

Report for:	Cabinet 14 <sup>th</sup> October 2014	Item Number:	
Title:	The Council's Performance Assessment - Quarter One, 2014/15		
Report Authorised by:	Nick Walkley, Chief Executive	<i>Charlotte Pamerly</i>	
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Ward(s) affected: All	Report for 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 during the first quarter of 2014/15.

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

- 2.1. The Council continues to make excellent progress in educational attainment. This quarter a further four primary schools were judged as Good or Outstanding and the percentage of children and families classed as 'ready for school' has risen above the England average for the first time. This is great progress and reflects our strong commitment to ensure every child in Haringey has the best start in life.
- 2.2. It is important that users of Adult Social Care feel safe and secure. That is why I am proud that 84.8% say those services made them feel just that. This is higher than comparable boroughs as well as the England average and reflects the hard work of staff who support those in need.
- 2.3. Our parks and open spaces are officially some of the best in country. And I am delighted we have retained 16 green flags and achieved green flag status for Down Lane Park and Ducketts Common.
- 2.4. We recognise the importance of good partnership working and intervening as early as possible to ensure the very best outcomes for our residents. For example, we have begun our ambitious programme to deliver change in Tottenham. However, we cannot do this without strong input from local residents. That is why I am pleased we have begun a programme of resident engagement.

2.5. Regarding the delayed transfers from hospital to a community setting, I am pleased that a programme of more integrated activity has been agreed. We want to ensure that people have the right help in place and are supported to remain active members of the local community for as long as possible. I hope this focus will lead to improved figures in the next quarter.

### 3. Recommendations

3.1. Cabinet is asked to note:

3.1.1 progress against the Council's Corporate Plan priorities in Q1 2014/15.

3.1.2 areas for focus 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 Quarter One 2014/15 against the Council's outcomes and strategic priorities as set out in the Corporate Plan agreed at Cabinet on 9<sup>th</sup> July 2013.

5.2 The main body of this report begins on page 4.

### 6 Comments of the Chief Finance Officer and financial implications

6.1 There are no financial implications arising directly out of this report.

### 7 Assistant Director of Corporate Governance Comments and legal implications

7.1 The Assistant Director of Corporate Governance notes the contents of the 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

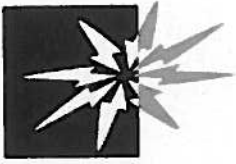
11 Reasons for Decision  
N/A

12 Use of Appendices

- Appendix 1: Performance Tables Quarter 1, 2014/15

13 Local Government (Access to Information) Act 1985

- Service performance indicator returns
  - Corporate Plan
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**Haringey** Council

# The Council's Performance Assessment Quarter 1, 2014/15

Produced by  
Performance and Business Intelligence Teams  
August 2014

1. Introduction
2. The Council's Corporate Plan 2013-15 was agreed at Cabinet on 9<sup>th</sup> 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.
3. 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 first quarter of 2014/15 to assess the progress that has been made against each outcome. It highlights where we are performing well and where further focus is required.
4. The report is organised by Outcome and priorities, with highlights of both strong and poor performance being provided in a summary at the head of each outcome. The report highlights the key actions being taken by officers and partners to address poor performance or downward trends. Further detail can also be found in the performance scorecard which is set out in appendix 1.

## Outcome 1: Outstanding for all

### Overall Assessment

There is significant transformational work underway across this Outcome, with service redesign at a strategic and operational level. This work is targeted on improving outcomes for local residents and improving performance across the raft of Corporate Plan indicators. There are a number of areas performing well across the outcome, focusing in this summary on:

- Primary schools: A further four primaries have been judged as Good or Outstanding this quarter, bringing the number to 53 (84%).
- Results for the percentage of pupils achieving a Good Level of Development at the Early Years Foundation Stage, i.e. at the age of 5 years, have improved from 50% in 2013 to 61% in 2014 bringing results above England for the first time. This indicator is significant for children and families because it measures school readiness – an all round measure of outcomes such as communication and speech and language development, emotional wellbeing and ability to socialise, health and readiness for learning.

Targeted improvement work is underway in the following areas:

- Number of 16-18 year olds not in education, employment or training - The level of NEETs as at the end of June 2014 had increased to 4.5% the highest it has been at this point in the year for two years (3.6% in June 2012 and 2013), in part because improved tracking has resulted in finding more NEETs than anticipated. The Corporate Delivery Unit is currently concluding a priority review of post 16 activity which will lead to a new strategy and approach for this area.
- Timeliness of adoption placements – whilst some progress continues to be made on this indicator, children waited an average 541 days from becoming looked after to being placed for adoption in Quarter 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, maximise the range of post 16 training and education opportunities and ensure that such opportunities are being taken up by young people.

### Key performance indicators and targets for this priority

- 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

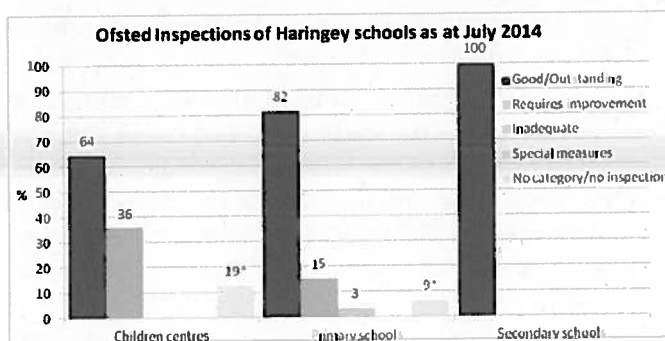
### Ofsted ratings of children's centres and schools

1. The Education Standards watchdog carries out inspections of childcare providers and schools on a rolling basis. As at July 2014 the Ofsted ratings for Haringey were as follows:

**Children's centres:** There have been no further inspections this quarter. Of those that have received an inspection nine centres (64%) are judged Good (64%) and five (36%) Require Improvement.

**Primary schools:** A further four primaries have been judged as Good or Outstanding this quarter, bring the number to 53 (84%). Haringey compares favourably to the London and England averages of 82% and 78% respectively. Eight schools now Require Improvement and two are Inadequate.

Fig. 1 Ofsted Inspections judgements (Source: Ofsted)



**Secondary schools:** all eleven schools (excluding Haringey 6<sup>th</sup> Form Centre) continue to be rated Good or Outstanding (100%).

## 2. Educational attainment - Provisional results 2014

Summary Table	Haringey 2012	Haringey 2014	England 2014
Pupils achieving a Good Level of Development at Early Years Foundation Stage	50% (2013)	61%	60%
Pupils achieving level 2B+ at Key Stage 1 - Reading	72%	81%	81%
Pupils achieving level 2B+ at Key Stage 1 - Writing	59%	71%	70%
Pupils achieving level 2B+ at Key Stage 1 - Maths	71%	80%	80%
Pupils achieving level 3 at Key Stage 1 - Reading	22%	29%	31%
Pupils achieving level 3 at Key Stage 1 - Writing	11%	17%	16%
Pupils achieving level 3 at Key Stage 1 - Maths	19%	25%	24%
Pupils achieving level 4+ at Key Stage 2 - Reading, Writing and Maths	74%	79%	79%
Pupils achieving level 5 at Key Stage 2 - Reading, Writing and Maths	21%	25%	24%
Pupils achieving 5+ A*-C (incl English and Maths) at GCSE	63.5% (2013)	63.6%	Not available
A-Level pass rate		98.2%	98.0%
Pupils achieving A*-C at A-Level		81.8%	76.5%
Pupils achieving A*-B at A-Level		55.3%	52.4%

### Early Years Foundation Stage

Results for the percentage of pupils achieving a Good Level of Development have improved from 50% in 2013 to 61% in 2014 compared with England results improving from 52% to 60%. This will be the first time results are above England results. This indicator is significant because it measures school readiness – an all round measure of outcomes such as communication and speech and language development, emotional wellbeing and ability to socialise, health and readiness for learning.

### Key Stage 1

Results at level 2B+ have now met England results. Since 2012 results in reading have improved from 72% to 81% (England 76% to 81%), writing from 59% to 71%, (England 64% to 70%), and maths from 71% to 80% (England 76% to 80%). There have been similar improvements at level 3 with reading 22% to 29% (England 27% to 31%), writing 11% to 17% (England 14% to 16%) and maths 19% to 25% (England 21% to 24%). These will also show the excellent value added (progress) for pupils from the Early Years Foundation Stage two years earlier when Haringey results were 8% below the England figure to have now caught up at KS1.

### Key Stage 2

Combined reading, writing and maths level 4+ results since 2012 to 2014 improved from 74% to 79% (England from 75% to 79%). Combined level 5 results improved from 21% to 25% (England 20% to 24%). These will also show the excellent progress for pupils from KS1 results four years earlier when Haringey were 5% below England on average in reading, writing and maths (level 2B+) to catch up at KS2 results with England to catch up at KS2 results.

### GCSE

Results were released to students on 21 August. We expect the percentage of 5+ A\* - C (including English and maths) to have very slightly improved from 63.5% to 63.6%. Information for London and England is not currently available.

## A Level

Results were released to students on 14 August. The borough-wide pass rate of 98.2% was in line with the national average of 98.0%, while the 81.8% of students achieving A\* - C grades far exceeded the national benchmark of 76.5%. There was further good news for top achievers, with students in the borough more likely to achieve A\* - B grades than their national counterparts, with 55.3% doing so compared to an average figure of 52.4%.

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

3. 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

4. Over the year there are seasonal variations in the numbers, linked to the academic year. The service monitors the number weekly and takes action where there is any unusual variation in the levels.

5. Tracking levels have improved to reduce the proportion of Not Knowns to 7.4%, which is better than statistical neighbours although behind the London average.

6. The level of NEETs as at the end of June 2014 was 4.5% which is outside the target of 3.6% and the highest that it has been at this point in the year for two years (3.6% in June 2012 and 2013). This is in part because improved tracking has resulted in finding more NEETs than anticipated. The Corporate Delivery Unit is currently concluding a priority review of post 16 activity which will lead to a new strategy and approach for this area.

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

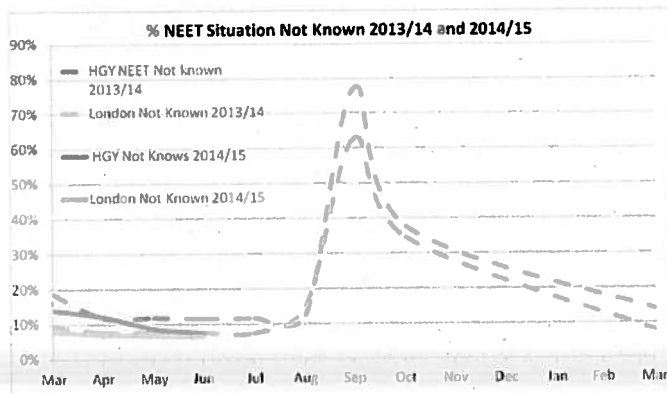
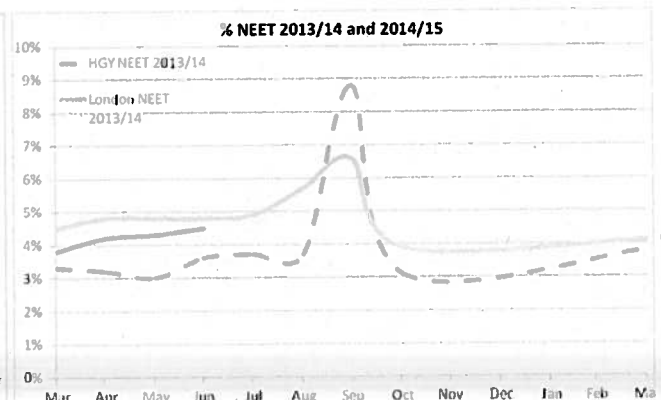


Fig. 3 NEETs (Source: North London CCIS NCCIS)





## 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 priority

- 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 850 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 an average for 2013-16 of 426 days
- Stabilise the number of children on child protection plans

### Early support and help for families

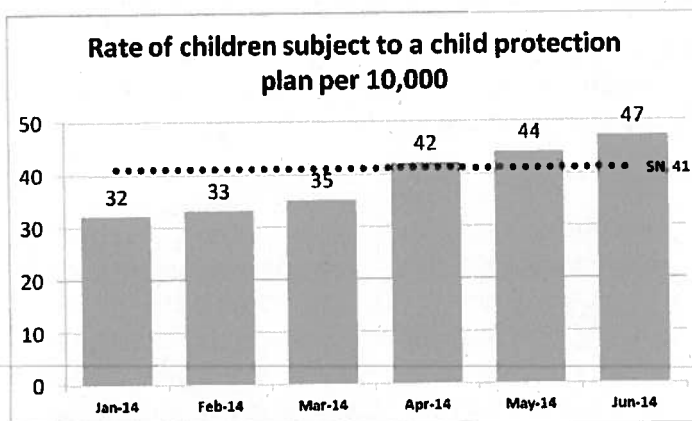
7. The Haringey Families First (HFF) Programme - an initiative seeking to work with Haringey's most troubled families - has allocated a lead worker to 90% (765) of eligible families as at end June 2014, meeting target. Haringey achieved top quartile performance and consequently has met the thresholds set by Department of Communities and Local Government for phase one and will be starting phase two of the national programme in September 2014.
8. As at Quarter 1 2013/14, Haringey had turned around the lives of 430 of these families. 401 families had a significant reduction in anti-social behaviour or youth crime and improved school attendance while 59 households had a member coming off out of work benefits and into employment. There were 30 households who had met all three of these outcomes.

### Adoption and special guardianship

9. Performance remains steady in this area with 11 successful adoptions and special guardianship orders in Quarter 1, in line with the target.
10. Some progress continues to be made on the timeliness of children being placed for adoption. Children waited an average 541 days from becoming looked after to being placed for adoption in Quarter 1. Performance remains outside the national threshold (426 day average for 2013-16).
11. Where times for children who are adopted by their foster family are stopped at the date the child moved in with the foster family, the average wait reduces to 177 days. The latest available comparator data is the three year rolling average (2010-13), where Haringey's average of 556 days compares favourably with the England average of 545 days.

## Child Protection Plans

12. At the end of June 2014, there were 272 children subject to a child protection plan which is equivalent to a rate of 47 children per 10,000 children aged 0 – 17 years. Monthly activity data shows that the number of children with a plan has been increasing since January 2014, with a significant increase in April 2014. Officers are going to carry out more work on this area to understand the movements better but it is linked to the robust and consistent application of thresholds evidenced by Haringey



Children's Services recent single inspection framework inspection. This affects the number of children referred into adult social care and those who become looked after.

13. Haringey's rate, although on an upward trajectory, is in line with its statistical neighbours.

## Outcome 2: Safety and wellbeing for all

### Overall Assessment

There is significant work in the Council and with partners to improve outcomes across this area of activity which cover safety, safeguarding and improving health and wellbeing. There are a number of areas performing well across the outcome, focusing in this summary on:

- Haringey achieved top quartile performance amongst comparator boroughs for the proportion of service users of Adult Social Care who say that those services have made them feel safe and secure, 84.8% compared to 79.1% for comparator boroughs and 79.2% for England.
- High quality parks and open spaces – Haringey has retained 16 green flags and also achieved green flag status for Down Lane Park and Ducketts Common.

Targeted improvement work is underway in the following areas:

- Proportion of looked after children placed 20 miles or more from Haringey improved in Quarter 1, but remains above the target. This area of activity is subject to additional scrutiny and analysis by the Corporate Delivery Unit.
- The number of flytips reported by residents and Members. A project is underway focused on reducing fly-tipping at known hotspot locations and officers have undertaken a programme of increased engagement with residents.

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

The focus of this priority is reducing crime, improving coordination to tackle domestic violence and increase community confidence.

### Key performance indicators and targets for this priority

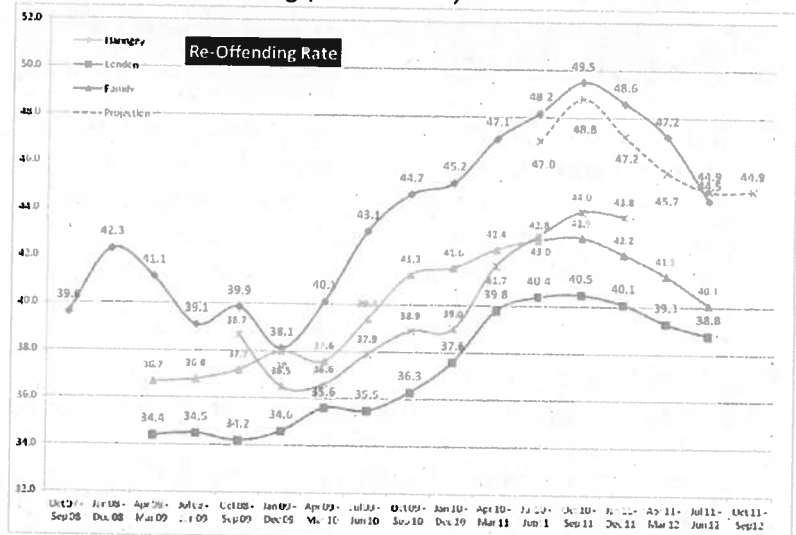
- Work with 72 young people involved in gangs
- Ensure that the Gang Unit works with 80% of the people on the gang caseload and keeps them engaged
- Increase the number of cases dealt with through Integrated Offender Management<sup>1</sup> from 70 to 310 cases over 4 years (95 in 2013/14, 250 2014/15, 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%

### Reducing crime

14. The most recent available data for the youth re-offending rate is two years old and should be considered alongside local information.

15. Published data for Haringey shows the re-offending rate continues to reduce: 44.5% of 15-17 year old offenders in the July 11 – June 12 cohort reoffended within one year. Although the rate remains above the target of 40% it is the lowest rate for over two years, and the reduction seen in this quarter was greater than that seen across London and our Statistical Neighbours.

Fig. 4 Youth Reoffending (Source: YJB)



16. The service is working with a smaller and more challenging group of young offenders whose likelihood of re-offending is high, hence the higher rate of re-offending. The Youth Offending Services is carrying out analysis to better understand the needs of this cohort and to review processes and initiatives accordingly.

17. In Quarter 1, the multi agency Offender Management Unit dealt with 136 cases (equating to 117 individuals) against a target of 62, putting it on track to deal with 250 cases by the end of the year.

<sup>1</sup> Integrated Offender Management (IOM) is 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.

18. In Quarter 1, the Gang Unit Project worked with 26 cases against a target of 18, putting it on track to work with its target 72 cases by the end of the year.

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

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

##### Key performance indicators and targets for this priority

- 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%

19. The proportion of Child and Family Assessments completed within 45 working days in Quarter 1 was 86% against a target of 85%. This is a significant improvement on the Quarter 4 2013/14 performance of 72%. Current performance is projected to continue this upward trajectory. Timely assessments are important to ensure risk for children and young people is identified, that appropriate action is taken early and that families receive the support they need and

##### Feeling safe and secure

20. Ofsted's report on its inspection of Haringey's services for children in need of help and protection, children looked after and care leavers was published on 18<sup>th</sup> July 2014, with an overall judgement of 'Requires Improvement'. A 'Getting to Good' Action Plan is being implemented which addresses all the report recommendations and consolidates the many strengths identified in the report. This will be submitted to Ofsted in October 2014.

24. There were no Child Protection Plans that ceased after lasting two years or more in Quarter 1. At the end of Quarter 1, 2% of current child protection plans had lasted over two years. It is important to measure length of time on Child Protection Plans because the idea of the Plan is to co-ordinate a range of services to support a child to be safe from harm, dealing with risks in a timely way. It is not designed to be a Plan which stays with a child until they reach adulthood.

25. Indicators of 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 9.6% against a target of 10%. The target is set at 10% as some movement in placements may be necessary, for example to meet the changing needs of the child or where a placement breaks down. Too many placement moves, however, could indicate that the placement was not selected appropriately or that placements are not of adequate quality. The Haringey 54k programme and the Corporate Delivery Unit are carrying out additional analysis of Looked After Children Placement activity in order to draw up a focused action plan.

26. The proportion of looked after children placed 20 miles or more from Haringey reduced to 18% in Quarter 1, but remains above the target of 16%. This is important to measure because

connections with school, family and friends can be more easily maintained if children live closer to Haringey. This area of activity is also subject to additional scrutiny and analysis by the Haringey 54k Programme.

27. The Council has embarked upon a redesign and expansion of its in house fostering provision. From April 2014, the recruitment and assessment of new foster carers has been commissioned from a specialist independent organisation which is on target to meet a challenging pipeline of 40 new in-house foster carers for the year. The in-house service focuses on improving support to in-house foster carers.
28. Benchmarking data from the Adults Social Care Survey (2013/14) shows that Haringey achieved top quartile performance amongst comparator boroughs for the proportion of service users who say that those services have made them feel safe and secure, 84.8% compared to 79.1% for comparator boroughs and 79.2% for England.

#### 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 priority

- Maintain green flag status for 18 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 7%
- Ensure that the proportion of land with unacceptable level of detritus does not exceed 11%
- 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

29. The first phase of the Street Cleanliness survey for 2014/15 indicates that levels of litter and detritus across the borough are higher than for the same period last year. 6% of areas surveyed fell below the acceptable level for litter and 5% for detritus against targets of 7% and 11%, respectively. The service is working with the contractor to improve these figures.
30. The number of flytips reported by residents and Members increased in quarter 1 to 1,531 against a reduced target of 1,350, an increase on this time last year (928). A project is underway focused on reducing fly-tipping at known hotspot locations and officers have undertaken a programme of increased engagement with residents both to report fly-tipping more quickly and to reduce levels overall. Performance against levels of fly-tipping will continue to be monitored through monthly Waste Liaison meetings and quarterly Waste Partnership Board meetings.

#### High quality parks and open spaces

31. Haringey has retained 16 green flags and also achieved green flag status for Down Lane Park and Ducketts Common. Across all inspections undertaken in Quarter 1, however, 66% of parks were graded A or B standard, which is below the increased target of 70%.

## Priority 6: Reduce health inequalities and improve wellbeing for all

To achieve this priority services are focusing 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 priority

- 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 72%
- Increase the proportion of adults with learning disabilities living in settled accommodation to 70%
- 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%

*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

Childhood obesity	2012/13	2013/14
% of 4-5 year olds who are overweight or obese	11.1%	10.2%
% of 10-11 year olds who are overweight or obese	23.4%	23.3%

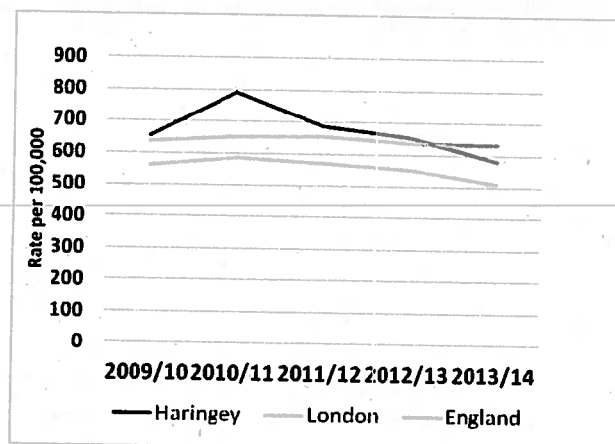
32. Provisional 2013/14 data for childhood obesity in the borough shows that 10.2% of reception pupils are overweight or obese (down from 11.1%) and 23.3 % of year 6 pupils (as against 23.4% in the previous year). This data is provisional pending the publication of national data in early 2015. Haringey's rates have been consistently above the England rates and broadly similar to the London rates. In both reception and Year 6, children from BME groups have higher rates of obesity compared to White British children. The highest levels of obesity in year 6 are in black ethnic groups (Black Caribbean 27.99%, Black African 27.35 % and Other Black 35% compared to White British (11.09%).

33. High levels of childhood obesity are indicators of high levels of obesity in later life leading to increased risk of cardio vascular disease and of long term conditions such as diabetes. Children are less likely to take up physical activity, a key part of a varied and healthy lifestyle. Activity to reduce levels of childhood obesity in the borough includes: the expansion of The Let's Get Healthy with HENRY programme (for parents/carers of under 5s), an early intervention programme; the Haringey Healthy Schools programme, including the Positive Lunchtime intervention in schools which aims to increase physical activity and reduce lunchtime incidents by providing high quality training in physical activity and playground games; and a piece of commissioned research by City University London into the impact of fast food outlets on the

choices of secondary school pupils in Haringey. The final report is now available and an action plan is being drawn up to take forward its recommendations.

34. No new data is available for the teenage conception rate in Haringey.

35. The latest annual data for alcohol-related hospital admissions shows a decline in rates from 2011/12 to 2013/14, although these figures are currently provisional. This improvement is due to the delivery of Alcohol Identification and Brief Advice in Primary Care, Accident & Emergency, and sexual health and police custody suites. This advice programme identifies people at risk of hospital admission earlier on and gives them information to support recovery.



#### Choice, control and independence

36. In Quarter 1, 92% of social care clients receiving long term support services and 90% of carers receiving long term support services were in receipt of self-directed support, against a target of 75%. Personalisation through self-directed support, where service users are in control of their own care and support making more choices which are important to them, is a key focus for Adult Social Care.

37. Benchmarking data from the latest Adult Social Care Survey (2013/14) shows that Haringey achieved top quartile performance amongst comparator boroughs for the proportion of service users who feel they have control over their daily life, 71.0% compared to an average 70.4% for comparator boroughs. As with self-directed support, Adult Social Care places a strong emphasis on users determining their own goals and outcomes and feeling in control of their own care.

#### Support for vulnerable adults

38. The percentage of adults in contact with secondary mental health services living independently was 72.7%. Although this has improved since 2013/14, Haringey remains below the average of 78.8% for similar local authorities. A joint Mental Health Accommodation Strategy Commissioner has been appointed by the Council and the Clinical Commissioning Group to draw up an accommodation pathway for people with mental health needs which ensures the effective use of accommodation, care and support resources to better meet need.

24. As at Quarter 1 a total of 5.15% of adults with learning disabilities were identified as living in their own home or with their family at the time of their 2014/15 assessment or review, against a target of 17.4%; this equates to 32 people. The service is focusing attention in this area to ensure that the remaining 2014/15 assessment or reviews are effective and are carried out in a timely manner.



## Outcome 3: Opportunities for all

### Overall Assessment

As with each of the outcomes, good performance in this area cannot be delivered by the Council alone but requires strong partnership working. There is an increasingly strong prevention and early intervention approach being adopted across this outcome. There are a number of areas performing well across the outcome, focusing in this summary on:

- Progress on delivering changes in Tottenham – a programme of resident engagement in the ambitious programme for change and approval by Cabinet of the Delivery Plan for the Strategic Regeneration Framework have led to progress in a number of strands of activity
- Licensing 'additional' Houses in Multiple Occupation (HMO) as part of the HMO Scheme in Harringay ward. In Quarter 1 a further 32 licences have now been issued in response to applications from landlords and following enforcement action, exceeding the quarter 1 target of 25 licenses. This takes the number of licenses issued since the start of the scheme to 221.

Focused improvement work is underway in the following areas:

- The increased rate of homelessness approaches and acceptances – officers are working up a new more proactive approach which focuses on prevention and early intervention.
- Increasing use of temporary accommodation – the Corporate Delivery Unit continues to work with the service to bring down numbers living in temporary accommodation. Work is focused on reducing homelessness approaches, tight use of emergency temporary accommodation, keeping lengths of stay to a minimum and maximising the appropriate supply of private and social housing.

## 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 priority

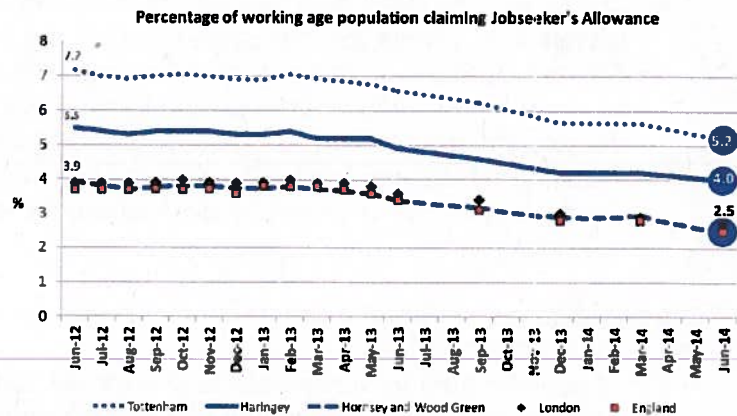
- Reduce the proportion of working population claiming job seekers allowance by 10%
- Support 300 people into work through Jobs for Haringey programme, 30% of whom will be young people

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



## Unemployment

25. At June 2014, 4.0% of Haringey's working age population were claiming Jobseekers' Allowance (JSA), maintaining a reducing trend. However, Haringey remains in a consistent trajectory which tracks above the London (2.7%) and England (2.5%) rates.



26. There remain significant geographical variations in claim rates even within the borough. For example, the JSA claim rate in Tottenham is 5.2%, the highest parliamentary constituency claim rate in London. Also, Northumberland Park, at 9.7%, has the second highest ward claim rate in London.

27. 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. Council-run initiatives are currently targeted on those with longer periods of unemployment but because of the comparatively small numbers involved this work does not have a significant effect on the overall rate of unemployment. The Council has continued the Jobs for Haringey Programme into 2014/15 and monitoring data will be available later in the year. The Council is currently reviewing its approach to employment initiatives.

## 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. The Council and the local community are working together in a number of areas and a range of partners is involved in planning and delivering the changes being proposed and delivered across the Borough.

28. Milestones already reached in delivering a programme of renewal for Tottenham and other key regenerations sites in the borough include:

- The Strategic Regeneration Framework (SRF) Delivery Plan was approved by the Cabinet on 15 July 2014
- The Aldi supermarket, River Heights ("the Carpet Right Building") and 639 High Road have all re-opened.
- The works at Tottenham Green have been completed, and the site was handed back from the contractor on 25<sup>th</sup> June.
- Two-way traffic has been restored to Tottenham High Road, Monument Way and Broad Lane, as work to dismantle the one-way loop draws to a close.
- The University Technical College (a partnership between Spurs, Middlesex University and private sector partners that will focus on science, sports and health) opened to students between 14 and 18 years old in September 2014
- In July 2014 the Council's Cabinet gave approval for the High Road West Masterplan Framework to be signed off for further consultation with the local community. This consultation will take place from September to October 2014. For secure Council tenants on the Love Lane Estate, this will be the statutory consultation meeting the Council's consultation duty under s105 of the Housing Act 1985.
- The Council has appointed Fletcher Priest Architects to work with residents and local stakeholders to develop a strategic framework for the Northumberland Park area

- The Love Lane Residents Association and supported by the independent tenant and leaseholder advisor for the Estate have led the first iteration of the Love Lane Resident Charter, detailing what residents want from the proposed regeneration and how it should be undertaken. Officers are now working closely with Love Lane residents to further develop the document and agree what principles can and should be taken forward.
- Tottenham Housing Zone – The Council is a front runner in the Mayor's new Housing Zone initiative. An 'in principle' decision from the GLA is anticipated by the end of the calendar year.

29. Future Milestones to deliver a programme of renewal for Tottenham and other key regenerations sites in the borough include:

- All stakeholders in Northumberland Park will participate in drawing up key 'Principles of Change' to guide improvement in their neighbourhood. This work will inform the Regulation 19 Tottenham Area Action Plan scheduled for consultation in Spring 2015.
- Completion of the new bus interchange due in Autumn 2014
- Implementation of major station improvements at Tottenham Hale – conclusion 2018, intermediate milestones to be determined
- Delivery of £85m upgrade of local rail links to bring four trains per hour between Angel Road, Northumberland Park, Tottenham Hale and Stratford on the West Anglia Main Line, conclusion 2018, intermediate milestones to be determined
- Harringay Green Lanes - 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) which aim to make highways infrastructure and public realm improvements along the Green Lanes Corridor will be completed
- 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.

## 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 priority

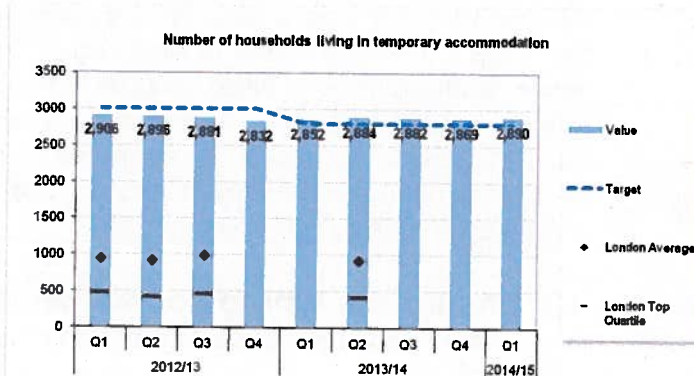
- Deliver 820 housing units annually, 50% of which should be affordable housing.
- Provide more homes by building or converting 300 - 600 new homes
- Re-license 90% of mandatory HMO's where licenses have expired within year
- License an additional 100 Properties within the 'Additional HMO Licensing Scheme'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

30. In 2013/14, 151 affordable homes were delivered against a target of 410. The low number of affordable housing completions was anticipated. These schemes received planning consent in 2011/12 at the time the Government reduced its grant subsidy for affordable homes from around £150,000 per property to £40,000 per property. Almost all registered providers delayed (by up to a year) or scrapped housing schemes in development as a result. This has affected many boroughs in the same way as Haringey with a sizeable reduction in the number of new homes delivered across London last year.

31. In Quarter 1, there were 190 homelessness acceptances, equating to 0.74 acceptances per 1,000 population. This is an increase of 26 on Quarter 4 2013/14 and 25 on this time last year.
32. The number of homeless approaches is being affected by a 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 focusing on early intervention to reduce homelessness approaches through better information and advice and to encourage residents to take a more proactive approach to the risk of homelessness.

33. As at June 2014, the number of households living in temporary accommodation was 2,890, an increase of 21 households since the end of 2013/14. The Corporate Delivery Unit continues to work with the service to bring down numbers living in temporary accommodation. Around 50% of placements are due to evictions from the private sector. Work is focused on reducing homelessness approaches, tight use of emergency temporary accommodation, keeping lengths of stay to a minimum and

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



maximising the appropriate supply of private and social housing. Procuring Assured Shorthold Tenancies (ASTs) in the capital for temporary accommodation remains a challenge.

34. The Council continues to be successful in licensing 'additional' Houses in Multiple Occupation (HMO) as part of the HMO Scheme in Harringay ward. Only HMOs which reach the required quality standards can be licensed on the scheme and its purpose is to address poor quality accommodation and to offer protection to tenants on the scheme that quality standards have been met. In quarter 1 a further 32 licences have now been issued in response to applications from landlords and following enforcement action, exceeding the quarter 1 target of 25 licenses. This takes the total since the start of the scheme to 221.
35. In quarter 1, the council re-licensed 86% of applications received from expired HMO licensees across the borough against a target of 90%.

## Outcome 4: A better council

### Overall Assessment



The Council's Customer Services Transformation Programme is setting out an ambitious change agenda in this area and all services in the Council are seeking to improve efficiency and to address customer service standards. There are a number of areas performing well across the outcome, focusing in this summary on:

- Timely processing of planning applications - targets have been exceeded across major, minor and other applications.
- Council Tax Collection rate - Over 30% of the Council Tax due for the first quarter of 2014/15 was collected in the year, above the target and above the performance for this time last year.

Focused improvement work is underway in the following areas:

- Delayed transfers from a hospital to a community setting – this is an area of focus for the Better Care Fund Plan and whilst Adult Social Care is responsible for a low share of delays, a programme of more integrated activity will lead to improvement in this area
- Number of library visits - In Quarter 1 there were 7,642 library visits per 1,000 population, which shows a 5% decrease on this time last year. A fundamental review of the service has been recently undertaken with a report and recommendations to be presented to Cabinet in November 2014.

**Priority 10: Ensure the whole council works in a customer focused way**  
As a Council we want to ensure that our residents and customers are satisfied with the customer service they receive.

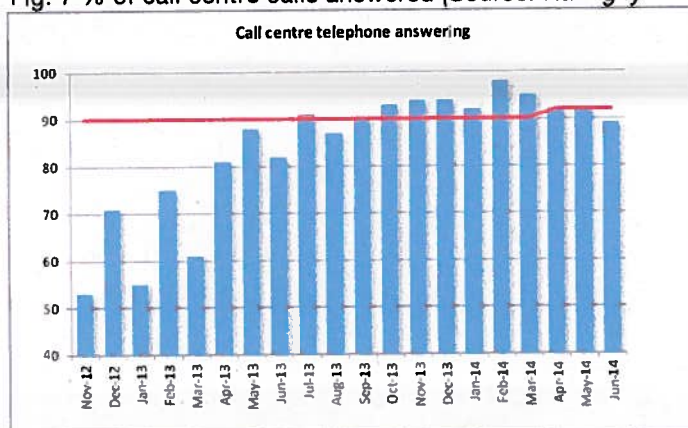
Key performance indicators and targets for this priority

- Increase the proportion of calls answered to 90% (call centre)
- Increase the proportion of calls dealt with first time to 82% (call centre)
- Reduce the proportion of complaints upheld following detailed investigation by the Ombudsman to 50%
- Reduce waiting times at Customer Services Centres so that 75% of personal callers are seen in 20 mins
- Increase visits to Haringey libraries by 10% by 2015/16

36. The 2014/15 targets for the customer service indicators have been revised as part of the Customer Services Transformation Programme. Good performance has been sustained across all the indicators in Quarter 1, with all indicators just below target:

- 91% of calls to the call centre were answered, against a target of 92%
- 77% of callers to the Customer Service Centres were seen within 20 minutes, against a target of 78%.
- 84% of call centre calls were resolved first time, against a target of 85%.

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



37. In Quarter 1, 50% of complaints were upheld by the Ombudsman following detailed investigation, against a target of 45%.

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

**Key performance indicators and targets for this priority**

- 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 37%
- Reduce the rate of delayed transfers of care to 8.6 per 100,000 population

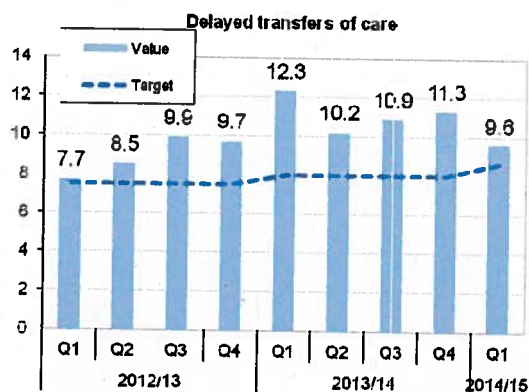
38. Good progress has continued to be made with the timeliness of processing Planning Applications, with targets being exceeded across major, minor and other applications. This sustained performance follows governance and performance management interventions.

39. Over 30% of the Council Tax due for the first quarter of 2014/15 was collected in the year, above the target and above the performance for this time last year.

40. The indicator for Delayed transfers of care was 9.6 per 100,000 adult population in Quarter 1, outside the target of 8.6.

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

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 have implemented a number of measures to reduce delays including: teleconferencing, basing social workers at the hospital, and step down placements.



The service continues to work in collaboration with the Clinical Commissioning Group (both operationally and strategically) to reduce delays. The Better Care Fund Programme is focused both on avoiding admissions and improving discharge. The programme enables better integration between the NHS and Social Care to improve the user experience, simplify the user journey, reduce duplication of assessments and minimise inefficiency. The focus on the first year of the Better Care Fund Plan is on older people with people with mental health needs the focus in year 2.

41. Provisional data shows that the recycling rate in Quarter 1 was 37.2%, just above the council's target of 37.0%, and above the performance for this time last year. This increase follows recycling improvements introduced during 2013/14 including 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.

42. In Quarter 1 there were 7,642 library visits per 1,000 population, which continues to remain below the target of 8,214 and is a 5% decrease on this time last year. A fundamental review of the service has been recently completed with a report and recommendations to be presented to Cabinet in November 2014.