



Haringey Council

Report for:	Cabinet 15 July 2014	Item Number:	
Title:	The Council's Performance Assessment - Quarter 4 and End of Year, 2013/2014		
Report Authorised by:	Nick Walkley, Chief Executive		
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Ward(s) affected: All	Report for Key/Non Key Decisions: Information		

1. Describe the issue under consideration

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

2. Cabinet Member introduction – Cllr Kober, Leader of the Council

- 2.1 Making Haringey one of the safest boroughs in London is an important priority, and work by the new multi-agency Offender Management Unit has seen the council take positive steps towards achieving this. I am pleased to see that the Unit has significantly exceeded its target of the number of offenders to work with, seeing reductions in further arrests and reoffending.
- 2.2 The Council continues to make excellent progress in improving the educational attainment of children in the borough too, with Key Stage 2 results now in line with the national average and attainment at GCSE level higher than the national average for the first time ever.
- 3.1 As is the case across London, rates of those living in temporary accommodation continue to remain high. Haringey's Temporary Accommodation Reduction plan is currently being reviewed, so I hope to see these figures improve over the next quarter.

3. Recommendations

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

4. Alternative options considered

N/A

5. Background information

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

6. Comments of the Chief Finance Officer and financial implications

- 5.1 There are no finance implications directly arising from this report

7. Assistant Director of Corporate Governance Comments and legal implications

- 6.1 There are no legal implications arising directly from the contents of this report.

8. Equalities and Community Cohesion Comments

- 8.1. 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.

9. Head of Procurement Comments

N/A

10. Policy Implications

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

11. Reasons for Decision

N/A

12. Use of Appendices

- Appendix 1: Performance Tables Quarter 4 and End of Year 2013/14
- Appendix 2: Emerging Policy Issues for Quarter 4 2013/14

13. Local Government (Access to Information) Act 1985

- Service performance indicator returns
- Corporate Plan



Haringey Council

The Council's Performance Assessment Quarter 4 and End of Year, 2013/14

**Produced by
Performance and Business Intelligence Teams
May 2014**

Executive Summary: Overall Assessment of the Council's Performance - 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 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 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. A short explanation of the performance scorecard can also be found in appendix 1.

The following areas are performing well:

- Number of secondary schools judged as good or outstanding by Ofsted
- Key Stage 2 results are now in line with national results and attainment at GCSE overtook the national for the first time ever
- Number of eligible families receiving services from Haringey Families First
- Number of successful adoptions and special guardianship orders
- Number of cases dealt with by the newly created Offender Management Unit
- Number of gang members supported through the Gang Exit project
- Stability of placements for looked after children
- Street cleanliness
- High quality parks and open spaces
- Social care clients receiving self directed support
- Halting the rise in childhood obesity
- Reduction residents claiming Job Seekers Allowance (JSA)
- The Jobs for Haringey Programme and availability of local apprenticeships
- Houses of Multiple Occupation (HMO) schemes
- Significant improvements in customer service measures
- Timely processing of planning applications
- Council Tax Collection rate
- Recycling rates

The following areas require further or continued focus:

- Number of Children's Centres judged as good or outstanding by Ofsted
- Tracking of the 16-18 year old cohort to reduce the proportion of Not Knowns

- Early access to maternity services
- The rate of children subject to a child protection plan
- Timeliness of adoption placements
- Proportion of young offenders who re-offend
- Timeliness of Child and Family Assessments
- Proportion of looked after children placed 20 miles or more from Haringey
- High unemployment amongst young people and residents living in Northumberland Park
- Homelessness
- Number of affordable homes delivered
- Delayed transfers from a hospital to a community setting
- Number of library visits

Outcome 1: Outstanding for all

Overall Assessment

The following areas are performing well:

- Number of secondary schools judged as good or outstanding by Ofsted
- Educational attainment at Key Stage 2 and GCSE
- Number of eligible families receiving services from Haringey Families First
- Number of successful adoptions and special guardianship orders

The following areas require further focus:

- Number of Children's Centres judged as good or outstanding by Ofsted
- Tracking of the 16-18 year old cohort to reduce the proportion of Not Knowns
- Early access to maternity services
- The rate of children subject to a child protection plan
- Timeliness of adoption placements

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

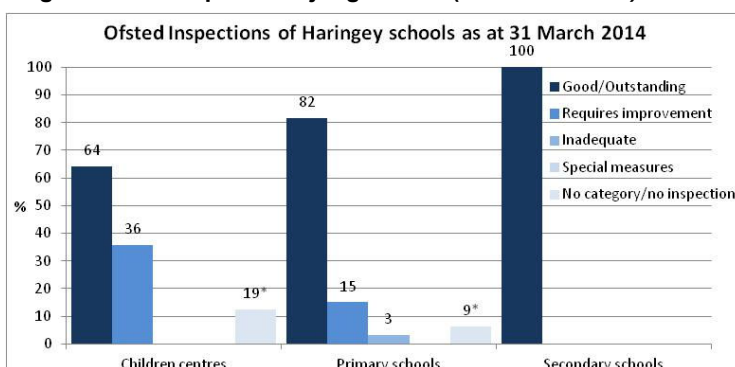
4. The Education Standards watchdog carries out inspections of childcare providers and schools on a rolling basis. As at 31 March 2014 the Ofsted ratings were as follows:

Children's centres: 14 had been inspected and nine were judged **Good** (64%). Five centres Require Improvement.

Primary schools: 49 out of 60 inspected schools (82%) were rated **Good or Outstanding**. Haringey compares favourably to the London and England averages of 82% and 78% respectively. Ferry Lane primary school moved from being judged as inadequate in September 2012 to good in March 2014. Nine schools Require Improvement and two are Inadequate. An additional four schools do not have a current inspection grade.

Secondary schools: all eleven schools (excluding Haringey 6th Form Centre) continue to be rated **Good or Outstanding** (100%), and both Woodside High and Gladesmore maintained their **Outstanding** status in recent inspections. This figure includes academies. 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.

Educational attainment update

5. There were significant changes in the assessment methodology for the **Early Years Foundation Stage** in 2013 which meant that results cannot be viewed as a continuation from previous years. The percentage of pupils achieving a **Good Level of Attainment** was 50% compared to England 52% and Haringey's ranking on this measure is now 81st out of 152 LAs.

6. **Key Stage 2** results in combined reading, writing and maths level 4+ improved by 1% and are now in line with national results at 75%. This ranks Haringey in 90th place out of 150 LAs. The expected progress that pupils made in reading was 3% above national and ranked Haringey in 16th place, progress in writing was 1% above national and ranking was 31st, progress in maths was 4% above national and ranking was 15th.

7. The percentage of pupils achieving **5+ A* - C (including English and maths) at GCSE** overtook the national for the first time ever. Haringey is now 63.5% compared to national result of 59.2%. Haringey has improved its ranking from 136th in 2010 to 43rd in 2013.

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 people for whom it is not known whether they are in employment, education or training

9. Over the year there are seasonal variations in the numbers, which coincide with the change in the academic year. The service monitors the number weekly so that action is taken if there are unusual variations in the levels.

10. The level of NEETs as at the end of March 2014 was 3.8% which is outside the target of 3.6% and slightly higher than at this point last year (3.7%). Unknowns have reduced significantly since the seasonal peak in September to 14%. Although this is outside target it is significantly lower than at this point last year (25.6%) due to better systems for tracking the whereabouts of the new Year 14 cohort. Haringey tracking was the most improved in London (not including the City) and one of the best nationally. Unknowns are forecast to meet the target of 9.5% in 2014/15 with the correct structures and resources in place.

Fig. 2 NEET 'Not Knowns' (Source: North London CCIS NCCIS)

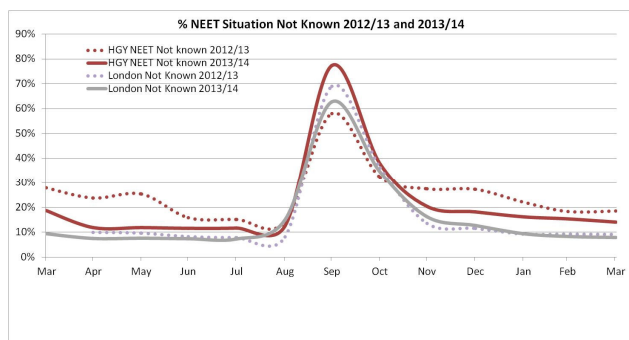
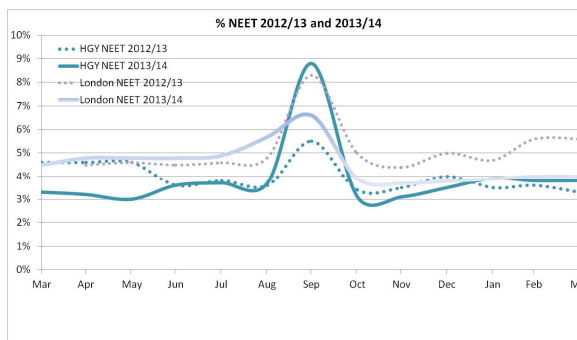


Fig. 3 NEETs (Source: North London CCIS NCCIS)



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. The **Haringey Families First** (HFF) Programme - an initiative seeking to work with Haringey's most troubled families – has allocated a lead worker to 686 families to date; 398 in 2013/14 alone. HFF has offered a service to all families who are eligible for the programme. Haringey will have the expected number of 850 families with an allocated lead worker by the middle of year 3 of the programme (2014/15).

12. The Department for Communities and Local Government (DCLG) are introducing a pilot programme for a few local authorities who are working with at least 90% of their families by the end of June 2014.

Adoption and special guardianship

13. There has been good performance in this area with 64 successful **adoptions and special guardianship orders** in 2013/14, exceeding the combined annual target of 45 by over a third. As a proportion of children who ceased to be looked after in the year, this equates to 24% (14% adopted) with a legal permanency arrangement compared to 6% in 2012/13. This performance has closed the gap with the overall England position of 9.6% (2012/13 adopted). This reflects excellent practice improvement.
14. Good progress continues to be made on the timeliness of children being placed for adoption. Children waited an average 778 days **from becoming looked after to being placed for adoption** in 2013/14; this has been reduced in year to 524 days in Quarter 4, although performance remains outside the national threshold. The national threshold for 2010-13 has been revised from 639 days to 608 days. The distance between Haringey's 2010/13 performance and the threshold is now 117 days. Haringey is doing well by comparison with its statistical neighbour's average of 810 days.

Child protection plans

15. At the end of March 2014, there were 201 children subject to a child protection plan which is equivalent to a rate of 35 children with child protection plans per 10,000 children aged 0 – 17 years. Monthly performance shows that there has been a gradual increase in the number of children with a plan since January 2014. This increase is due to the introduction of revised child protection timescale and the introduction of more robust screening and assessment, thereby improving management systems and practice.
16. Haringey's rate as at March 2014 is in line with its statistical neighbours. The Service continues to review thresholds and processes to ensure they are in line with best practice through detailed challenge and quality assurance work is underway.
17. Performance monitoring in Children's Social Care has been significantly strengthened through daily dashboards on assessment timescales, weekly scorecards, and monthly performance call-over meetings where the Director of Children's Services holds each individual social care service lead and their manager to account and helps 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:

- Number of cases dealt with by the newly created Offender Management Unit
- Number of gang members supported through the Gang Exit project
- Stability of placements for looked after children
- Street cleanliness
- High quality parks and open spaces
- Social care clients receiving self directed support
- Halting the rise in childhood obesity

The following areas require further focus:

- Proportion of young offenders who re-offend
- Repeat referrals of domestic violence incidents to the MARAC
- Timeliness of Child and Family Assessments
- Proportion of looked after children placed 20 miles or more from Haringey

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):

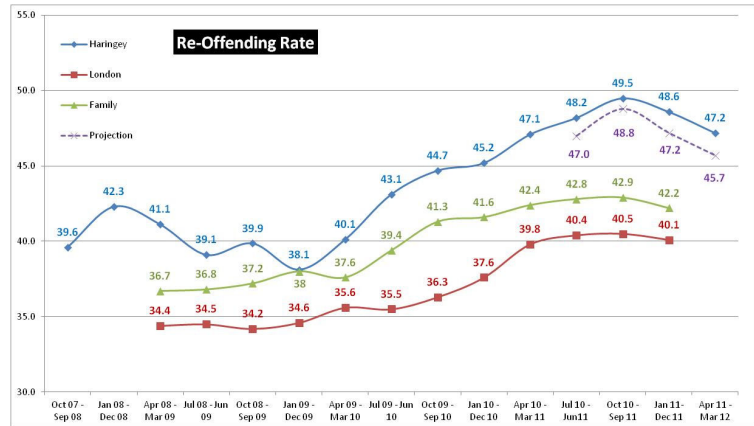
- Ensure that the percentage of referrals to the MARAC which are repeat referrals is not more than 5%
- Work with 70 young people involved in gangs
- Ensure that 80% of the gang caseload are engaged and retained
- Increase the number of cases dealt with through Integrated Offender Management from 70 to 310 cases over 4 years (95 in 2013/14, 250 2014/15, 280 2015/16, and 310 2016/17)
- 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. The 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 the re-offending rate remains above target but it has reduced for the second successive quarter: 47.2% of 15-17 year old offenders in the April 11 – March 12 cohort reoffended within one year. The first decreases in two years. Similar decreases have been seen across our Statistical Neighbours, and Haringey’s rate remains higher than the group average.

Fig. 4 Youth Reoffending (Source: YJB)



20. Haringey’s high re-offending rate can in part be explained by the success of the Triage work as it diverts large numbers away from the cohort, leaving a smaller and more challenging group whose likelihood of reoffending is much higher. Work is on-going to better understand the needs of this cohort and to review processes and initiatives accordingly. A number of new practices and programmes have been introduced including the introduction of Integrated Offender Management (IOM).

21. The multi agency **Offender Management Unit** is in place and the physical co-location of all the agencies is complete with shared IT systems and intelligence. The Unit has dealt with 255 Integrated Offender Management (IOM) cases in 2013/4 significantly exceeding the year 1 target, equating to 153 individuals. Those offenders on the scheme had a 46% reduction in convictions since joining the scheme compared to the two years prior to joining and a 62% reduction in arrests. Those offenders who have been on the scheme and stopped offending/discharged had a reduction of 82.5% in convictions since joining the scheme compared to the two years prior to joining and a 73% reduction in arrests.

22. A recent IOM stocktake by the Policing College described Haringey’s approach to IOM as ‘innovative’ in terms of the thinking behind the strategic IOM partnership being put in place, the wider strategic programme is being developed stating that the IOM model being put in place was impressive in terms of the level of co-location and the full engagement of partner agencies and support services.

23. The **Gang Exit Project** has worked with 74 young people involved in gangs in 2013/14 exceeding the target of working with 70 young people; 89% were engaged and retained by the end of the year exceeding the target of 80%. Specialist support for the cohort is being provided from within the YOS, Integrated Gangs Unit (IGU), Young People’s Advocate (relation to sexual exploitation), DWP Outreach Workers and Victim Support Serious Youth Violence Project. A Task & Finish Group has been convened to map provision around gangs, strengthen the link with Haringey’s wider early intervention agenda, and to continue to implement the recommendations of the Ending Gang & Youth Violence (EGYV) peer review. Two Gangs Workers are now in post and are working with 30 gang nominals. Work continues on developing the Gangs Matrix and the “RAG ratings” for nominals to ensure that the Unit works with the gang members most appropriate for the project.

Domestic violence

24. The target for repeat referrals to the MARAC has not been reached. 11.7% were repeat referrals against a target of 5%. Nevertheless, there has been a sharp reduction in repeat referrals since

quarter 1, and Haringey's rate compares favourably to: the national repeat referral rate (24%); the London rate (19%), and the rate of Haringey's group of most similar forces (24%).

25. The target will be reviewed in line with the additional investment in MARAC Coordination and the work to increase referrals.
26. The capacity of the MARAC Coordinator has increased in 2013/14 leading to additional MARAC training sessions and data collection and analysis. A MARAC self-assessment process was completed by CAADA (Coordinated Action Against Domestic Abuse) demonstrating that the Haringey MARAC was performing in line with national procedures. An audit of outcomes, scrutinising a small number of cases, showed positive outcomes for cases being referred to MARAC and excellent multi-agency working.

Local emerging issues

27. Locally identified emerging issues for community safety include:
- Rebalancing investment towards early intervention and prevention
 - Targeting effort on communities disproportionately affected by crime, disorder, substance misuse and mental ill health
 - Establishing effective ways of working with the forthcoming private contract areas for offender management on a payment by results basis
 - Joining up policy approaches and effort to address violence against women and girls

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%

28. Based on the new **Child and Family Assessment** indicators, 83% of children were **seen within ten days of referral** in 2013/14 against a target of 95%, the target reflecting best practice expectation. Performance monitoring and processes have been strengthened, including the introduction of an early notification system and a review of all cases where children have not been seen within the timeframe. In 2014/15 the aim will be for children to be seen within 5 days of a referral and children where there are child protection concerns seen within 24 hours.
29. The proportion of **assessments completed within 45 working days** in 2013/14 was 76% against a target of 85%. A 10 week project and a new team of senior practitioners have been

employed to clear the backlog of open assessment cases and target the more timely completion of open and incoming assessments. A daily dashboard has been introduced to track progress. At the end of March when this initiative was introduced there were 348 open assessments 19.8% of which were already outside the 45 day timescale. By the 1 May the number of open assessments had reduced to 311 with just 3 (1%) over the 45 day timescale. As a result of this work the thresholds have been able to be reduced further with operational targets of 60% to be completed in 20 days and the rest within 35 days.

Feeling safe and secure

30. In 2013/14, the proportion of children subject to **child protection plans (CP Plans) for 2 years or more** increased to 9%. This is within the target range for 2013/14.
31. Indicators around **stability of placements for looked after children** remain in line with statistical neighbours and targets. The proportion of children with **3 or more placements** was 9% (46 out of 509 children) against a target of 10%.
32. The proportion of **looked after children placed 20 miles or more from Haringey** reduced in 2013/14 to 18.6%, however, it remains above the target of 16%. Keeping children within the Borough and close to their environment ensures close monitoring and family links which is appropriate. A few niche placements require out of borough placement e.g. specialist disability or children remanded in Feltham. A Sufficiency Strategy 2013 to 2016 recently approved by Members shows the council's commitment to supporting families effectively and ensuring that the necessary quantity and range of placement provision is available to meet the needs of our looked after children and young people.
33. Provisional data from the latest **Adults Social Care Survey** shows there has been an increase in the proportion of service users who say that those services have made them feel safe and secure, to 85% meeting the target.

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

34. All three tranches of the Street Cleanliness survey for 2013/14 are complete and indicate that levels of litter and detritus across the borough are well within contractual targets. Overall, only 3% of areas surveyed fell below the acceptable level for litter and detritus against targets of 8% and 13%, respectively.

35. The number of flytips reported by residents and Members decreased in quarters 3 and 4, bringing the in year performance to 5,478 reports which is better than the set target of 5832. Work continues to improve performance; 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.

High quality parks and open spaces

36. Haringey continues to deliver high quality parks and open spaces. In 2013/14 Haringey retained 15 green flags and added an additional green flag for Lordship Lane Recreation Ground. Across all inspections undertaken 66% of parks were graded A or B standard, meeting the target of 65%.

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 lifestyle

37. The latest data (2012/13) released for child obesity rates indicate that there has not been a rise in **childhood obesity** in the borough. The current rates for Haringey are 11.1% in reception class (down from 11.8%) and 23.4 % in year 6 (down from 23.8%). Haringey's rates are consistently above the England rates and broadly similar to the London rates. The 2012/13 rate of obesity is the 4th highest in reception and the 4th highest in Year 6 amongst Haringey's statistical neighbour group. A number of activities are taking place aimed at halting the rise in and reducing child obesity, see Quarter 2 Performance Report.

38. Since 2002 the **teenage conception rate** in Haringey has been on a downward trajectory, in line with national trends. The 2012 rate of 33.1 per 1,000 is the lowest rate recorded and is just above the target of 32.7. Commissioning activity for 2014/15 will focus on sex and relationships education both in the school setting (The Christopher Winter Project and Facefront interactive theatre productions) and outside the school setting (Speakeasy). The school nursing service will increase their focus on sex and relationships education.
39. The latest annual data for **alcohol-related hospital admissions** demonstrates a continuing upward trend although the 2011/12 and 2012/13 rates demonstrate lower year on year increases than in previous years. Alcohol Identification and Brief Advice has been commissioned in a range of settings in order to identify increased and high risk drinkers and reduce the upward trend in alcohol related hospital admissions. An alcohol link worker post at North Middlesex has been employed to target repeat attendees.

Choice, control and independence

40. Haringey is making progress in enabling vulnerable adults to live independent and healthy lives. In 2013/14, there was an increase in the number of **social care clients in receipt of a personal budget** to 3,564, or 72% of clients. An increase of 9% compared to 2012/13 and better than target. Prepaid MasterCard® Cards for self-directed support have also been introduced to complement the current options for managing personal budgets.
41. Additionally, the service has supported the opening of extra care schemes at The Trees and Roden Court, offering intensive care in people's own homes. And invested in preventative measures: such as assistive technology, reablement packages and better housing options such as supported living schemes for people with mental health issues and learning disabilities.
42. Provisional data from the latest **Adults Social Care Survey** shows there has been a significant increase in the proportion of service users who feel they have control over their daily life, from 66% to 71% against a target of 75%.

Support for vulnerable adults

43. The percentage of **adults in contact with secondary mental health services living independently** was 72.5%, below the target of 80%. Mental Health Services and Adult Social Care have implemented a protocol to address this area for further improvement.
44. As a result of their latest assessment or review a total of 70% of **adults with learning disabilities were identified as being in settled accommodation** against a target of 80%; this equates to 504 people. 29% of the cohort were in 'non-settled accommodation' appropriate to their needs e.g. residential homes, nursing homes. There has been an improvement on 2012/13 performance.

Outcome 3: Opportunities for all

Overall Assessment

The following areas are performing well:

- Reduction residents claiming Job Seekers Allowance (JSA)
- The Jobs for Haringey Programme and availability of local apprenticeships
- Houses of Multiple Occupation (HMO) schemes

The following areas require further focus:

- High unemployment amongst young people and residents living in Northumberland Park
- Homelessness
- Number of affordable homes delivered

For more detailed performance highlights see paragraphs 45 to 69 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.

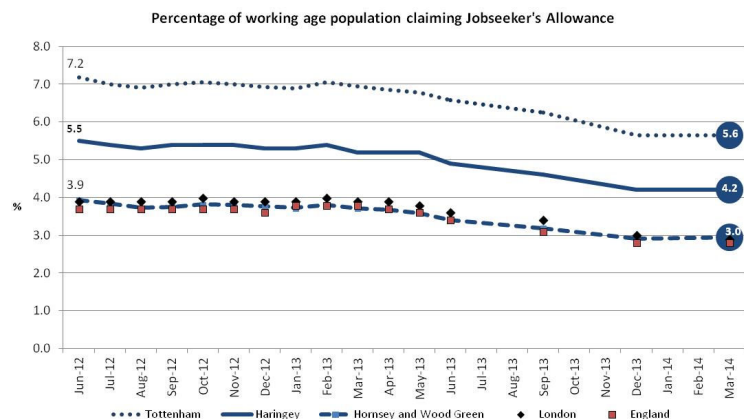
Key performance indicators and targets for this outcome (to be achieved by March 2014 unless otherwise stated):

- 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 March 2014, 4.2% of Haringey's working age population were claiming Jobseekers' Allowance (JSA), better than the target of 4.8%. Since March 2013 there has been a 19% reduction in JSA claimants, compared to a 26% reduction in London.

Fig 5: Percentage of working age population claiming Jobseeker's Allowance



46. There have been reductions across all groups, however the JSA claimant rate in Tottenham is double the England rate (5.6% compared to 2.8%). The following disparities are also evident:
- geographically, the highest rates of claimants continue to be in Northumberland Park (9.3% or 873 people), a reduction of 17% since March 2013 (or 182 people)
 - the gap between claimant rates for men and women persists, with a higher rate for men (5.1% compared to 3.3%), this is most apparent in Northumberland Park.
 - those aged 18 to 24 continue to be overrepresented (5.5%)
47. High unemployment rates are driven by a range of local, regional and national factors and 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** – Good progress has been made in supporting Haringey residents into employment. In Quarter 4 2013/14, 91 people were supported into work, taking the total for 2013/14 to 348, meaning that the annual target of supporting 300 people into employment has been met. Of the people supported into work this year, 79 were young people aged 16-24 years old. This means that the target of supporting 65 young people into work by the end of the financial year has been met.
49. **Haringey HUB** –In quarter 4, 34 people were supported into employment through the HUB taking the final number for the project, up to the end of April 2014 to 58. Performance was behind the target of 80 largely because of the challenges associated with supporting this client group and their associated barriers to employment, and also because people’s incentives to engage with the service were reduced due to Discretionary Housing Payments meeting the shortfall in income lost through the Benefit Cap.
50. **Apprenticeships** - 127 apprenticeship opportunities were created for Haringey residents aged under-25 in the period March-May 2013, exceeding the target of 100 for the year.

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 Council ran a five month **community consultation and engagement programme** called “Tottenham’s Future”, which commenced in October 2013 and finished in February 2014. This programme included one-to-one interviews, pop-up street events and the establishment of Community Consultation Groups. This community consultation and engagement programme informed the development of the Strategic Regeneration Framework that was agreed by Cabinet in March 2014.
52. 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. The “all week” CPZ areas went live in early April 2014 with the “event-day” CPZ areas completed later that month.
53. The **five buildings most badly destroyed in the riots** have been, or are close to being, fully restored. Aldi supermarket reopened in December 2012. Planning Permission has been agreed for the former Post Office Site and River Heights (“the Carpet Right Building”) has re-opened.
54. Work is underway on the **Spurs development**. The Sainsbury’s supermarket opened in November 2013 bringing 250 jobs to the area. 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 began on 4 November to transform **Tottenham Green** into an excellent public open space surrounded by active civic and cultural uses. Works are due to be completed in June 2014.
56. **High Road West** – Following community consultation on regeneration proposals, a masterplan framework is being drawn up for the High Road West area. This area spans 11 hectares and sits

to the west of Tottenham Hotspur Stadium from the Edmonton Borough Boundary in the North, to Brereton Road in the South, and is between the High road and the railway line and White Hart Lane Station. The area has the potential to deliver up to 1600 new homes 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. At the time of writing the Broad Lane switch to complete the change is expected to be completed in April 2014. £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. Planning permission was granted in March 2014. Work has commenced on the new bus interchange due for completion in September 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. **Tottenham Area Action Plans** - The Council has consulted on an Area Action Plan (AAP) for the Tottenham area. This document will provide a spatial strategy and locally specific planning policies to enable a co-ordinated approach to development and growth in Tottenham in the next 20 years, taking into account the other regeneration projects and plans currently being developed for Tottenham.

This, the first consultation for this document, ran from the 17 January until 7 March 2014. Responses received to the consultation are currently being analysed and will be taken into account when preparing the proposed submission document which will be consulted on in the Autumn 2014.

59. **Site Allocations Development Plan Document** - The Council has also consulted on the early draft of the Site Allocations Development Plan Document (DPD) which sets out the location, scale and time-frame for the most strategic development sites in the borough. It is envisioned that these sites will accommodate the majority of new development in the borough over the next 20 years.

The consultation runs alongside that of the Tottenham AAPs, with the next consultation in October 2014. These documents are due to be adopted in 2015.

60. **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.

61. **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.

62. **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.

63. **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.

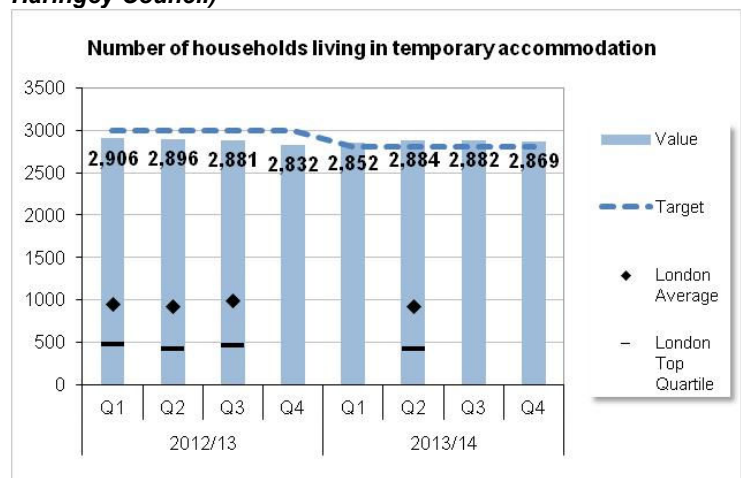
Key performance indicators and targets for this outcome (to be achieved by March 2014 unless otherwise stated):

- 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 Haringay 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

64. The buoyant private rented market in London has led 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 has also created difficulties in procuring sufficient quantities of accommodation for prevention type measures.

65. As at March 2014, the number of **households living in temporary accommodation was 2,869**, an increase of 37 households on March 2013, but an in year decrease since quarter 2. The annual target has not been met due in part to difficulties in procuring private leases and delays in completing two RSL schemes. Haringey's Temporary Accommodation Reduction Plan is being reviewed to prioritise activity for 2014/15.

Fig. 6 Households living in temporary accommodation (Source: Haringey Council)



66. In 2013/14, there was an increase in **homeless applications acceptances** from 605 to 762, equating to 2.32 acceptances per 1,000 population, and higher than the target of 545 applications (2.1 per 1,000 population)

67. The number of homeless acceptances is being affected by a continuing high rate of landlords evicting clients housed in the private rented sector (PRS). Compounding this, the buoyancy of the PRS is making it difficult to source PRS properties as alternatives to accepting homeless applications. Officers are continuing to review the tools and measures used to access the PRS.

68. The Council has been successful in licensing '**additional**' **Houses in Multiple Occupation (HMO)** as part of the HMO Scheme currently running in Haringay ward. 164 licences have now

been issued in response to applications from landlords and following enforcement action, exceeding the target of 100 licenses. A total 241 applications were received and the team will continue to process the remaining applications.

69. By March 2014, the council **re-licensed 100% of applications received from expired HMO licensees** across the borough.

Outcome 4: A better council

Overall Assessment

The following areas are performing well:

- Call centre telephone answering
- Timely processing of planning applications
- Council Tax Collection rate
- Recycling rates

The following areas require further focus:

- Delayed transfers from a hospital to a community setting
- Number of library visits

For more detailed performance highlights see paragraphs 70 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.

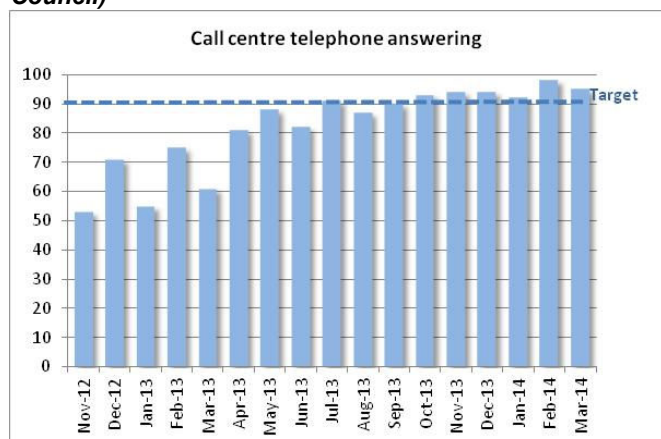
Key performance indicators and targets for this outcome (to be achieved by March 2014 unless otherwise stated):

- 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

70. Performance has improved significantly across all customer service indicators in 2013/14 at the same time as increased measuring of activity. For end of year performance all three indicators have met target:

- 90% of **calls to the call centre were answered**, against a target of 90%

Fig. 7 % of call centre calls answered (Source: Haringey Council)



- 75% of callers to the Customer Service Centres were seen within 20 minutes, against a target of 75%.
- 89% of call centre calls were resolved first time, against a target of 82%.

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%
- Reduce the rate of delayed transfers of care to 8.0 per 100,000 population

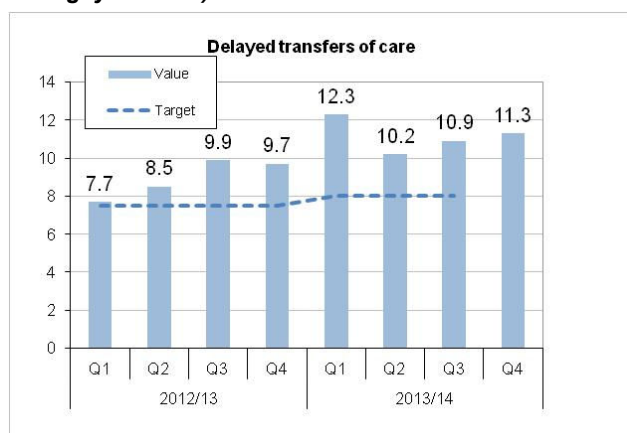
71. Good progress has been made in the timeliness of processing **Planning Applications**, with targets being met across major, minor and other applications.

72. Over 95% of the Council Tax due for the year was collected in the year, above the target of 92.5% and matching 2012/13 performance.

73. **Delayed transfers of care** was 11.3 per 100,000 adult population in 2013/14, outside the target of 8.0.

In Haringey, around 80% of delays continue to be 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. Adult Social Care are working in collaboration with the CCG (both operationally and strategically) to reduce delays with the introduction of Winter Pressures planning.

Fig. 8 Delayed transfers of care (Source: Framework, Haringey Council)



The **Better Care Programme** will also help achieve improvement in this area. The programme will drive better integration between the NHS and Social Care to improve the user experience, simplify the user journey, reducing duplication of assessments as well as seeing the reduction of inefficiency. Focus will be on older people in the first instance, with a good opportunity to both reduce the number of older people admitted to hospital by emphasis on early intervention in the community and to improve discharge to support more people to live independently.

74. Provisional data shows that the **recycling rate** in 2013/14 increased to 36.2%, above the council's target of 35.4%, and above previous years' performance (26.3% in 2011/12, the first

year of the Council's current waste contract, and 32.2% in 2012/13). This indicates that the Council on course to reach its recycling target of 40% by 2016.

2013/14 was the first full year of the service changes that were introduced during 2012/13 (fortnightly residual waste collections, wheelie bins for recycling and re-launching the weekly food and garden waste collections).

The service changes have led to a reduction in the amount of residual waste (rubbish) in the region of 10,000 tonnes, and an increase in the tonnage of recycling and composting of over 7,000 tonnes.

Other recycling improvements introduced during 2013/14 include a major increase in the proportion of street litter being recycled, and the introduction of a food recycling trial for estates and blocks of flats, which will be rolled out to all estates and blocks during 2014/15.

75. In 2013/14 there was a reduction in the **number of library visits** from 7,823 to 7,517 per 1,000 population. A review of libraries has been undertaken and many of the actions arising from this are now being implemented with a view to increasing library visits, such as a renewed focus on buying and promoting stock and improving ICT provision. Further recommendations are due to be decided in the Autumn.