their experiences, and to work with partner agencies to deliver programmes aimed at prevention work.

Delivering services to a diverse community - Ensure that specific experiences and needs of Islington's diverse communities are taken into account when planning, providing and monitoring services for survivors, perpetrators and children

Partnership working - Improve co-operation and joint action between key partnership agencies so that responses to survivors and perpetrators of domestic violence and their children are safe and consistent

Increasing awareness - Increase public understanding of the nature and impact of domestic violence, in order to reduce tolerance of it and to increase public knowledge of available responses

Islington's Domestic Violence strategy builds on the achievements of the Safer Islington Partnership's Domestic Violence Project Team and links in clearly with other local strategies and plans including the Islington Crime and Disorder Reduction Partnership's Partnership Plan.

Building strong partnerships is the key to improving the response to domestic violence in the borough. The partnership has developed the Multi-Agency Risk Assessment Conference – demonstrating strong partnership work in action while providing a premier service to survivors of domestic violence at high risk of harm. This service is tailored to individual needs and streamlined to ensure action is taken quickly to protect and support.

Many community-based organisations are working closely with specialist domestic violence service providers to target hard to reach communities and to support survivors in accessing mainstream services. The Domestic Violence Project Team's Black and Ethnic Minority Project continue to model good practice on partnership work and sharing experience and expertise.

The police, Crown Prosecution Service and others in the criminal justice system continue to focus on enforcing sanctions for perpetrators of domestic violence. At the same time, work is ongoing to make court hearings less stressful for survivors, and increase awareness of the range of civil law remedies from injunctions to housing law.

Islington's Domestic Violence strategy also sets out a range of measures to reduce social tolerance of domestic violence. Work is focussed on children and young people in order to provide them with the confidence and self-respect to conduct healthy personal relationships now and in the future.

10. HFI Involvement Register

The Resident Involvement Register (RIR) was set up by Homes for Islington in June 2007. The Resident Involvement Register gives a menu of options for tenants and leaseholders to choose how they wish to engage with HFI in a format of their choice, at a time of their choice and on what service areas they are interested in.

The Resident Involvement Register is an action point in the HFI Resident Involvement Strategy 07/09. The target of 250 residents to be recruited as members to the RIR by the end of March 08 was achieved and the current membership of the RIR as at 31st April 09 is 705 and this includes 458 tenants and 247 leaseholders.

HFI Residents are regularly encouraged to become members of the Register by:

The availability of the RIR form to fill in online through the HFI website.

Regular articles placed in the HFI and HOS newsletters advertising membership.

RIR forms are available in all area offices in English and translated formats.

Details of the RIR are in the resident Involvement leaflet.

Details of the RIR are on the website in English and in translated format.

Feedback on the current use is placed on the HFI website.

A yearly letter is issued to all members on the RIR giving an update on their involvement and service improvements to date.

New tenants are invited to join the register through a separate mail shot by HFI.

RIR members expressing the option to be involved in mystery shopping have been trained and regular shops now take place.

RIR members form part of the HFI Readers Panel which has been set up to review HFI customer literature and information for accessibility, accuracy and appropriateness.

During 2008 RIR members have been asked for feedback in the following areas

Performance monitoring

Major works

Resident Incentives

Leasehold insurance documentation

Service charge information

HFI Communications

Repair contractor re procurement

National Conversation (findings referred to the Tenant Services Authority)

Review of council Housing Finance (findings referred to Communities and Local Government national review)

The Register is primarily for HFI use, Members details have been shared with Islington Council to enhance the Council's consultation processes. They have provided feedback on the Allocations scheme and the Council's Housing Strategy.