



Haringey Council

Report for:	Cabinet	Item Number:	
Title:	The Council's Performance Assessment for Quarter 2, 2013/2014		
Report Authorised by:	The Chief Executive 		
Lead Officer:	Eve Pelekanos – Head of Strategy and Business Intelligence Telephone 020 8489 2508		
Ward(s) affected: All	Report for Key/Non Key Decisions: Information		

1. Describe the issue under consideration

- 1.1. To inform Members of progress against the Council's outcomes and strategic priorities for 2013/14.

2. Introduction by Cabinet Member for Performance Management – Cllr Kober, Leader of the Council

- 2.1. The council has made good progress with improving school standards, with 48 out of 57 primary and all 11 secondary schools in Haringey rated good or outstanding. I am also really pleased to see that the percentage of pupils achieving five or more A*-Cs (including English and Maths) is higher than the national average for the first time ever, and hope to see this continue over the current academic year.
- 2.2. I am also really encouraged to see that the number of Haringey residents claiming Job Seekers Allowance has fallen over the last quarter, boosted by recent recruitment drives, including for the new Sainsbury's Tottenham store which has enabled a significant number of local residents to get back into work.
- 2.3. The figures show that further work is needed in providing early support during pregnancy, which I hope to see improve with the Community Health Champion Programme that has begun working with vulnerable residents in the borough. Youth re-offending rates have also continued to rise, which I expect to be addressed over the next quarter as part of the formation of the Integrated Offender Management Partnership which will focus resources on working with the most problematic offenders.

3. Recommendations

- 3.1. To note progress against the Council's Corporate Plan priorities in the second quarter of 2013/14.
- 3.2. To note areas for focus and emerging issues going forward.

4. Background information

- 4.1. This report is a self assessment of the Council's performance in the second quarter of 2013/14 against the Council's outcomes and strategic priorities as set out in the [Corporate Plan](#) agreed at Cabinet on 9 July 2013
- 4.2. The main body of this report begins on page 3.

5. Comments of the Chief Finance Officer and financial implications

- 5.1. The Chief Finance Officer has been consulted on the contents of this report and has no further comments to make.

6. Head of Legal Services and legal implications

- 6.1. The Head of Legal Services has no comments on the report, however the Appendix dealing with emerging issues identifies a number of issues which may impact on the targets in due course.

7. Equalities and Community Cohesion Comments

- 7.1. Progress against equalities objectives is measured as part of the corporate basket of performance indicators and these are included within this report. In addition to information on these objectives, we will continue to publish equality impact assessments and the annual employment profile, and promote equality through our procurement and commissioning processes.

8. Head of Procurement Comments

N/A

9. Policy Implications

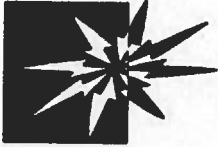
- 9.1. Haringey's quarterly performance assessment links to the following documents / strategies:
 - The [Corporate Plan](#) 2013-15
 - [Key strategies](#)

10. Use of Appendices

- Appendix 1: Performance Tables Quarter 2 2013/14
- Appendix 2: Emerging Policy Issues for Quarter 2 2013/14

11. Local Government (Access to Information) Act 1985

- Service performance indicator returns
- Corporate Plan



Haringey Council

The Council's Performance Assessment Quarter 2 2013/14

**Produced by
Strategy and Business Intelligence
November 2013**

Executive Summary: Overall Assessment of the Council's Performance - Quarter 2 2013/14

Introduction

1. The Council's Corporate Plan 2013-15 was agreed at Cabinet on 9th July 2013. The Plan identifies four key outcomes for the borough, these are:
 - **Outstanding for all:** Enabling all Haringey children to thrive
 - **Safety and wellbeing for all:** A place where everyone feels safe and has a good quality of life
 - **Opportunities for all:** A successful place for everyone
 - **A better council:** Delivering responsive, high quality services and encouraging residents who are able to help themselves to do so.
2. A basket of indicators has been identified which will enable the Council to measure progress against each of the outcomes and their strategic priorities. This report looks at the performance against each of these indicators in the second quarter of 2013/14 to assess the progress that has been made against each outcome. It highlights where we are performing well and where further focus is required.
3. The highlights for Quarter 2 are outlined below. Further detail can be found in the next section of the report and in the performance scorecard which is set out in appendix 1.

The following areas are performing well:

- Primary and secondary schools judged as being good or outstanding
- The percentage of pupils achieving 5+ A* - C (including English and maths)
- The number of successful adoptions and special guardianship orders
- The percentage of child protection plans lasting two years or more
- Stability of placements for looked after children
- Percentage of adults with learning disabilities who are in settled accommodation
- Social care clients receiving self directed support
- The quality of parks and open spaces
- The local work programmes
- The number of additional HMO (houses of multiple occupation) licenses issued in Haringay ward.
- Call centre telephone answering

The following areas require further focus:

- The percentage of young for whom it is not know whether they are in employment, education of training
- Early access to maternity services
- The rate of children subject to a child protection plan
- Youth re-offending rate
- Repeat referrals of domestic violence incidents to the MARAC
- Timeliness of Child and Family Assessments
- Alcohol related hospital admissions
- Unemployment particularly amongst young people
- Homelessness
- Delayed transfers from a hospital to a community setting

Outcome 1: Outstanding for all

Overall Assessment

The following areas are performing well:

- Primary and secondary schools judged as being good or outstanding
- The percentage of pupils achieving 5+ A* - C (including English and maths)
- The number of successful adoptions and special guardianship orders

The following areas require further focus:

- The percentage of young for whom it is not know whether they are in employment, education or training
- Early access to maternity services
- The rate of children subject to a child protection plan

For more detailed performance highlights see paragraphs 4 to 17 below and the performance scorecard set out in appendix 1.

Priority 1: Work with schools, early years and post 16 providers, to deliver high quality education for all Haringey children and young people

The Council is working with schools to raise standards and educational attainment and maximising the range of post 16 training and education opportunities and ensuring that such opportunities are being taken up by young people.

Key performance indicators and targets for this outcome (to be achieved by March 2014 unless otherwise stated):

- Reduce the gap between the lowest achieving children at the Early Years Foundation Stage and the rest
- Increase the percentage of children achieving level 4 or above in combined reading, writing and maths at Key Stage 2 to 78%
- Increase the percentage of pupils achieving 5 or more A* - C grades at GCSE including English and Maths (Key stage 4) to 63%
- Increase the proportion of 19 year olds achieving Level 2 (GCSE A*-C) to 86%
- Increase the proportion of 19 year olds achieving Level 3 (A level) to 61%
- Reduce the percentage of 18 year olds not in education, employment or training to 3.6%
- Reduce the percentage of 18 year olds for whom their education, employment or training status is not known to 9.5%
- Increase the proportion of schools and children's centres rated as good/outstanding to 100% by 2016

Ofsted ratings of children's centres and schools

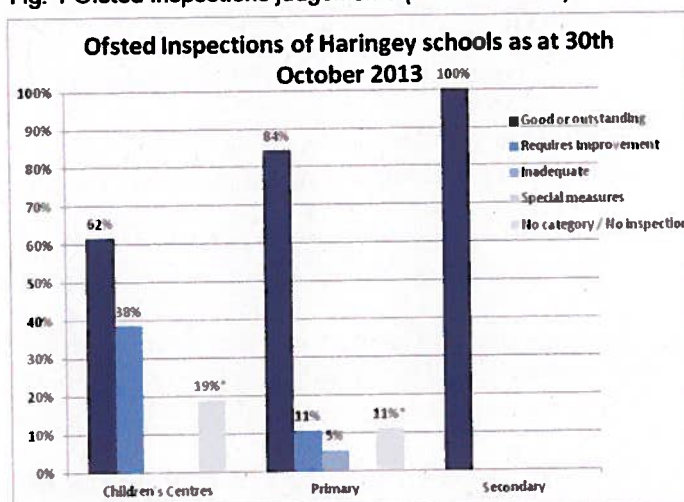
4. The Education Standards watchdog carries out inspections of childcare providers and schools on a rolling basis. As at 30th October 2013 the Ofsted ratings were as follows:

Children's centres: 13 had been inspected and eight were judged good/outstanding (62%). This is below the London and national averages of 78% and 69%, respectively (as at 30th June 2013). 5 centres require improvement.

Primary schools: 48 out of 57 inspected schools (84%) were rated good or outstanding. This shows a major improvement over the last nine months (56% as at January 2012). Haringey compares favourably to the London and England averages of 82% and 78% respectively. Six schools require improvement (11%) and 3 are inadequate (5%). An additional seven schools do not have a current inspection grade.

Secondary schools: all eleven schools (excluding Haringey 6th Form Centre) were rated good or outstanding (100%). This figure includes academies. Again, this shows a major improvement since January 2012 (66%). The latest available data shows that Haringey exceeds the London and England averages of 87% and 72% respectively.

Fig. 1 Ofsted Inspections judgements (Source: Ofsted)



Note: Percentages shown above are % of inspected schools with a rating. Figures with * are % of all schools with no category or inspection.

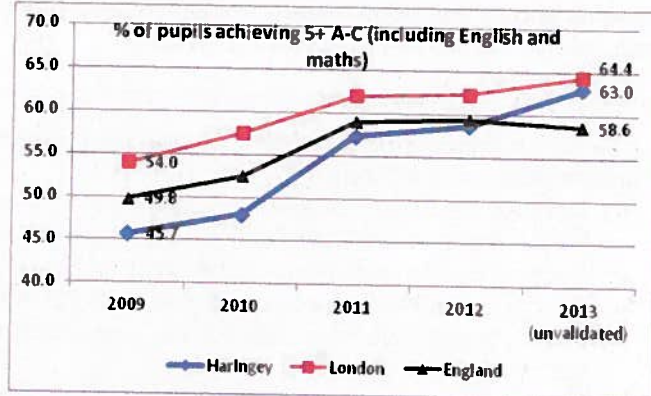
Early Years Foundation Stage Profile results

- The Early Years Foundation Stage Profile (EYFSP) is an assessment of children's achievement at the end of the academic year in which they turn five. The results for 2013 show that Haringey compares favourably to England, London and other local authorities. Fifty per cent of Haringey's children attained a Good Level of Development (Communication and Language, Physical development, PSE, Literacy and maths) compared to England 52% and London 53%. Haringey's ranking on this is now 81st out of 152 local authorities. Results should not be compared to previous years as there have been significant changes to the EYFSP in 2013 and previously set targets are no longer applicable.
- The measure that looks at the gap between the lowest achieving 20% and the average of all pupils shows that the gap in Haringey is 36.5%. Because of the significant change to EYFSP in 2013 previously set targets are no longer applicable. Haringey's performance compares favourably to England and London (36.6% and 35.9%), and puts Haringey in the 60th percentile compared to all other local authorities.

Update on provisional GCSE results for 2012/13 academic year

Fig. 2 Achievement of 5+ A*- C grades at GCSE including English and Maths (Source: Department for Education and Haringey (provisional))

7. Haringey is now above the national for the percentage of pupils achieving 5+ A* - C (including English and maths) – for the first time ever. Haringey improved from 58.6% to 63.0%, whilst nationally there was a decrease from 59.4% to 58.6%. We have also continued to narrow gap with London from 3.8% in 2012 to 1.4%. Haringey is ranked in 43rd out of 151 LAs for this measure.



Young people not in employment, education, or training (NEET)

8. There are two indicators that measure progress in this area:
- the percentage of young people who are not in education, employment or training
 - the percentage of young for whom it is not know whether they are in employment, education of training
9. Over the year there are seasonal variations in the numbers, which coincide with the change in the academic year. For this reason judgment about performance is made in the period November to January once the academic status of young people has been confirmed. The service monitors the number weekly so that action is taken if there are unusual variations in the levels.
10. As expected there has been a spike in the level of Unknowns and NEETs as at the end of September. The figure is higher than this time last year, however improved systems for tracking are now in place which will enable the service to establish the whereabouts of the new Year 14 cohort which will further improve performance against this indicator. It is expected that the November 2013/14 figure will be lower than the November 2012/13 figure.

Fig. 3 NEET 'Not Knowns' (Source: North London

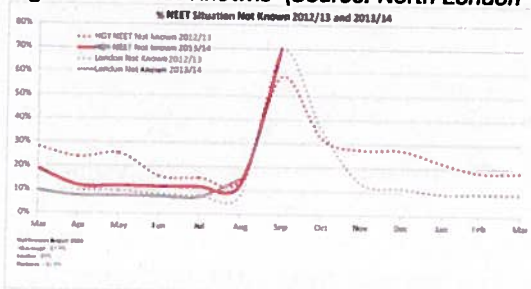
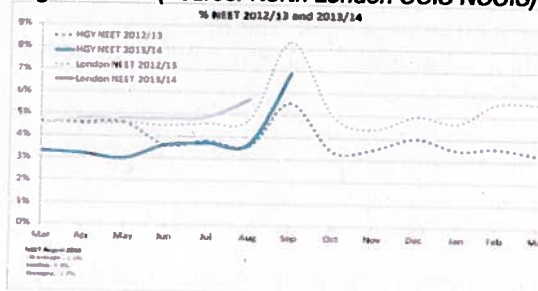


Fig. 4 NEETs (Source: North London CCIS NCCIS)



Priority 2: Enable every child and young person to thrive and achieve their potential

Research shows that good maternal health, support for families and parents and sufficient and high quality early help are key to achieving this aim.

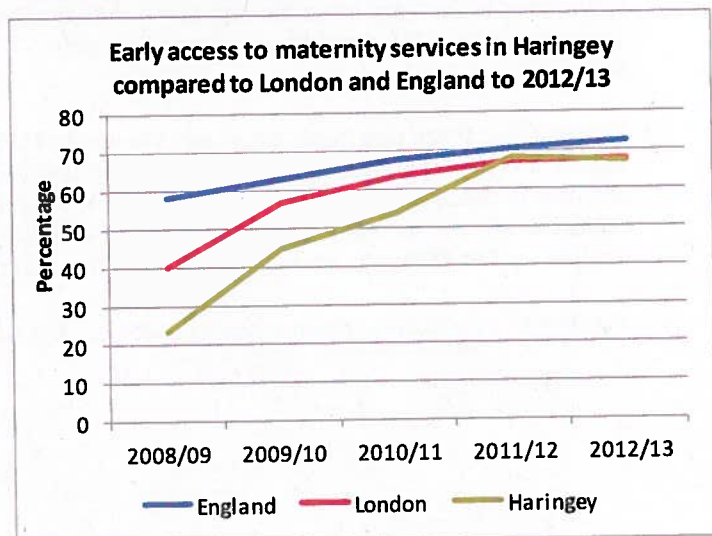
Key performance indicators and targets for this outcome (to be achieved by March 2014 unless otherwise stated):

- Increase the percentage of women with access to maternity services in 12 weeks to 75% by 2013/14 and to 80% by March 2015
- Support 531 families through the Families First programme
- Ensure that 80% of vulnerable 2 year olds in the borough take up their free early years place
- Ensure that 90% of vulnerable 3 and 4 year olds in the borough take up their free early years place
- Increase the percentage of children achieving at least 78 points across the Early Years Foundation Stage (at age five)
- Complete 20 adoptions and 25 special guardianship orders by March 2014
- Reduce time between a child entering care to moving in with prospective adopters to less than 639 days
- Stabilise the number of children on child protection plans to 250

Early support and help for families

11. Ensuring early support during pregnancy continues to be an area for improvement. The latest available information for the percentage of women with access to maternity services in 12 weeks is the outturn for 2012/13. This shows that 67.2% of pregnant women accessed maternity services within 12 completed weeks, lower than the London and England rates and the 2011/12 rate, and lower than the target of 75%. The rate is the 3rd highest amongst our statistical neighbours.

Fig. 5 Early access to maternity services
(Source: NHS Comparators)



An early years community health champion programme has recently been commissioned to promote the importance of early maternity access and other key issues pertaining to the early years. Joint working is underway with the new Clinical Commissioning Group (CCG) maternity commissioner to ensure that hospitals are prioritising early maternity access and are performance managed appropriately.

12. The Haringey Families First Programme - an initiative seeking to work with Haringey's most troubled families - continues to be on track to support 531 families by the end of the year. As at 30 September 2013, 390 families have been allocated a lead worker who is working intensively with the family.

Adoption and special guardianship

13. There have been 40 successful adoptions and special guardianship orders in the year to September 2013, exceeding the in year target of 20 and putting the Council on track to deliver its annual target for 2013/14.
14. Good progress has been made on the timeliness of children being placed for adoption. In Quarter 2, children waited an average of 757 days from becoming looked after to being placed for adoption. This is outside the national threshold of 639 days due to two cases were children placed for adoption significantly outside the threshold were both adopted by long term foster parents. If these cases are excluded the average figure is 288 days.

Child protection plans

15. The number of children subject to a child protection plan (CP Plans) has continued its downward trend. At the end of September 164 children were subject to a plan which is equivalent to a rate of 28 children with child protection plans per 10,000 children aged 0 – 17 years. The Service aims to be within the range of statistical neighbours who are rated good or outstanding by Ofsted – which is between 30 and 60 plans per 10,000 population.
16. Whilst a reduction is welcome the Service is keen to ensure that thresholds and processes are in line with best practice. For this reason some detailed challenge and ‘drill down’ work is underway.
17. Performance monitoring in Children’s Social Care has been significantly strengthened through monthly performance call-over meetings which hold each individual social care service lead and their manager to account and help to further embed high quality practice. A monthly Quality Assurance Board is in place and a refreshed Quality Assurance system and strategy also help to ensure continuous service improvement.

Outcome 2: Safety and wellbeing for all

Overall Assessment

The following areas are performing well:

- The percentage of child protection plans lasting two years or more
- Stability of placements for looked after children
- Percentage of adults with learning disabilities who are in settled accommodation
- Social care clients receiving self directed support
- The quality of parks and open spaces

The following areas require further focus:

- Youth re-offending rate
- Repeat referrals of domestic violence incidents to the MARAC
- Timeliness of Child and Family Assessments
- Alcohol related hospital admissions

For more detailed performance highlights see paragraphs 18 to 44 below and the performance scorecard set out in appendix 1.

Priority 3: Make Haringey one of the safest boroughs in London

The focus of this priority is driving down crime, developing a better coordinated approach to tackling domestic violence, and increasing community confidence.

Key performance indicators and targets for this outcome (to be achieved by March 2014 unless otherwise stated):

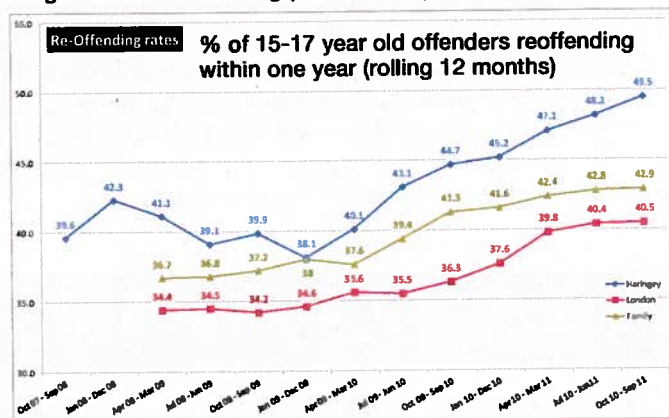
- Ensure that the percentage of referrals to the MARAC which are repeat referrals is not more than 5%
- Work with 70 young people involved in gangs
- Ensure that 80% of the gang caseload are engaged and retained
- Increase the number of offenders in the Integrated Offender Management cohort from 70 to 310 over 4 years (15 in 2013/14 and 75 per year thereafter)
- Reduce re-offending amongst 0-19 year olds to no more than 40%
- Increase the percentage of residents who feel the council and police are dealing with crime and anti-social behaviour effectively to 59%
- Reduce incidents of reported anti-social behaviour by 5% year on year for four years

Reducing crime

18. This latest available data for the youth re-offending rate is two years old and should be considered alongside local information.

19. Published data for Haringey shows that 49.5% of offenders in the October 2010 to September 2011 cohort reoffended compared to 44.7% for the previous full year. Similar increases have been seen across our Statistical Neighbours, though Haringey's rate remains higher than the group average.

Fig. 6 Youth Reoffending (Source: YJB)



20. The success of the Triage work in Haringey is significant as it diverts large numbers away from the cohort; Haringey has an average of 126 Triage cases a year, which represents 27% of our statutory caseload. This work has left a smaller and more challenging group whose likelihood of reoffending is much higher. This is reflected in the increase in the average assessment scores for risk of re-offending, vulnerability and risk of serious harm in recent years. The Youth Offending Service works closely with the Community Safety Team in relation to gangs, prevention and offender management.

21. Work to establish an Integrated Offender Management (IOM) Partnership is under way, following a successful bid to the Mayor's Office of Policing and Crime (MOPAC). The initiative will be delivered through a co-located multi agency team consisting of Police, Probation, Council and other Pathway Partners linked to the Drug Intervention Programme, Integrated Gangs Unit, Youth Offending Services, the Secure Estate, Domestic Violence, Mental Health, Housing, Job Centre plus and voluntary sector providers focussing partnership resources on the most prolific and problematic offenders across offender cohorts.

22. The IOM cohort has increased by six in the second quarter 2013 taking the total cohort to 81 against an end of year target of 95. This is on track to achieve the target for the year. An IOM

Strategic Lead is now in post and a significant increase in the cohort will be achieved as a result of the work to be undertaken by this role.

23. The Gang Unit is working with 54 young people involved in gangs, and is on track to work with 70 young people by the end of the year. Local research has been commissioned to better understand the links between organised crime and street gangs. Community Safety has recruited an interim member of staff with gang-related expertise who is implementing the recommendations of a peer review and working closely with the IOM Strategic Lead.

Domestic violence

24. In Quarter 2, 13.5% of referrals to MARAC were repeat referrals against a target of 5%. The national and London averages are 24% and 21% respectively. In the rolling year to September 2013 the repeat referral rate is 7%. Additional focus on the MARAC may have led practitioners to be more proactive in referring victims. An audit is being planned by year end to look at the outcomes of the MARAC, to assess the impact the process has for victims and any areas for improvement.
25. A map of specialist domestic and gender based violence services available to Haringey residents has been completed. Work is underway to gather improved data from these services to understand more about service users routes in to specialist services, and why some groups seem more willing to report and seek help. This includes close monitoring of the newly expanded Independent Domestic Violence Advocacy Service, and Floating Support Service. Commissioning is also planned by year end to deliver a map of statutory and universal services' responses to victims/survivors, perpetrators and children and young people.

Priority 4: Safeguard adults and children from abuse and neglect wherever possible, and deal with it appropriately and effectively if it does occur

Key to safeguarding adults and children is embedding effective safeguarding practice, ensuring that there are robust and efficient processes in place, and making vulnerable adults and children feel safe and secure.

Key performance indicators and targets for this outcome (to be achieved by March 2014 unless otherwise stated):

- Ensure that 95% of children referred to social services are seen within 10 days
- Ensure that 85% of assessments are completed within 45 working days
- Reduce the proportion of looked after children placed more than 20 miles from Haringey to 16%
- Ensure that no more than 7% of children subject to a child protection plan have a child protection plan lasting 2 years or more
- Ensure that no more than 10% of looked after children have three or more placements in the year
- Increase the proportion of adult social care users who state that the services they use make them feel safe and secure to 85%

26. In response to recommendations from the Munro Review, local authorities have moved from a two stage assessment process ('initial assessments' and 'core assessments') to a more flexible single assessment process known as a **Child and Family Assessment**. This was implemented in Haringey from 1 July 2013.

27. Based on the new indicators, 80% (265 out of 330) of Child and Family Assessments were completed within 45 working days against a target of 85%. And 80% of children were seen within ten days of the assessment start date, below the target of 95%.
28. To ensure that performance improves meetings are held every two weeks which focus on the timeliness and quality of the assessment. Weekly reports are used by the service and are subject to robust scrutiny at team level. A new policy has been introduced to address the issues around seeing children within ten days of the assessment start date; it includes clear expectations around the timing of initial visits to families.

Feeling safe and secure

29. In the year to September 2013, 7.3% of child protection plans (CP Plans) lasted 2 years or more (15 out of 205 children). This is slightly lower than statistical neighbours and London but within the target range for 2013/14. A system to scrutinise CP Plan cases which have gone over 18 months is established, and individual cases with CP plans lasting longer than two years are routinely considered by senior managers.
30. Indicators around stability of placements for looked after children are in line with statistical neighbours and targets. The proportion of children with 3 or more placements stands at 8.8% (44 out of 499 children) against a target of 10%.
31. The service continues to make good progress in placing looked after children closer to home and within the Borough boundaries. The target set was to place 16% or less of looked after children outside Haringey. At the end of September 2013, 19% of looked after children were placed over 20 miles outside Haringey. Children are placed outside borough boundaries for a number of reasons including to ensure high quality placements, to distance them from gang activities and networks, or because they have specific needs that require therapeutic or other specialist residential units. A review of Haringey fostering service has been completed and once its recommendations are implemented, this should further reduce the need to place outside the Borough. In addition, the placements service is working to acquire a higher proportion of placements in borough from independent providers, both for foster care and residential placements.

Priority 5: Provide a cleaner, greener environment and safer streets

The key measures for this priority are maintaining clean streets and high quality parks and open spaces.

Key performance indicators and targets for this outcome (to be achieved by March 2014 unless otherwise stated):

- Maintain green flag status for 16 Haringey parks
- Ensure that 65% of all parks inspected are graded to a high standard (A or B)
- Ensure that the proportion of land with unacceptable level of litter does not exceed 8%
- Ensure that the proportion of land with unacceptable level of detritus does not exceed 13%
- Reduce the number of fly tips reported by residents to 480 per month in 2013/14
- Reduce the number of people killed or seriously injured on Haringey roads to 85 in 2013 and 80 in 2014 (based on a 3 year rolling average)

Clean streets

32. The Tranche 2 Street Cleanliness survey is being carried out in October and November.
33. The number of flytips reported by residents and Members increased in quarter 2 to 1,627, however performance continues to be better than target. The increase in quarter 2 reflects the general historical trend for higher levels of waste and flytipping at this time of year. Nevertheless, the Neighbourhood Action Team in partnership with Veolia is undertaking a range of activity to educate and advise residents and businesses in the proper disposal of waste. This activity will be supported by enforcement action where appropriate against people and businesses that fly-tip waste.
34. Year on year reductions of fly-tipping reported by residents and Members is a performance indicator in the contract with Veolia. The target has been met in the first two years of the contract and is on course to be met this year based on year to date performance.

High quality parks and open spaces

35. Out of 167 park inspections undertaken in quarter 2, 112 (67%) were graded A or B standard, taking performance for the year to September above the target of 65%.
36. Confirmation of awards for all 16 Green Flag Submissions has been received; this places Haringey joint 4th nationally for Green Flag Parks.

Priority 6: Reduce health inequalities and improve wellbeing for all

To achieve this priority services are focussing on encouraging healthy lifestyles for children and adults and promoting independence and delivering high quality support and care for those in the greatest need.

Key performance indicators and targets for this outcome (to be achieved by March 2014 unless otherwise stated):

- Reduce Haringey's under 18 conception rate to 32.7 in 2013/14 and to the rate for London by 2015 (London rate 28.7 per 1,000 in 2011)
- Halt the rise in childhood obesity amongst 4-5 year olds (11.8%)
- Halt the rise in childhood obesity amongst 10-11 years olds (23.8%)
- Reduce cardiovascular mortality to 77.7 per 100,000 by 2013/14 and to 76 per 100,000 by 2014/15
- Ensure that alcohol-related hospital admissions do not increase by more than 6%
- Increase the proportion of adult social care users in receipt of a Personal Budget to 70%
- Increase the percentage of adult social care users reporting that they have control over their daily life to 75%
- Increase the proportion of adults with learning disabilities living in settled accommodation to 80%
- Increase the proportion of clients aged 65 and over above achieving independence through rehabilitation to 90%
- Increase the proportion of adults in contact with mental health services living independently to 80%
- Increase the number of people with learning disabilities who receive an annual health check to 86%

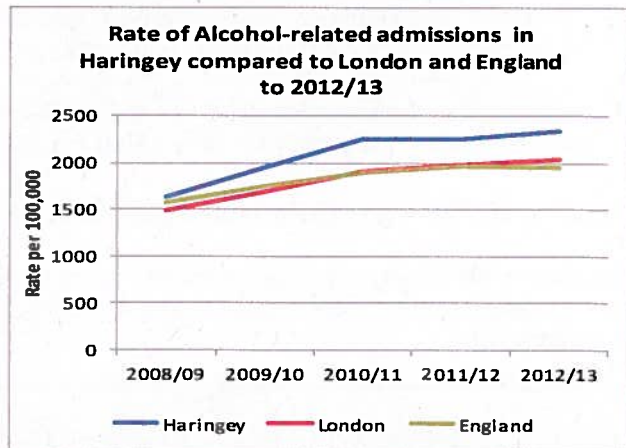
Please note that for a number of the above indicators there is a time lag in the publication of data, in this report the latest available data is shown.

Healthy lifestyles

37. Data for child obesity is due in December 2013. The current rates (2011/12) for Haringey are 11.8% in reception (up from 10.1%) and 23.8% in year 6 (up from 21.1%). Haringey's rates have been consistently above the England rates; and broadly similar to the London rates.
38. A number of interventions and work streams to halt the rise in childhood obesity with regard to 4-5 year olds and 10-11 years olds are in place. The Let's Get Healthy with HENRY programme (for parents/carers of under 5s) has been expanded and a further two courses are currently underway in The Ladder and Pembury children's centres.
39. The Haringey Healthy Schools programme supports schools in reducing child obesity through a whole school (and targeted) approach to health and wellbeing. Current commissioned programmes include the Positive Lunchtime intervention in schools which aims to increase physical activity by providing high quality training in physical activity and playground games.

Fig. 7 Alcohol related admissions (Source: LAPE)

40. Alcohol misuse continues to be an issue in the borough. The latest data for alcohol-related hospital admissions (per 100,000 population), shows a 2012/13 outturn of 2,350, better than the target of 2,391. This demonstrates a continuing upward trend although the rate of increase has slowed. Haringey remains higher than London and England.

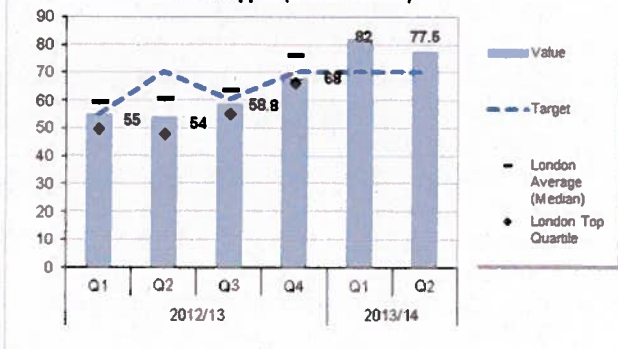


41. Activity aimed at reducing alcohol related hospital admissions includes the continual provision of Identification and Brief Advice (IBA) training to relevant staff, Extended Brief Advice hubs in four General Practitioner practices and consideration of including alcohol IBA in a pilot project with pharmacies. The Alcohol Liaison Service at North Middlesex Hospital works with alcohol repeat attendees to reduce the numbers of repeat admissions.

Choice, control and independence

42. As at the end of September 2013, 77.5% of social care clients (3,026 clients) were in receipt of a personal budget against a target of 70%.

Fig. 8 Social care clients receiving self-directed support (Source: Haringey Council)



Support for people with mental health issues

43. The percentage of adults in contact with secondary mental health services living independently continues to increase and is now at 77.9% which is just below the target of 80%.

Support for people with learning disabilities

44. In Quarter 2, good progress has been made to identify which adults with learning disabilities are in settled accommodation. As a result of their latest assessment or review a total of 64.7% of adults with learning disabilities have been identified as being in settled accommodation against a target of 20%, this equates to 416 people.

Outcome 3: Opportunities for all

Overall Assessment

The following areas are performing well:

- The local work programmes
- The number of additional HMO (houses of multiple occupation) licenses issued in Haringay ward.

The following areas require further focus:

- Unemployment particularly amongst young people
- Homelessness

For more detailed performance highlights see paragraphs 45 to 66 below and the performance scorecard set out in appendix 1.

Priority 7: Drive economic growth in which everyone can participate

A key part of delivering this priority is supporting jobless residents into employment.

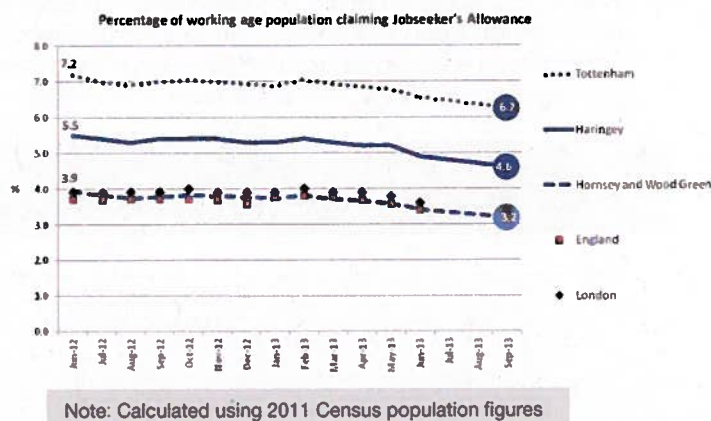
Key performance indicators and targets for this outcome (to be achieved by March 2014 unless otherwise stated):

- Reduce the proportion of working population claiming job seekers allowance by 10%
- Support 65 young people into work by March 2014
- Create 100 apprenticeships for Haringey residents under 25 years by March 2014
- Support 300 people into work through Jobs for Haringey programme, 30% of whom will be young people
- Support 80 people into work through Haringey HUB and work with the DWP in response to the impact of the Benefit Cap

Unemployment

45. In September 2013, the percentage of Haringey's working age population claiming Jobseekers' Allowance (JSA) fell to 4.6% (or 8,491 people), a reduction of 1,110 and below the target of 4.8%. Since March 2013 there has been a 13% reduction in JSA claimants.

Fig. 9 % of Jobseeker Allowance (JSA) claimants (Source: NOMIS, using Census 2011 population figures)



46. There have been reductions across all groups, however the JSA claimant rate is disproportionately high:

- the claimant rate in Tottenham is almost double the England rate
- in the east of the borough, particularly Northumberland Park (10.3% or 966 people)
- for males (5.6% compared to 3.8% for females)
- for 18-24 year olds (6.6%)

47. High unemployment rates are driven by a range of local, regional and national factors and will require both a change in the economic circumstances and interventions at various levels from a range of agencies to bring about a significant reduction. The initiatives currently being run by the Council aimed at getting residents into employment, as detailed below, will make a big difference to some residents, albeit they cannot have a significant effect on the overall rate of unemployment.

48. Jobs for Haringey – In Quarter 2 2013/14, 72 people were supported into work, taking the total for the first half of 2013/14 to 147. 49 were supported into sustained employment taking the total for the first half of the year to 108. This is in line with expectations and the annual target of supporting 300 people into employment is on track to be met. Of the 147 people supported into work this year 94 were from Tottenham, 28 were young people aged 16-24 years old. The target of supporting 65 young people into work by the end of the financial year is on track to be met.

49. The council is involved in a number of recruitment drives including the new Sainsbury's supermarket in North Tottenham which has so far recruited 216 local people.

50. Haringey HUB – following a delay in the grant agreement with Jobcentre Plus (JCP) the HUB came into place in September. In recognition of this delay JCP has agreed to extend the delivery timeframe by three months, from April 2014 to July 2014. With this extension the target of supporting 80 people into work is on track to be met. Since the start of the HUB 10 people affected by the Benefit Cap have been supported into work and 62 are currently registered on the project.

Priority 8: Deliver regeneration at priority locations across the Borough

This priority focuses on delivering a cohesive programme of physical, social and economic renewal for Tottenham and key regeneration sites across the borough.

Tottenham

51. The North Tottenham Parking consultation was completed in August 2013. The consultation programme included a letter drop to all households in the area, focus group meetings, pop-up street events and market research encouraging residents and businesses to give their views. Cabinet approved a number of recommendations in October that will see the introduction of three new Controlled Parking Zone (CPZ) areas, an extended match day area, the introduction of visitor vouchers for residents use on match days and also a number of other changes to improve the operation of the match day scheme. Traffic Management aim to have the majority of the measures in place by end of January 2014.
52. The Council is running a five month community consultation and engagement programme called "Tottenham's Future", which commenced in October 2013. This programme includes one-to-one interviews, pop-up street events and the establishment of Community Consultation Groups. This community consultation and engagement programme will include consultation of the emerging Strategic Regeneration Framework, being considered by Cabinet at a Special meeting on 28th November.
53. The five buildings most badly destroyed in the riots have been, or are close to being, fully restored.
54. Work is underway on the Spurs development, starting with the Sainsbury's supermarket that will bring 250 jobs, which will open on 6 November 2013. The University Technical College (a partnership between Spurs, Middlesex University and private sector partners that will focus on science, sports and health) will open in September 2014 and is currently undertaking promotional activities to recruit students between 14 and 18 years old. The 56,000 capacity Premier League stadium and hundreds of new homes will follow.
55. Work will begin on 4th November to transform Tottenham Green into an excellent public open space surrounded by active civic and cultural uses.
56. High Road West – Following community consultation on master plan options, a preferred masterplan is being drawn up for the regeneration of the area of Tottenham High Road west of the Tottenham Hotspur stadium. The area has the potential to deliver between 600 and 1600 new homes and between 300 and 600 new jobs.
57. Transport - Two-way traffic has been restored to Tottenham High Road and Monument Way as work to dismantle the one-way loop continues. £20m has been committed to deliver major station improvements at Tottenham Hale, including better public realm, better facilities for cyclists, an enhanced interchange between rail, bus and tube services, and to support ambitions for a 'gateway' station for the Upper Lee Valley. Work has commenced on the new bus interchange due for completion in October 2014. A £72m upgrade of local rail links to bring four trains per hour between Angel Road, Northumberland Park, Tottenham and Stratford on the West Anglia Main Line has been agreed. These improvements are expected to be delivered by 2018.

58. Local business

- Support from the Heritage Lottery Fund will help towards restoring traditional High Road shop fronts to their former glory.
- The Tottenham High Street Charter has united local traders, police and the council to make our high streets more welcoming.
- The Council is investing £50,000 in working with traders to improve West Green Road.
- N17 Design Studio – the Council and CHENEL have signed a MOU with an award winning, globally renowned architects firm, John McAslan and Partners (responsible for the new King's Cross station and Camden's Roundhouse amongst many other projects) to open 'N17 Design Studio' on Tottenham High Road. As well as being a fully functioning commercial architect's practice, N17 Design Studio will also provide work placements, work experience opportunities and deliver community outreach activities to local schools. N17 Design Studio will open early 2014.

59. Harringay Green Lanes

The council is delivering two schemes in the Green Lanes area. The Green Lanes Town Centre Improvements scheme, funded by the Mayor's Outer London Fund (OLF) and the Green Lanes Corridor scheme, funded by Transport for London (TfL). Both schemes aim to make various highways infrastructure and public realm improvements along the Green Lanes Corridor. Funding has also been secured by the Green Lanes Strategy Group for a 'Pocket Park'. Construction commenced in July 2013 and currently work is being undertaken to reinstate all footways with special concrete pavers throughout the scheme boundary. The next stage of works will be to install raised carriageway junction entry treatments on the majority of streets that intersect Green Lanes; each junction will have special granite pieces included on each corner. Following this, trees will be planted and the special features within the OLF scheme will be implemented. Construction is expected to be substantially complete by March 2014.

60. Haringey Heartlands

The Council, GLA & National Grid Properties are working together to progress the planning application for outline consent for the site. A new planning application is anticipated that will facilitate the demolition of onsite structure and decontamination prior to marketing of the site to developers in 2014.

61. Hornsey Town Hall

- Planning consent was given in July 2013 to secure the residential development permission for the site
- Mountview Academy of Theatre Arts have subsequently procured an Architect led Design Team and plan to submit a new planning application for Spring 2014.
- Mountview should be in a position to occupy the Town Hall from late 2016

Priority 9: Ensure that everyone has a decent place to live

A key challenge for Haringey is to tackle high levels of homelessness in the borough and ensure that housing is of a good quality and well managed.

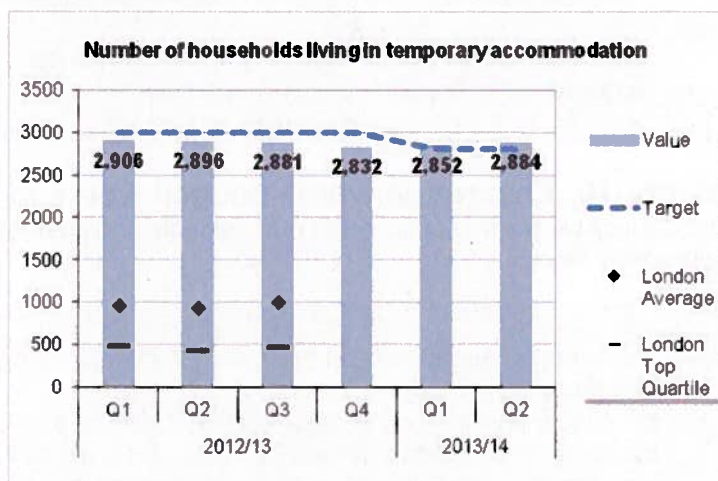
Key performance indicators and targets for this outcome (to be achieved by March 2014 unless otherwise stated):

- Deliver 820 housing units annually, 50% of which should be affordable housing.
- Provide more homes by building or converting 300 - 600 new homes
- Re-license 90% of mandatory HMO's where licenses have expired within year
- License an additional 100 Properties within the 'Additional HMO Licensing Scheme' in Haringey ward
- Prevent homelessness - reduce homeless acceptances to 2.1 per 1,000 population
- Reduce the number of households in temporary accommodation to 2,800 by March 2104

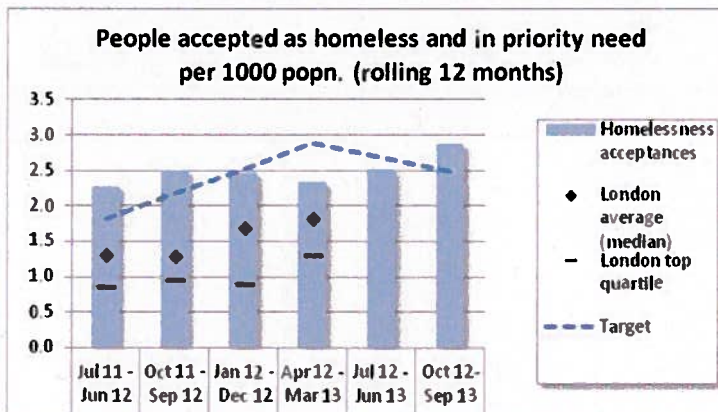
62. The buoyant private rented market in London is leading to an increase in the numbers of homelessness presentations due to landlords seeking higher rents from benefit and low income tenants. The nature of the market is also leading to difficulties in procuring sufficient quantities of accommodation for prevention type measures.

Fig. 10 Households living in temporary accommodation (Source: Haringey Council)

63. At September 2013, there were 2,884 households living in temporary accommodation, an increase of 54 since the end of 2012/13. Haringey's Temporary Accommodation Reduction Plan is currently being updated in line with the new powers provided in the Localism Act to mitigate the impact of welfare reform.



64. In Quarter 2, homeless applications acceptances per 1,000 population increased to 0.91 (236 acceptances), bringing the rate for the first half of the year to 1.55 (401 acceptances) and above the target of 1.05 (545 acceptances). London benchmarking data is available on a rolling 12 month period and shows that Haringey remains above the London average.



65. In the first half of 2013/14, 111 'additional' Houses in Multiple Occupation (HMO) were licensed within the Additional HMO Licensing Scheme in Harringay ward exceeding the annual target of 100. The landlords of properties requiring additional licenses are being pursued and where applications are not made enforcement action will be taken.

66. During Quarter 2 the council re-licensed 17 out of 22 (77%) applications received from expired HMO licensees across the borough, the target for the year is to re-license 90% of expired licenses. All licenses expiring during the year will be pursued and enforcement action will be taken when applications for renewal are not made.

Outcome 4: A better council

Overall Assessment

The following areas are performing well:

- Call centre telephone answering

The following areas require further focus:

- Delayed transfers from a hospital to a community setting

For more detailed performance highlights see paragraphs 67 to 75 below and the performance scorecard set out in appendix 1.

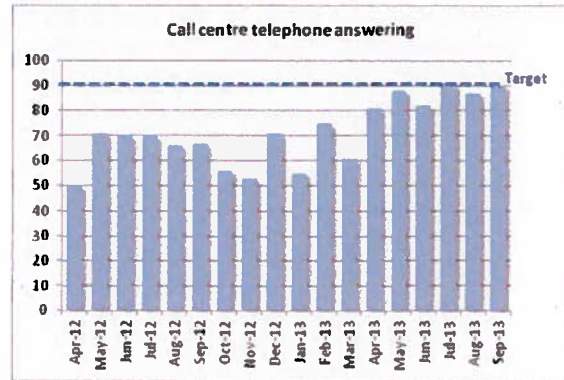
Priority 10: Ensure the whole council works in a customer focussed way

As a Council we want to ensure that our residents and customers are satisfied with the customer service they receive.

Key performance indicators and targets for this outcome (to be achieved by March 2014 unless otherwise stated):

- Increase the proportion of calls answered to 90% (call centre)
- Increase the proportion of calls dealt with first time to 82% (call centre)
- Increase the proportion of complaints upheld by the Ombudsman where no fault was found following investigation to 70%
- Reduce waiting times at Customer Services Centres so that 75% of personal callers are seen in 20 mins
- Increase access to Council services through the web
- Increase visits to Haringey libraries by 10% by 2015/16

Fig. 12 % of call centre calls answered (Source: Haringey Council)



67. The percentage calls to the call centre answered improved to 89% in the second quarter, slightly below the target of 90%. Monthly performance was between 87% and 91%.

68. The percentage of callers to the Customer Service Centres seen within 20 minutes remained stable in Quarter 2 at 73% which is just below the 75% target. Monthly performance was between 71% and 75%.

69. In Quarter 2, 88% of call centre calls were resolved first time against a target of 82%.

70. There has been continued improvement in the proportion of cases upheld by the Ombudsman, to 79% in the year to September 2013. This means that out of 19 cases with completed investigations by the Local Government Ombudsman no fault was found in 15 cases.

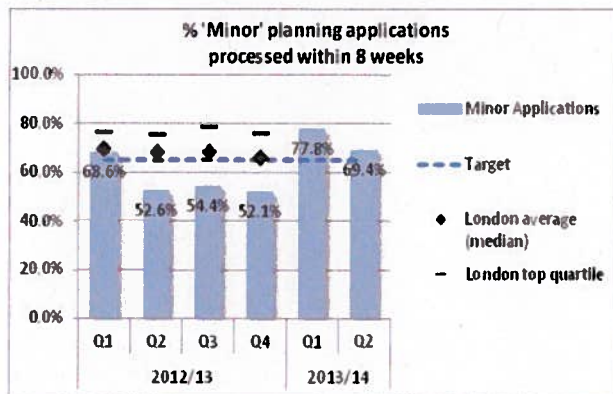
Priority 11: Get the basics right for everyone; Priority 12: Strive for excellent value for money

Success in this area includes achieving good standards of services.

Key performance indicators and targets for this outcome (to be achieved by March 2014 unless otherwise stated):

- Reduce the percentage of Principal roads where maintenance should be considered to 7%
- Increase the percentage of minor planning applications processed within 8 weeks to 65%
- Increase the percentage of other planning applications processed within 8 weeks to 80%
- Increase the percentage of major planning applications processed within 13 weeks to 65%
- Increase the proportion of residents returning completed electoral registration forms to 90%
- Increase the percentage of staff receiving performance appraisals to 95%
- Ensure that 92.5% of council tax is collected in year
- Increase the proportion of household waste recycled to 35.4% (to be reviewed)
- Reduce the rate of delayed transfers of care to 8.0 per 100,000 population

Fig. 13 Minor planning applications processed (Source: Haringey Council)

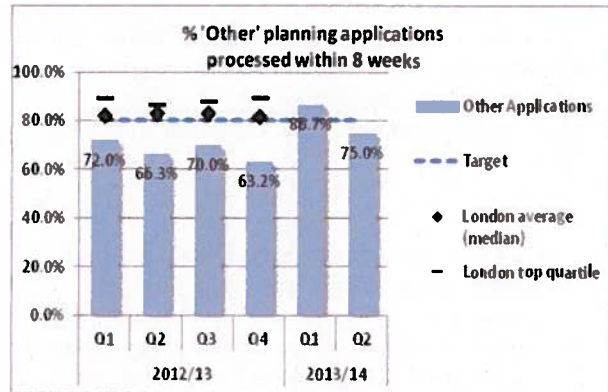


71. The overall performance for timely processing of planning applications in the year to September 2013 remains above target for minor and other planning applications, despite a dip in performance in quarter 2.

72. Of the four major planning applications dealt with in the second quarter, two (50%) were processed within the allotted 13

weeks or PPA / extension of time agreement. The target for the year is to process at least 65% on time, the major applications due to be processed for the remainder of the year should allow the target to be met.

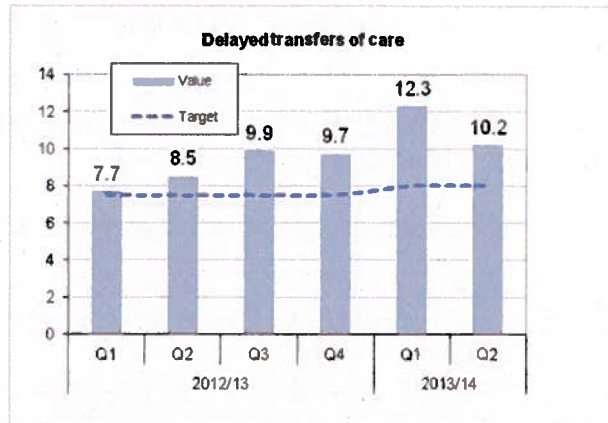
Fig. 14 Other planning applications processed (Source: Haringey Council)



73. The Council is slightly below target for council tax collection with 55.63% of the tax due for the year collected in the first half of 2013/14 against a target of 56%.

74. Delayed transfers of care has decreased to 10.2 per 100,000 adult population in the year to September 2013, which remains above the target of 8.0.

Fig. 15 Delayed transfers of care (Source: Frameworki, Haringey Council)



In Haringey, 80% are attributable to NHS and 20% to Social Care, in comparison to the national position where 60% of delayed transfers are attributable to the NHS and 33% to Social Care, with the remaining 7% being attributable to both.

There is a clear national expectation for reductions in both the number of Delayed Transfers of Care and the length of wait which some people are experiencing.

75. The percentage of household waste recycled rose to 35.18% in the second quarter of 2013/14, just below the target of 35.4%. Performance is close to the London average. The 2015 target of 40% will put Haringey in line with top quartile performance.

Fig. 16 Recycling rate (Source: Haringey Council)



Appendix 1: Corporate Plan Performance Scorecard – Quarter 2, 2013/14

Notes

1. The basket of indicators in this scorecard was agreed by Cabinet in July 2013 as part of the Corporate Plan.
2. Where data is unavailable this may be for a number of reasons: it is measured once a year; it is a new indicator and further work is being undertaken to ensure the data is available, or it is reported in arrears, in which case the latest available data is given.

Outstanding for all: enabling all Haringey children to thrive

Priority 1: Deliver high quality education

Ref:	Description	Good performance is...	Last year		This year				Latest available benchmarking								
			2012/13 Actual	How did we perform?	2013/14		Traffic Light	2013/14 Trend	Comparator Group	4th Q	3rd Q	2nd Q	Top Q				
HY 31 (NI 92)	Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest	Low	32.5%	Amber	Q1 13/14 Actual	Q2 13/14 Actual								2013/14 Actual	2013/14 Target	-	-
HY 74a	Achievement at level 4 or above in Reading, Writing and Maths at Key Stage 2	High	74.0%	New indicator	73% (provisional)	78%	78%	78%	Amber	↓			All London Boroughs	●			
HY75	Achievement of 5 or more A* - C grades at GCSE including English and Maths	High	58.6%	Green	63.0% (provisional)	63.0%	63.0%	63.0%	Green	↑			All London Boroughs	●			

Ref:	Description	Good performance is...		Last year		This year				Latest available benchmarking					
		2012/13	Actual	How did we perform?	Q1 13/14	Q2 13/14	2013/14		Traffic Light	Trend	2013/14	4th Q	3rd Q	2nd Q	Top Q
							Actual	Target							
HY117	% of young people who are not in education, employment or training (NEET) - Academic Age Yr 12-14	Low	3.7%	Green	3.6%	6.9%	6.9%	3.6%	3.6%	Red					23 London Boroughs
HY117 a	% of young people whose education, employment or training (NEET) status is not known - Academic Age Yr 12-14	Low	25.6%	Red	11.7%	70.2%	70.2%	9.5%	9.5%	Red	↘				London average is 15% as at August 2013 compared to 12.5% for Haringey
Op 182 (NI 79)	Achievement of a Level 2 qualification by the age of 19	High	84.0%	Green		Annual		86.0%	86.0%	-	-				All London Boroughs
Op 182b	Achievement of a Level 3 qualification by the age of 19	High	59.0%	No target		Annual		61.0%	61.0%	-	-				All London Boroughs
HY493 a	Proportion of Primary schools rated outstanding or good by OFSTED	High	71%	Green	79	84 (to 30 th Oct)	75%	100% by 2016	100%	On track	↗				National
HY493 b	Proportion of Secondary schools rated outstanding or good by OFSTED	High	77%	Green	92	100 (to 30 th Oct)	92%	100% by 2016	100%	Green	↗				National
HY493 c	Proportion of Children's Centres rated outstanding or good by OFSTED	High	New indicator		62	62 (to 30 th Oct)	62%	100% by 2016	100%	Amber	↗				National

Priority 2: Enable every child and young person to thrive

Ref.	Description	Last year		This year					Latest available benchmarking					
		Good performance /s... 2012/13 Actual	How did we perform? 2012/13	2013/14		2013/14 Actual	2013/14 Target	Traffic Light	2013/14 Trend	Comparator Group	4th Q	3rd Q	2nd Q	Top Q
				Q1 2013/14 Actual	Q2 2013/14 Actual									
OP388 a	The rate of Children Subject to a CP plan per 10,000 pop	Low	47	Green	36	28	28	43	Amber	↑				
OP388	The number of Children Subject to a Child Protection plan	Low	272	Green	205	164	164	No target	-	→				
Op 418	Number of adoptions/special guardianship orders	High	45	Green	12	28	40	45	On track	→				
HY483	Average days from becoming looked after to being placed for adoption for children adopted in period	Low	661	Amber	909	757	865	639	Red	→	English Local Authorities	●		
HY483 a	Average days from becoming looked after to being placed for adoption for children adopted in period adjusted for adoptions by foster parents (A10)	Low	New indicator		423	288	302	639	Green	↑				
HY654 a	Percentage of vulnerable 2 year olds taking up their free early years place	High	New indicator					Annual 80.0%	-	-				
HY654 b	Percentage of vulnerable 3 & 4 year olds taking up their free early years place	High	90.0% (Jan 2013)	No target				Annual 90.0%	-	-	All London Boroughs	●		
HY30 (NI 72)	Readiness for school at five years: Achievement of at least 78 points across the Early Years Foundation Stage	High	56.0%	Green				50%	-	-	All London Boroughs	●		

Ref:	Description	Last year		This year						Latest available benchmarking				
		2012/13	How did we perform?	2013/14		2013/14		Traffic Light	2013/14	Comparator Group	4th Q	3rd Q	2nd Q	Top Q
				Actual	New indicator	Actual	Target							
HY655	Number of families supported through the Families First programme		New indicator	288	390	410 (531 annual)	Amber							Local Indicator
HY93 (NI 126)	Early Access for Women to Maternity Services (Antenatal booking at 12 weeks)	68.4% (2011/12)	Baseline	67.2%	75.0% (2012/13)	Red								

Safety and wellbeing for all: a place where everyone feels safe and has a good quality of life

Priority 3: Make Haringey the safest borough in London

Ref:	Description	Last year		This year						Latest available benchmarking				
		2012/13	How did we perform?	2013/14		2013/14		Traffic Light	2013/14	Comparator Group	4th Q	3rd Q	2nd Q	Top Q
				Actual	New indicator	Actual	Target							
HY26	Percentage of people thinking that the Council and partners are doing a good job dealing with crime and anti-social behaviour (NIZ1). Residents' Survey		Not collected	58%	59%	Green								Local Indicator
HY688	Gangs: Gang Unit Project caseload		New indicator	49	54	70 (annual)	Green							Local Indicator

Ref:	Description	Good performance is...	Last year		This year						Latest available benchmarking				
			2012/13 Actual	How did we perform?	Q1 13/14 Actual	Q2 13/14 Actual	2013/14 Actual	2013/14 Target	Traffic Light	2013/14 Trend	Comparator Group	4th Q	3rd Q	2nd Q	To p Q
	Gangs: proportion of the Gang Unit caseload who are engaged and retained at the end of the year	High	New Indicator		Annual	80%-								Local Indicator	
HY690	Number of offenders in the Integrated Offender Management cohort	High	70	No target	75	81	81	95 (110 annual)	Amber	↑				Local Indicator	
HY691	Anti-social behaviour incidents (to be developed)	High			Baseline to be developed										Local Indicator
AH632	% of referrals to the MARAC which are repeat referrals	Low	8%	Amber	17	13.5	13.5	5%	Red	↑				National repeat referral rate is 24%	
OP495 a	Percentage of young people re-offending within 12 months (Rolling Year)	Low	-	-	48.2 % (Jun 10 - Jul 11)	49.5 % (Oct 10 - Sep 11)	49.5 % (Oct 10 - Sep 11)	40%	Red	↓				Statistical Neighbours	●

Priority 4: Safeguard children and adults

Ref:	Description	Good performance is...	Last year		This year						Latest available benchmarking				
			2012/13 Actual	How did we perform?	Q1 13/14 Actual	Q2 13/14 Actual	2013/14 Actual	2013/14 Target	Traffic Light	2013/14 Trend	Comparator Group	4th Q	3rd Q	2nd Q	Top Q
HY64	Child Protection Plans lasting 2 years or more	within range	7%	Green	7.3%	7.4%	7.3%	7.0%	Green	↓					
HY62	Stability of placements of looked after children: number of moves	Low	7.6%	Green	8.2%	8.8%	8.8%	10%	Green	↓				Statistical Neighbours	●

Ref:	Description	Last year		This year						Latest available benchmarking			
		Good performance is...	2012/13	How did we perform?	2013/14		Traffic Light	2013/14		4th Q	3rd Q	2nd Q	Top Q
			Actual		Q1 13/14	Q2 13/14		Actual	Target				
Op49	The proportion of people who use Adult Social Care services who say that those services have made them feel safe and secure	High	83.4%	Green	Annual		85.0%	-	-	-	-	-	London average: 73.1 Comparator group average: 74.3
HY649	Proportion children seen in 10 days as part of single assessment	High	From July 2013		80.0 6%	80.0 6%	95%	Red	-	-	-	-	Not yet available (new indicator)
HY650	Children and Families Assessments completed within 45 working days	High	From July 2013		80.3 %	80.3 %	85%	Red	-	-	-	-	Not yet available (new indicator)
HY_653	Percentage of looked after children placed 20 miles outside Haringey	Low	20%	No target	20.04 %	18.8 3%	16%	Red	↑	Local Indicator			

Priority 5: Provider a cleaner, greener and safer environment

Ref:	Description	Last year		This year						Latest available benchmarking			
		Good performance is...	2012/13	How did we perform?	2013/14		Traffic Light	2013/14		4th Q	3rd Q	2nd Q	Top Q
			Actual		Q1 13/14	Q2 13/14		Actual	Target				
HY195a	Improved street and environmental cleanliness, levels of: Litter	Low	8%	Green	2% (tranche 1 of 3)	2% (tranche 2 carried out Oct/Nov)	8%	Green	↑				London Boroughs (24)
Op195b	Improved street and environmental cleanliness, levels of: Detritus	Low	8%	Green	3% (tranche 1 of 2)	3% (tranche 2 carried)	13%	Green	↑				London Boroughs (24)

Ref:	Description	Last year		This year						Latest available benchmarking						
		Good performance is...	2012/13 Actual	How did we perform?	Q1 13/14		Q2 13/14		2013/14		2013/14 Trend	Comparator Group	4th Q	3rd Q	2nd Q	Top Q
					Actual	Target	Actual	Target	Actual	Target						
					3)	out Oct/Nov										
HY47	Reduce the number of people killed and seriously injured	Low	100 (2004-08)	Baseline		Annual	85 (2013)	-								
HY162	Number of fly-tips reported by residents and Members	Low	New indicator			1,215	1,627	2,842	2,916 (Q2)	Green						Local indicator
OP329	Increase in number of green flag award parks	High	15	Green		-	16	16	16	Green						Local indicator
HY764	Of all parks inspected % graded with A or B scores for overall standard	High	66 %	Green		64%	67%	65%	65%	Green						Local indicator

Priority 6: Support health and wellbeing for all

Ref:	Description	Last year		This year						Latest available benchmarking						
		Good performance is...	2012/13 Actual	How did we perform?	Q1 13/14		Q2 13/14		2013/14		2013/14 Trend	Comparator Group	4th Q	3rd Q	2nd Q	Top Q
					Actual	Target	Actual	Target	Actual	Target						
HY130	Social care clients receiving Self Directed Support (Personal Budgets only)	High	68.6%	Green		81.9 %	77.5 %	70%	77.5 %	70%	Green					24 London Boroughs
HY17	Mortality rate from all cardiovascular disease (including heart disease and stroke) in persons less than 75 years of age	Low	78.7 (2008-11)	Baseline		65.7	78 (2009-11)	78	78	Green						

Ref.	Description	Last year		This year					Latest available benchmarking							
		Good performance is...	2012 Actual	How did we perform?	Q1 13/14		Q2 13/14		2013/14		Traffic Light	2013/14 Trend	4th Q	3rd Q	2nd Q	Top Q
					Actual	Target	Actual	Actual	Actual	Target						
			10)													
HY19a	% of 4-5 year olds who are overweight or obese	Low	11.8% (2011/12)	Baseline	Annual		Annual		11.8% (2012/13)	-	-	●				
HY19b	% of 10-11 year olds who are overweight or obese	Low	23.8% (2011/12)	Baseline	Annual		Annual		23.8% (2012/13)	-	-	●				
HY39	Rate of Hospital Admissions per 100,000 for Alcohol Related Harm	Low	2253 (2011/12)	Baseline	2350				2391 (2012/13)	Green						
HY112a	Under 18 conception rate per 1000 pop.	Low	36.2 (2011)	Baseline	Annual				32.7 (2012)	-	-	●				
HY145 (NI 145)	Adults with learning disabilities in settled accommodation (cumulative throughout the year)	High	68.7%	Green	6.5%	64.7%	64.7%	64.7%	40.0%	Green				●		
HY645	Percentage of People with Learning disabilities that have received an annual Health Check.	High	New Indicator	New Indicator	Awaiting data				86.0%	-	-					
HY43	Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation	High	88.4%	Amber	Annual (Dec 2013)				90.0%	-	-					London average: 85.9%

Ref:	Description	Last year		This year					Latest available benchmarking					
		2012 /13 Actual	How did we perform?	Q1 13/14 Actual	Q2 13/14 Actual	2013/14		Traffic Light	2013/14 Trend	Comparator Group	4th Q	3rd Q	2nd Q	Top Q
	services													
HY41	Proportion of adults in contact with secondary mental health services living independently, with or without support	76.3%	Green	77.0%	77.9%	77.9%	80.0%	Amber	↑					London average: 80.4%
HY35	Proportion of people who use services who have control over their daily life	65.9%	No target	Annual		75.0%	-	-						London average: 72.5% Comparator group average: 70.7%

Opportunities for all: a successful place for everyone

Priority 7: Drive economic growth in which all can participate

Ref.	Description	Last year		This year					Latest available benchmarking				
		Good performance is...	2012/13	2013/14		2013/14 Traffic Light	2013/14		Comparator Group	4th Q	3rd Q	2nd Q	Top Q
			Actual	How did we perform?	Actual		Target	Trend					
HY477	Haringey residents supported into work through the Jobs for Haringey Programme	High	40	No target	75	72	147	300 (annual)	On track				
HY496	Percentage of working population claiming Jobseeker's Allowance (JSA)	Low	5.4	No target	4.9	4.6	4.6	4.8%	Green				
HY646	Young Haringey residents supported into work	High	New indicator		17	11	28	65 (annual)	On track				
HY647	Apprenticeships created for Haringey Residents under 25	High	New indicator		-	Awaiting data	100		-				
HY654	People supported into work through Haringey HUB/work with DWP	High	New indicator		-	10	10	80	On track				

Priority 9: Ensure that everyone has a decent place to live

Ref.	Description	Last year		This year					Latest available benchmarking				
		Good performance is...	2012/13	2013/14		2013/14 Traffic Light	2013/14		Comparator Group	4th Q	3rd Q	2nd Q	Top Q
			Actual	How did we perform?	Actual		Target	Trend					
HY154	Net additional homes provided	High	424	Red	Annual	Annual	600	600	-				

Ref:	Description	Last year		This year					Latest available benchmarking								
		Good performance indicator	2012/13 Actual	How did we perform?	Q1 13/14		Q2 13/14		2013/14		Traffic Light	2013/14 Trend	Comparator Group	4th Q	3rd Q	2nd Q	Top Q
					Actual	Target	Actual	Target	Actual	Target							
HY155	Number of affordable homes delivered (gross)	High	376	Red	Annual		410	-	-	-	-	-	-	-	-	-	-
HY4a	Number of homelessness acceptances	Low	605	Green	165	236	401	272 (annual target 545)	Red	↑							
	Homelessness acceptances per 1,000 population	Low	2.3	Green	0.64	0.91	1.55	1.05 (annual 2.1)	Red	↑							
HY156	Number of households living in temporary accommodation	Low	2,832	Green	2,852	2,884	2,884	2,800	Amber	↓							
HY651 a	Number of additional HMOs licensed within the Additional HMO Licensing Scheme in Haringey ward	High	New indicator	New indicator	36	111	111	50 (annual target 100)	Green	↑							
HY651 b	Proportion of expired mandatory HMOs re-licensed	High	New indicator	New indicator	0%	77%	77%	90% (annual)	On track	↑							

A better Council: delivering responsive, high quality services; encouraging residents who are able to help themselves

Priorities 10-12: Customer focus, Getting the basics right, Value for Money (VfM)

Ref:	Description	Last year		This year					Latest available benchmarking				
		2012 Actual	How did we perform?	Q1 13/14		Q2 13/14		2013/14		4th Q	3rd Q	2nd Q	Top Q
				Actual	Target	Actual	Target	Actual	Target				
HY157 a	Percentage of planning applications processed in 13 weeks or in agreed PPA / extension time agreement (Major)	63.2%	Green	50%	65%	50%	65%	50%	65%				
HY157 b	Percentage of planning applications processed in 8 weeks or extension of time agreement (Minor)	56.6%	Red	77.8%	65%	69.5%	65%	73.3%	65%				
HY157 c	Percentage of planning applications processed in 8 weeks or extension of time agreement (Other)	67.6%	Red	86.7%	80%	75%	80%	80%	80%				
HY192	Recycling rate	32.11%	Green	35.1%	35.4%	35.1%	35.4%	35.1%	35.4%				
HY9	% of council taxes due for the financial year which were received in year	95.02%	Green	30.14%	56%	55.6%	56%	55.6%	56%				
HY131	Delayed transfers of care	9.7%	Red	12.3%	8.0%	8.1%	8.0%	10.2%	8.0%				
HY168	Principal roads where maintenance should be considered	17%	Red	Annual	15%	Annual	15%	15%	15%				
HY89	Customer Services Centres- Waiting times - personal callers seen in 20	69%	Amber	73%	75%	72%	75%	73%	75%				
													Local indicator

Ref:	Description	Last year		This year						Latest available benchmarking							
		Good performance is...	2012/13 Actual	How did we perform?	Q1 13/14		Q2 13/14		2013/14		Traffic Light	2013/14 Trend	Comparator Group	4th Q	3rd Q	2nd Q	Top Q
					Actual	Target	Actual	Target	Actual	Target							
	mins																
HY199	Call Centre calls answered as a % of calls presented	High	63 %	Red	84%	90%	89%	87%	90%	Amber	↑						
Op91	Percentage of call centre calls resolved first time	High	New Indicator		-	82%	88%	88%	82%	Green	-						
HY85	Number of library visits per 1000 of the population	High	7,823	Red	8,081	7,581	7,081	7,581	8,214 by 15/16	Red	↓						
HY406	Proportion of cases where no fault was found following investigation by the Ombudsman	High	48.1 %	No target		70%	79%		70%	Green	↑						
HY656	Haringey Council appraisal completion rate	High	New indicator		97.9%	95%			95%	Green	-						
HY657	Residents returning completed electoral registration forms	High	New indicator		Annual	90%			90%	-	-						
	Number of transactions through the council's website (to be defined)	High	New indicator		Baseline to be developed												

Appendix 2: Emerging Policy Issues July 2013 onwards

Outcome 1: Outstanding for all

Priority 1: Work with schools, early years and post 16 providers, to deliver high quality education for all Haringey children and young people

Revised statutory guidance for local authorities in delivering [early education and childcare](#) was published in September 2013. This includes the new elements relating to early years provision for two-year olds from lower income families and the provision of information, advice and training to childcare providers. It sets out a changed role for local authorities, to enable them to focus on identifying and supporting disadvantaged children to take up their early education place.

[Councils' role in education has changed](#) according to Sir Michael Wilshaw, Chief Inspector of Schools in a recent Guardian report, and local government leaders must ensure schools are allowed to get on with job of raising standards:

- He urged local government leads need to overcome opposition to schools becoming academies, saying their role has shifted from being a supplier of education to “championing its consumers”.
- He said that councils should not “cling on to a role that belongs to yesteryear... Your job now is to ensure schools, including academies and free schools, are allowed to get on with the job of raising standards – without interference unless things start to go wrong and standards slip.”
- He dismissed the idea that councils had a vanishing role, telling senior executives at SOLACE (Society of Local Authority Chief Executives and Senior Managers) they still had effective oversight of schools in their region, despite the different legal status of academies and free schools.

Raising the Participation Age: From September 2013, young people are now required to stay in education or training to 17 years (and to 18 years from 2015). An evaluation report on the final phase of the Department for Education's [locally-led delivery projects \(LLDPs\)](#) shows that:

- There had been considerable and encouraging progress in preparing for RPA.
- Progress was heavily dependent upon strong local partnership working with key local stakeholders, working across different LA services, linking with training providers, working with schools and colleges, and, in some cases, employers.
- Strong partnership working relies, in part, upon effective sharing of data, knowledge and information. In turn, this relied heavily upon goodwill among local partners.
- Research found tracking also to be critical but there was uncertainty about whether the requirement for schools to inform LAs about young people's intended destinations and the Key Stage 4 Destination Measure would provide sufficient motivation to schools and colleges to share data knowledge and intelligence about young people.

Critical success factors were identified in relation to three key themes:

- Intervening early to prevent entry to NEET status required the appointment of skilled staff capable of maintaining support to young people and securing the engagement of local stakeholders.
- In order to support vulnerable young people it was vital that suitable provision, which met their aspirations, was available. Young people with SEND, care leavers and young parents may benefit from careers guidance in order to maximise their use of specific funding streams.
- Addressing the 17+ agenda to understand disengagement is necessary along with an increased emphasis on work-based learning opportunities.

Priority 2: Enable every child and young person to thrive and achieve their potential
A Department for Education consultation, [Improving Permanence for Looked after Children](#), contains proposals for strengthening the team around the looked after child; securing permanence for looked after children; improving the status, security and stability of long term foster care; and strengthening the requirements for returning children home from care.

The government's autumn statement will include proposals for every child between the ages of five and seven to get a [free school meal](#) from September 2014.

Outcome 2: Safety and wellbeing for all

Priority 3: Make Haringey one of the safest boroughs in London

[Judicial Review: Proposals for further reform](#), a Ministry of Justice consultation (until 1 November 2013), outlines potential measures for the further reform of judicial review, including on local authorities' abilities to challenge nationally significant infrastructure projects. The consultation also considers how the courts deal with minor procedural defects, rebalancing the system of financial incentives, and speeding up appeals to the Supreme Court.

Priority 4: Safeguard adults and children from abuse and neglect wherever possible, and deal with it appropriately and effectively if it does occur

[Review of the Local Safeguarding Children Board – Ofsted Consultation](#) (until 23 October) sets out proposals for reviewing the effectiveness of the LSCB.

The [Ofsted Framework for inspection of services for children in need of help and protection](#), children looked after and care leavers is due to come into effect from November 2013.

[Home care and home care workers: recent reports from EHRC, Unison and Leonard Cheshire](#) draws attention to the quality of home care for older and disabled people and to threats to their human rights and dignity. Of particular concern are the lack of awareness among some local authorities and councillors of their responsibilities in relation to human rights legislation; the ceilings which some authorities are putting on the rates they will pay service providers which are putting downward pressure on pay; the fact that in some cases rates do not appear to be sufficient to enable the payment of the national minimum wage; and the fact that some care workers are not paid for the time they take to travel between visits.

The outcome is awaited of the Department of Health consultation [Caring for our future: implementing funding reform](#). The consultation focused on the practical details of how the changes to the funding system should happen and be organised locally.

The Care Quality Commission (CQC) is to be given [greater independence](#); and the Health Secretary will relinquish a range of powers to intervene in the operational decisions of the CQC. The CQC will no longer need to ask for Secretary of State approval to carry out an investigation into a hospital or care home. It will also remove the Secretary of State's power to direct CQC on the content of its annual report, and the newly created positions of Chief Inspector of Hospitals, General Practice and Adult Social Care, will be enshrined in law.

Priority 5: Provide a cleaner, greener environment and safer streets

The outcome is awaited of Defra's consultation on [Next steps to zero carbon homes: allowable solutions](#). It sought views on a pragmatic, flexible way to help house builders meet the zero carbon homes standard by reducing some carbon emissions 'off-site'.

[Registration of new town or village greens](#): following reforms in the [Growth and Infrastructure Act 2013](#) to the system for registering new town or village greens, DCLG sought views on a draft order to

provide further detail and to extend the reforms to circumstances not currently covered by the reforms.

Defra is to propose the repeal of the construction [Site waste management plans](#) regulations.

Responses are invited to Defra's consultation [Biodiversity offsetting in England](#) which provides an overview of biodiversity offsetting, explores how it might operate, and introduces key issues to be addressed.

Priority 6: Reduce health inequalities and improve wellbeing for all

[Policy in practice briefing: How the NHS provider landscape is changing](#) looks at changes taking place six months after formal implementation of NHS reforms in relation to competition, tendering and mergers, and major reconfigurations. It also describes work towards long-term, whole-system change in NHS provision.

[The Care Bill](#) brings together the government's announcements on social care funding reform with the original proposals set out in the Draft Care and Support Bill. It also aims to implement some of the recommendations of the Francis Report, such as the introduction of Chief Inspectors for hospitals and social care and placing 'a duty of candour' on social care providers which would mean executives would have to tell health regulators if they thought their employees might be harming or neglecting people in their care.

Crucial issues debated so far include the discussion of baseline funding for social care and the role of health and wellbeing boards in strengthening integration between health and social care. Government ministers said that they were aiming to have a new funding system in place by 2015 for palliative care that could be introduced by secondary legislation.

[The Local Audit and Accountability Bill](#) provides for the formal closure of the Audit Commission and the introduction of new arrangements for the audit of local public bodies and would also:

- allow local taxpayers to veto "excessive" council tax rises through the extension of the council tax referendum provision "to unelected local quangos" – such as Waste Disposal Authorities, Integrated Transport Authorities, Pension Authorities and Internal Drainage Boards.
- deliver the Coalition's pledge to "protect the independent free press from unfair competition by town hall publications" by strengthening the legal status of the Code of Recommended Practice on Local Authority Publicity.

The Bill has clarified the powers of the auditor general to look into 'the economy, efficiency and effectiveness' with which local public bodies use their resources – the National Audit Office will undertake 'value for money' examinations of councils once the Audit Commission is abolished. Under these plans, the NAO will prepare and maintain a Code of Audit Practice to set out the framework within which local auditors will work.

Outcome 3: Opportunities for all

Priority 7: Drive economic growth in which everyone can participate

[Welfare Reform Update: October 2013](#) examines the likely impacts of the benefits cap, benefits sanctions, the Work Programme, and the likely impact on work incentives and incomes.

Considerable uncertainty has been created, for local authorities and others, by the delay in the implementation of Universal Credit. It also deals with the preliminary findings from the local authority pilots and the Direct Payments Demonstration Projects.

In July 2013, the Parliamentary Work and Pensions Committee decided to undertake a new inquiry into the effects of the welfare reforms that have been introduced and the ways in which housing cost

support might be provided in future, as universal credit is rolled out nationally. The deadline for submissions was 27 September 2013.

At the Conservative Party Conference:

- [David Cameron suggested cutting benefits for under-25s](#) in an effort to reduce long-term worklessness. National data for [August 2013](#) from the Department for Work and Pensions showed 1.09 million people between the ages of 16 and 24 were not in work, education or training.
- George Osborne said that 200,000 long-term unemployed benefit claimants would either undertake community work, attend a jobcentre every day or go on a full-time intensive programme to tackle the underlying reasons for their failure to find work.

Priority 8: Deliver regeneration at priority locations across the Borough

The outcome of Defra's consultation on [Greater flexibilities for change of use](#) is awaited. It sought views on proposals for permitted development rights. This included allowing premises used as offices, hotels, residential and non-residential institutions, and leisure and assembly to be able to change use to nurseries providing childcare, and shops and financial and professional services to change use to a dwelling house. It could have serious implications for local planning.

DCLG has used its "cutting red tape" campaign to support high street regeneration and [help small shops and local traders](#). Business improvement districts will no longer need separate ballots in each authority where a business improvement district crosses with another local authorities' boundaries is proposed. Instead there will be a single ballot for the entire area.

Priority 9: Ensure that everyone has a decent place to live

DCLG has announced new measures which it claims will encourage longer fixed-term, [family-friendly tenancies](#) and raise standards in the private rented sector. Tenants will be able to request longer tenancies that provide stability for their family, avoid hidden fees when renting a home and demand a fair deal from their landlords and letting agents.

DCLG intends to allow landlords to charge market rents to [social tenant households with incomes of more than £60,000](#) per year by removing the regulatory controls on private registered providers. Consultation will take place on the proposed changes to regulation and guidance. Government also intends to seek a legislative opportunity to place the onus on tenants earning over the threshold to declare their income. All additional income arising from the policy will be available for reinvestment in new affordable housing.

The House of Commons Communities and Local Government Select Committee published the report of its inquiry into [the private housing rented sector](#). In summary, the findings showed that:

- The market has seen sustained and consistent growth in recent years, but needs help to reach maturity. This requires a careful balancing act and action across a number of different areas, not to upset the market developing naturally.
- Councils need to be given the flexibility they require to enforce the law and raise standards. While letting agents should be subject to the same controls as their counterparts in the sales sector.
- If standards in the sector are to be raised and pressure on rents reduced the Government needs to increase supply across all tenures of housing. While the benefits of its support for 'higher-end' build-to-let developments needs to be extended across the sector as a whole.

Outcome 4: A better council

Priority 10: Ensure the whole council works in a customer focussed way

[Public Sector Equality Duty review](#) reports the outcome of a government-appointed review which the LGIU describes as “short on evidence, but shows broad support for the duty”. It includes some important findings on procurement.

An ONS consultation on [The census and future provision of population statistics in England and Wales](#) proposes two approaches:

- A census once a decade, like that conducted in 2011, but primarily online.
- A census using existing government data and compulsory annual surveys.

Priority 11: Get the basics right for everyone

[Integration across government and whole-place community budgets: Public Accounts Committee \(PAC\)](#) highlights poor coordination across government and a lack of urgent action to transform how departments work together. It lists the barriers to integration, and cites the whole-place community budgets programme as a positive example of how local public bodies and central government can work together to develop evidence-based plans for new integrated services. They warn, however, that the programme could, like previous initiatives, fail to deliver any significant and lasting change, if central government departments are not committed to it – other than Communities and Local Government which appears committed and supportive.

Priority 12: Strive for excellent value for money

[Tracking your preventative spend: a step-by-step guide](#) launched by the LGIU, Mears, The British Red Cross and Camden Council on how to map preventative budgets. Councils often do not have a clear understanding of how much of their budgets is spent on prevention, how this contributes to the delivery of outcomes and what this means for increasing their activity towards early action programmes. It is relevant to all aspects of the preventative agenda, including adult social care, public health, housing, culture and the environment and children, schools and families.

[Giving local authorities more control over how they spend public money in their area](#): the DCLG announced the [18 local authorities](#) who will share £7 million for cutting edge shared service projects. The Spending Review has already committed to a £100million Transformation Fund to help even more councils set up shared services, combining their operations for service delivery, including with other public and private sector service providers.

[The Case for a New Approach: Public Service Reform Deals](#), published by Westminster, Kensington and Chelsea, and Hammersmith and Fulham, calls for a more equal partnership with central government to give local authorities more power over delivery of vital services including welfare, which would remove barriers to economic growth. The paper proposes a new body for central and local government relations made of up Secretaries of State and council leaders, and a specific committee of the cabinet chaired by the prime minister.

The government's [neighbourhood Community Budgets programme](#) could be rolled out across the country following the DCLG's announcement of the success of the 12 pilots. The programme brings together local people and service providers to identify where improvements could be made.

The new Local Government Innovation Taskforce, announced by Ed Miliband in a speech to Labour's National Policy Forum, has [launched](#) a Call for Evidence for a major inquiry looking at how public services can be better organised around the places people live, and seeking to chart the limitations of a centralised approach.