

Report for:	Cabinet 17 March 2015	Item Number:	
Title:	The Council's Performance Assessment - Quarter Three, 2014/15		
Report Authorised by:	Zina Etheridge, Deputy Chief Executive		
Lead Officer:	Charlotte Pomery, Assistant Director of Commissioning		
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 third quarter of 2014/15.

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

- 2.1. The council's new Corporate Plan was agreed at Full Council in February, and sets out our priorities for the borough over the next three years and what the council will do to help achieve these. Our approach to monitoring and improving performance will change as we begin to embed the detail of this plan, and I hope to see performance in key areas improve as a result.
- 2.2. It is encouraging to see that almost all key measures in relation to educational attainment are in line with or above England averages for the first time, and the gaps against London averages have been narrowed or eradicated. This is a really positive achievement, and I hope to see these figures continuing to rise.
- 2.3. However, further work is needed with those leaving school. The level of 'Not Knowns' in relation to those Not in Education, Employment or Training (NEETs) remains significantly above London and statistical neighbour averages. I would like to see these figures fall as work on developing our Young People's Strategy progresses.
- 2.4. Performance of processing planning applications is also good, and this should improve further as changes are embedded over the coming months to make the application process

clearer and faster for applicants. I also hope to see improvements with customer service performance figures as the council's Customer Service Transformation programme is implemented later this year.

3. Recommendations

3.1. Cabinet is asked to note:

3.1.1 progress against the Council's Corporate Plan priorities in Q3 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 Three 2014/15 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 4.

6 Comments of the Chief Finance Officer and financial implications

6.1 There are no financial implications arising directly out of this report. Any new actions taken to improve performance must be funded out of existing council budgets.

7 Assistant Director of Corporate Governance Comments and legal implications

7.1 The Assistant Director of Corporate Governance has been consulted in the preparation this report and confirms that there are no specific legal implications.

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 3, 2014/15

13 **Local Government (Access to Information) Act 1985**

- Service performance indicator returns
- Corporate Plan



The Council's Performance Assessment Quarter 3, 2014/15

**Produced by
Performance and Business Intelligence Teams
February 2015**

1. Introduction

2. 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.
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 third 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 and secondary schools judged Good or Outstanding:** 87% of primary and 100% of secondary schools are judged as Good or Outstanding.
- **Haringey's Families First Programme** – all 850 families eligible for the programme have been allocated a lead worker and 78% of these families have achieved an improvement in one or more outcome area: crime/anti-social behaviour, education, employment
- Almost all **key attainment measures** in each of the Key Stages are now in line with or above England averages for the first time and gaps against the London average have narrowed or been eradicated.

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 and those whose status is Not Known has begun to recover from its annual peak although it has been no quicker than last year. A Young People's Strategy and a set of delivery options is being developed which will address delivery challenges in this area.
- The **timeliness of children being placed for adoption**. A programme of work around permanency is starting to show results. Work to improve systems and processes, avoiding drift in permanency planning and consideration of all legal options including special guardianship continues. Haringey's current average of 548 days compares favourably with England's three year rolling average of 628 days.

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 December 2014 the Ofsted ratings for Haringey were as follows:

Figure 1: Ofsted Judgements as at December 2014

Establishment Type	Outstanding	Good	Requires improvement	Inadequate	Total inspected	No category/no inspection
Children centres (June 2014)	0	9	5	0	14	2
Primary schools	13	41	8	0	62	2
Secondary schools	5	6	0	0	11	0

- **Children's centres:** There continues to have been no further inspections since February 2014. Of those that have received an inspection nine centres are judged **Good** (64%) and five (36%) **Require Improvement**. Two centres are yet to have received an inspection, these centres are being supported by the local authority as follows:

- A Children's Centres teacher has visited and observed services
- The Children's Centres coordinator has been visiting the centres to look at specific tools and systems for organising and demonstrating evidence of impact of services

The local authority ran a workshop on evidencing quality and impact on the 22 January 2015 targeted at all the centres identified as Requiring Improvement in their Quality & Impact section of the provision following the annual performance management visits.

Primary schools: 54 of Haringey's 62 (87%) of primaries which have been inspected are judged as **Good or Outstanding**. Haringey is in line with London, 86%. Eight primaries Require Improvement; none are Inadequate.

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

2. Educational attainment – Update on results 2014

3. Latest analysis of 2014 Haringey attainment shows that almost all key measures in each phase are now in line with or above England averages for the first time and gaps against the London average have narrowed or been eradicated. The Schools and Learning Team is now setting targets to meet London Top Quartile figures.

- Achieving a Good Level of Development at Early Year is above England for first time and just 1% below London compared to 6% below 3 years ago.
- Key Stage 1 is in line with England for first time at Level 2b+ and 1% below London. In 2011 it was 5-7% below England and therefore shows considerable narrowing of the gap
- Key Stage 2 (Reading, Writing and Maths) continues to be in line with England and is 3% below London
- Key Stage 4 (5+A*-C English and Maths) remains 5% above England but the gap against London has slightly widened from being -1.5% below to -2.8% below.

Post 16 Attainment

4. Provisional Level 3 results indicate there has been a rise in the total point score of students from 652 to 673 points, although results are still behind the national average (699 points). There has also been a rise in the average point score per exam from 210 to 214, which is now in line with the national average (213).

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

5. 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
6. 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.

Figure 2: NEETS and Not Knowns as at December

	Haringey	London average	Statistical Neighbours
NEETs	3.6%	3.4%	3.2%
Not Knowns	21.8%	10.1%	15.5%

Figure 3: NEETS: 2013/14 and 2014/15, Haringey and London

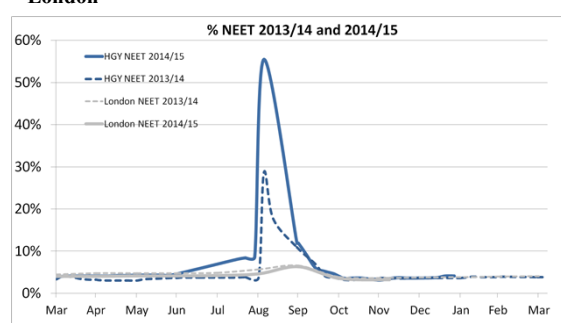
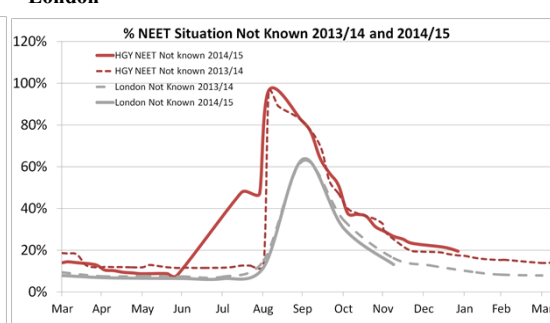


Figure 4: Not knowns: 2013/14 and 2014/15, Haringey and London



7. Both NEETs and Not Knowns have begun to recover from their annual peak, however the rate of recovery is no quicker than in previous years and Haringey remains significantly above London and Statistical Neighbours for Not Knowns. Significant progress has been made towards developing a Young People's Strategy which will address the delivery challenges in this area including introducing a new robust mechanism to track unknowns, systematically planning for the seasonal spike, and supporting NEETs to become EETs. A set of delivery options for services for young people is also being developed.

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

8. The proportion of Haringey women who access **maternity services within the first 12 weeks of pregnancy** has been revised since quarter 2 to 76.4% against a target of 80%, this figure remains provisional. A number of services are being rolled out to ensure an improvement in access, including the dissemination of publicity in various community languages to raise awareness of the importance of early booking. Going forward, joint seminars with Enfield are being planned to look at the promotion of visual material aimed at African families as this is a group we know have high numbers of woman not gaining early access to maternity services.
9. The **Haringey Families First** (HFF) Programme - an initiative seeking to work with Haringey's most troubled families as defined by the national Troubled Families programme– has now allocated a lead worker to all 850 families eligible for phase one of the programme.
10. In Quarter 3 Haringey increased the number of families it has secured improvements across the three Outcomes Areas (Crime/Anti Social Behaviour, School Attendance, and Employment) from 488 to 665 – equating to 78% of eligible families. Haringey have until May 2015 to secure improvements for the remaining 185 families. Plans are in place for the Families First Team to support the lead workers of the remaining families to ensure we get as close as possible to meeting this target.

Figure 5: Outcomes for Haringey Families First Programme as at December 2014

Outcome Area(s) Achieved	No. of families achieving the Outcome(s)
Crime/Anti social behaviour & Education & Employment	86
Crime/Anti-social behaviour & Education	550
Employment only	29
Total	665

11. Work is underway to identify the families eligible for phase two of the government programme which will introduce a much broader range of criteria for family eligibility.
12. As at mid November 2014 40% of **eligible 2 year olds had taken up their free childcare place**. This is lower than London and our statistical neighbours, however the steady progress made since May 2014 is comparatively positive.

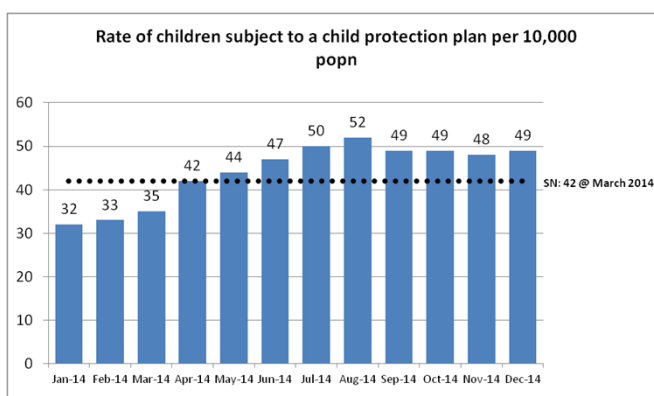
Adoption and special guardianship

13. There was an increase in **adoptions and special guardianship** orders in Quarter 3 to 16, taking the year to date performance to 33. Numbers are substantially down on the previous year, however, there are a number of adoptions and special guardianship orders (SGO) that will go through prior to the end of March, and we estimate that we will achieve at least 50 legal orders in 2014/15 (25 adoptions and 26 SGOs) against a target of 45.
14. The landscape of adoption has changed significantly in the last year which goes some way to explain the reduced number of adoption plans, when compared to last year. This is a national trend relating to changes in case law. Haringey is experiencing a significant increase in parents contesting the making of the Adoption Order and appealing the Placement Order. Both of these things mean that processes are more drawn out. Recent high profile judgements have restated the principle that adoption is a last resort. Of eight adoption hearings scheduled in court before the end of the financial year, we can only confidently expect two to be granted as the parents are expected to ask the court for leave to contest in the other six cases.
15. The average number of **days taken for looked after children to be placed for adoption for those children adopted in the period** reduced in Quarter 3 from 620 days to 563. This takes the year to date average to 548 days against the national threshold (487 day average for 2012-15). This compares favourably with the latest available comparator data for England of 628 days for the three year rolling average (2011-14) and 769 days for our statistical neighbours. Performance has improved significantly on our 2013/14 position of 778 days.
16. 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 in Quarter 3 was 499 days. This is a substantial increase on quarter 2 but is explained by lengthy proceedings relating to one child. Performance in the year to date at 362 days remains better than the 3 year average (2011-14) of 521 days for our statistical neighbours and Haringey's position of 502 days.
17. A programme of work around permanency continues to ensure that edge of care services are optimised to prevent children becoming looked after where appropriate. We have seen a 7% reduction in our rate of looked after children between Q2 and Q3, 37 fewer looked after children and a continued reduction moving into Q4. There has been a focus on reviewing children who may be suitable for a special guardianship as this is an increasingly well used legal permanency option that removes children from the looked after system. It is often relatives who become Special Guardians but also sometimes foster carers.
18. We are improving our approach to placements and working actively with Independent Fostering Agency (IFA) foster carers who have Haringey children placed long term to encourage Special Guardianship applications. This is a good outcome for the children as offers legal permanency as well as reducing the financial pressure to find suitable placements for these young people. In Quarter 3, eight special guardianship orders were approved, double the number in Quarter 2.

Child Protection Plans

19. Throughout Quarter 3 the **number of children subject to a child protection plan** was around 280 or 49 per 10,000 children aged 0-17. This is significantly higher than the same time last year (168 or 29 per 10,000) and above our statistical neighbours (257 or 43 per 10,000 in March 2014). The higher numbers follows service changes including ongoing quicker transfer of cases into Safeguarding and Support and the introduction of more robust screening processes which affects the number of children referred

Figure 6: Rate of children subject to a Child Protection Plan in Haringey



into children's social care and those who become looked after.

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:

- Continued narrowing of the gap in performance with London and comparable neighbours for **youth re-offending**.
- The high proportion of positive outcomes such as reduction in re-offending or seriousness of offending for individuals on the **Offender Management Scheme and Gang Unit Project**.
- The proportion of **Child and Family Assessments** completed within 45 days is consistently above the 85% target largely due to strengthened performance management.

Targeted improvement work is underway in the following areas:

- Proportion of **looked after children placed 20 miles or more** from Haringey, which has reduced this quarter partly owing to an increase in carers in the borough. A review of the Looked After Children Service will take place to look at what additional improvements can be made.
- The continuing issue of high volumes of **fly-tips reported by residents and Members**. Nine sites remain a problem and additional actions are being considered including the use of CCTV.

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 Management¹ 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

20. The most recent available data for the **youth re-offending rate** is two years old and should be considered alongside local information. Published data for Haringey shows a continued positive direction of travel in the most recent period (October 11 – September 12), from 41.9% to 41.6%, albeit the reduction was smaller than the four previous periods.
21. The **Offender Management Unit** has exceeded its target of dealing with 250 cases in 2014/15. By Quarter 3 it had dealt with 283 cases, equating to 134 individuals. The live caseload has been extended to 94 open cases. Up to the end of December 2014, those individuals on the scheme had a 49% reduction in convictions since joining the scheme and a 47% reduction in arrests.
22. The **Gang Unit Project** remains on track to work with 72 cases in 2014/15 having identified new cases through a refresh of the gang matrix. By Quarter 3 it had worked with a total of 51 cases and had a live caseload of 29. Up to the end of December 2014, those individuals on the scheme had a 58% reduction in reoffending against a target of 20%. Of those who have offended, 17% have shown a reduction in the seriousness of their offending.

¹ 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.

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%

Feeling safe and secure

23. The Quality & Performance Network has brought together the 'Getting to Good' Board, which had been tasked with developing the Ofsted Action Plan, as well as the Performance Call Over meetings which were used to drive performance. This board will now bring together the critical quality and performance elements necessary to get the authority to Good, including the delivery of the Ofsted recommendations and all other recommendations and findings from other improvement reviews. In addition, weekly performance meetings have been established and are working well to ensure that performance is systematically reviewed across each service.
24. The proportion of **Child and Family Assessments completed within 45 working days** has been sustained above the 85% target. Monthly performance was around 93%, which is down from highs of 98%+ achieved throughout the summer months. This may reflect the increased number of referrals into the system. Daily reporting to service managers and weekly performance meetings continue to play a role in achieving this level of performance.
24. In Quarter 3, there were no **child protection plans closed in the period lasting over two years**. Although fluctuations in performance can occur due to low numbers, this level of performance has been sustained since the start of the financial year following a focus on reviewing children on plans for longer than 18 months. Haringey remains lower than London (4.7%) and Statistical Neighbours (6%). 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** reduced throughout Quarter 3 from 10.1% to 7.5%, 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. Focus on this area will continue as part of the Getting to Good Plan.
26. The proportion of **looked after children placed 20 miles or more from Haringey** reduced to 18.66% Quarter 3. Some of this improvement is attributable to an increase in carers in the borough. Although there have been three successive months of reduction performance remains above the target of 16% and above the national average of 12%, and it is not clear whether this reduction will be sustained. Analysis is required to understand the children affected and whether the placement is right for their circumstance. A review of the Looked After Children Service will take place to look at how the current approach can be improved.

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

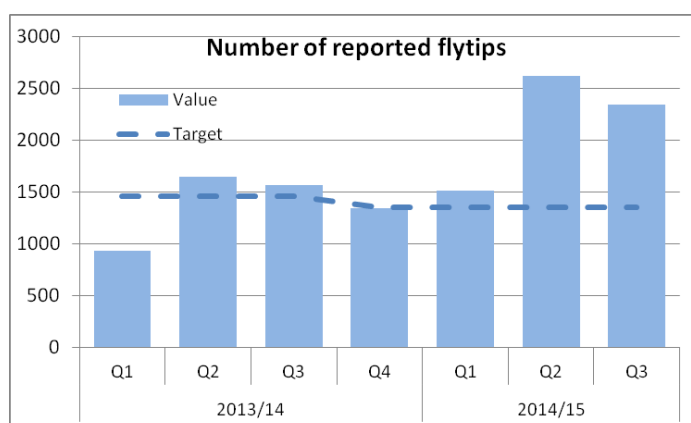
- Maintain green flag status for 18 Haringey parks
- Ensure that 65% of all parks inspected are graded to a high standard (A or B)
- Ensure that the proportion of land with unacceptable level of litter does not exceed 7%
- Ensure that the proportion of land with unacceptable level of detritus does not 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 60 in 2014 (based on a 3 year rolling average)

Clean streets

27. No new data is available for **street cleanliness**, the tranche 3 of 3 survey is due in Quarter 4. The service is working with the contractor to redesign the street cleaning service to aid improvements in levels of cleanliness across the borough, albeit survey data indicates that street cleanliness is within acceptable levels.

28. **Reporting of flytips** continues to be a significant issue in Haringey. Despite a reduction in the number of reports in Quarter 3, Haringey has exceeded the full year target: 6,471 reports by residents against a target of 5,400. A number of circumstances have contributed to the increase in the number of reports including the introduction of the Haringey App which makes reporting easier and quicker for the public. The overall number of flytips being recorded through all channels – including by officers and

Figure 7: Number of flytips reported in Haringey



Veolia - and reported to the national Flycapture database is similar to last year. Targetted work has taken place across 34 sites aimed at ensuring that residents are reporting flytips quickly and at tackling overall levels, and 25 sites are no longer 'hotspots'. For the nine sites that continue to remain a problem, additional actions are being considered including the use of mobile CCTV cameras.

High quality parks and open spaces

29. Across all inspections undertaken in the Quarter, the proportion of parks with acceptable levels of litter (graded A or B standard) increased to 75% which is above the 70% target. The full year target is expected to be achieved.

Road Safety

30. Quarterly figures for the number of people killed and seriously injured in road accidents are higher than target. Significant funding is being invested in our Smarter Travel programme to influence shifting to other types of travel. A priority within the programme is road safety education and promotion to assist in achieving our objectives. The Council recently approved the introduction of 20mph limits along Haringey's residential roads. Officers are currently preparing information for statutory consultation with a view to

commencing implementation from May 2015. Consultants have conducted a study of the borough's collisions to identify trends, remedial measures and education requirements and this will assist in prioritising future years' funding.

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
- Halt the rise in childhood obesity amongst 10-11 years olds
- 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

Figure 8: Overweight or obese children in Haringey

Childhood obesity	2012/13	2013/14
% of 4-5 year olds who are overweight or obese	22.7%	20.2%
% of 10-11 year olds who are overweight or obese	39.4%	38.0%

31. **Childhood obesity** data has been revised since quarter 2 and is now final. The Haringey trend for reception aged children has been very similar to London and England. However for children in Year 6, Haringey has remained consistently above the national rate. An obesity conference is planned for later this year and this important health issue has been identified as a main priority in the new Health and Wellbeing Strategy and Corporate Plan.

Public Health is working closely in Early Years settings and schools to:

- Strongly promote early intervention and prevention strategies through breastfeeding initiatives and the HENRY (Health Exercise Nutrition for the Really Young) programme, which helps families with very young children, develop skills around healthy eating and leading an active lifestyle.
- Strengthen our Healthy Schools Programme to help support schools in becoming natural hubs of health & wellbeing, including targeting evidence-based interventions in schools where they are most needed.

32. No new annual data is available for the **teenage conception rate in Haringey**.

33. No new information or data is available for **alcohol-related hospital admissions**.

34. No new data is available for **early mortality from cardiovascular disease (CVD)**.

Choice, control and independence

35. The proportion of social care clients and carers receiving long term support services **in receipt of self-directed support** remain comfortably above the target of 70%, at 91% and 84% respectively.

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.

Support for vulnerable adults

36. The percentage of **adults in contact with secondary mental health services living independently** has increased to 75%, and continues to be better than the target of 70%. A joint Mental Health Accommodation Strategy Commissioner has been appointed by the Council and the Clinical Commissioning Group (CCG) 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. Although the proportion of **adults with learning disabilities identified as living in their own home or with their family** at the time of their 2014/15 assessment or review remained almost unchanged in Quarter 3 at 44%, the service have since focussed resource in this area and anticipate meeting the 70% target by the end of the year. It had reached 68.7% in January 2015.

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:

- A continued **reduction in levels of unemployment**, including narrowing the gap in the level of Job Seekers Allowance claimants between the least and most affluent areas of the borough.
- The 97 people supported into work through a Council-run **employment programme**, which is just outside the annual target of 100.
- **Progress on delivering changes in Tottenham** – the development of a Strategic Masterplan Framework for Northumberland Park; the acquisition of the Apex House site on Seven Sisters Road by Grainger which will be redeveloped into nearly 100 homes; and the opening of the N17 Design Studio offering work placements and training to local people.

Focused improvement work is underway in the following areas:

- The continued increase in the **use of temporary accommodation**, albeit the rate of increase has been lower than London and England. The service is reviewing any potential quick fixes that will contribute to a reduction in the numbers.

Priority 7: Drive economic growth in which everyone can participate

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

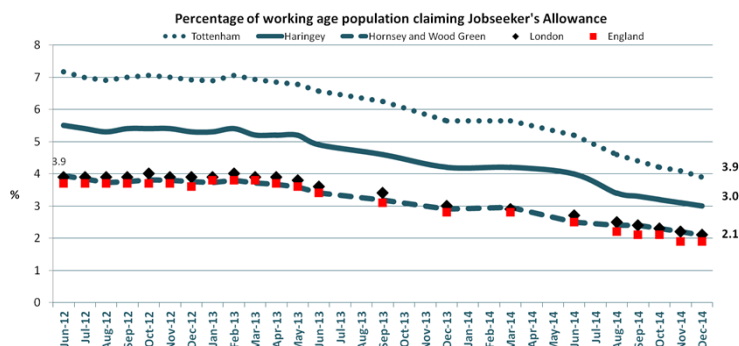
Key performance indicators and targets for this priority

- 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

Unemployment

25. The proportion of **Haringey's working age population were claiming Jobseekers' Allowance (JSA)** has continued to reduce and in December 2014 it reached 3.0%. Haringey continues to follow the London and England trend and the gap persists. Although geographic variations remain, Tottenham is reducing at a faster rate thereby narrowing the gap with Haringey.

Figure 9: Percentage of working age population claiming Jobseeker's Allowance



26. 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 cannot have a significant effect on the overall rate of unemployment. In Quarter 3 the **Jobs for Haringey Programme** supported 54 people into employment taking the year to date figure to 97, just short of the annual target of 100 people which should be achieved in Quarter 4.

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.

27. Milestones reached in Quarter 3 to deliver the programme of renewal for Tottenham and other key regeneration sites in the borough include:

- The N17 Design Studio opened in November, a partnership between Haringey Council, world-renowned architects John McAslan + Partners and the College of Haringey, Enfield and North East London to transform an empty Tottenham shop on the High Road into a design hub offering work placements and training to local people. A talk on shopfront improvements and an open day were held in January.
- Winter Festival held on Tottenham Green on 6 December 2014.
- The acquisition of Apex House by Grainger in December; subject to planning permission, Grainger will redevelop the Apex House site in Seven Sisters Road into nearly 100 homes. Together with the neighbouring Wards Corner scheme, this will bring more than £100million of investment into Tottenham and nearly 300 new homes for affordable rent and private sale, ranging from one- to three-bed flats.
- A design masterplan framework for the High Road West area, setting out expansive public spaces, 1,200 high-quality homes, and revamped transport links, was agreed by the council's Cabinet in December. In consultation on the proposals, nearly 85 percent of residents living on the Love Lane Estate – and 69 percent of everyone who responded – backed plans for modern homes with a mix of family-sized houses with gardens and maisonettes with private courtyards.
- Development of a Strategic Masterplan Framework for Northumberland Park following consultation with the community in autumn 2014. This provides information on the vision for the area, potential regeneration strategies, community involvement, existing and future land uses, community infrastructure requirements, key principles for change, and the number of new homes and jobs that could be created.

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

- Tottenham Housing Zone – the Council is a front runner in the Mayor's Housing Zone initiative. A decision from the GLA is anticipated in early 2015.
- Residents in Northumberland Park ward will work with Haringey Council, together with The Prince's Charities and leading addiction charity Blenheim CDP on social regeneration projects after receiving £1m funding from the DCLG Transformation Challenge Award funding scheme.
- Work is commencing in February on the Tropical Park, creating a new local park in Houghton Road off West Green Road which will celebrate the diversity of the area using colourful plants, trees and flowerbeds to create a safe garden for local people, traders, community groups and schools to use.
- Delivery of shopfront improvements in West Green Road and along the High Road, from February.
- Consultation on the Tottenham Area Action Plan and other planning documents will commence from February.
- Teams from Haringey Council will showcase ambitious regeneration projects in Tottenham and Wood Green at events throughout 2015, highlighting the borough's thriving communities, improving transport links and successful businesses. Among the events the council will attend are: Sitematch, 10 February, 2015, and MIPIM, 10-13 March, 2015.

- Cycle Superhighway – delivery of a five mile cycling route between north Tottenham and Liverpool Street, due for completion in 2016, construction is due to start on site mid 2015
- Implementation of major station improvements at Tottenham Hale – works completing in 2017
- 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, completing in 2018.
- 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
- The council will commence procurement of consultants to prepare the Wood Green Investment Framework in February.

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

29. The **number of homelessness acceptances** continues to fluctuate, in Quarter 3 there were 157 acceptances, equating to 0.61 acceptances per 1,000 population. This is higher than performance for the same time last year. Year to date performance remains persistently above target, 493 against target of 409.

30. The number of homeless approaches continues to be 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.

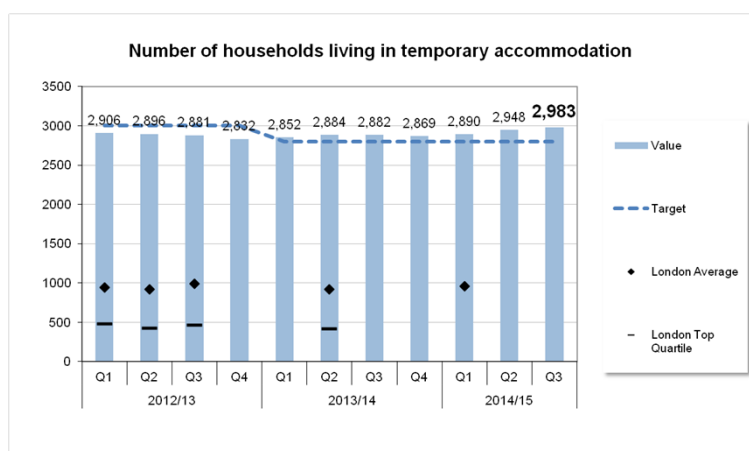
31. The number of **households living in temporary accommodation** has continued to increase taking the total to 2,988 households, an increase of 35 in Quarter 3. The rate of this increase is significantly lower than London and England: 1% compared to 6% and 8% respectively. The main reason for approach remains eviction from the private sector with landlords citing uncertainty around Universal Credit and higher market rents than Housing Benefit allows. The service is reviewing any potential quick fixes that will contribute to a reduction in the numbers. This includes areas such as

benchmarking and reviewing the incentive payments offered via the Home Finder scheme and delivering an enhanced visiting regime to identify any abandonment or illegal sub-letting of temporary accommodation.

32. Whilst it is highly unlikely that the year-end target will be met, it is envisaged that any percentage increase in numbers of households in temporary accommodation will continue to remain significantly lower than the London and national trend.

33. On Tuesday 28 October, the council received planning permission for the **first new council homes** to be built for several years, on four small sites across the borough. More homes will be considered by the planning committee in Quarter 4, with contracts for construction also expected to be signed by the end of Quarter 4.

Figure 10: Households living in temporary accommodation



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** - although performance has dipped in this quarter for minor and other applications, overall performance for the year is within target. Future service improvements will focus on processes for pre-applications, validations and discharge of conditions.
- The **household recycling rate** is on course to just exceed the annual target of 37%

Focused improvement work is underway in the following areas:

- **Customer service centre performance** which is at or just below target
- The **delayed transfers from a hospital to a community setting** – a reduction has been achieved this quarter owing to increased collaborative working particularly around discharge services and mental health non acute delays.
- Decline in **number of library visits**. The recommendations of a review of the service are being implemented and the service is now part of the Customer Services Transformation programme which is expected to be implemented in September 2015.

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

34. Performance for the **customer service** indicators were at or just below target for call centre answering and customer service centre waiting times. The proportion of first contact resolutions (FCR) dipped in December.

- 89% of **calls to the call centre were answered**, against a target of 92%
- 80% of **callers to the Customer Service Centres were seen within 20 minutes**, against a target of 78%.
- 79% of **call centre calls were resolved first time**, against a target of 85%.

A new performance management approach has been introduced which will enable the service to actively manage performance in these key areas. A project manager has been appointed to assist with delivering some of the technical projects within Customer Services/Contact Centre, including procuring and deploying a technical solution to assist with the capture of FCR information which will help us to understand the drivers impacting on FCR.

35. The proportion of **complaints upheld following investigation by the Ombudsman** is comfortably below target – 28% against a target of 45% (24 out of 87 cases).

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 94% 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

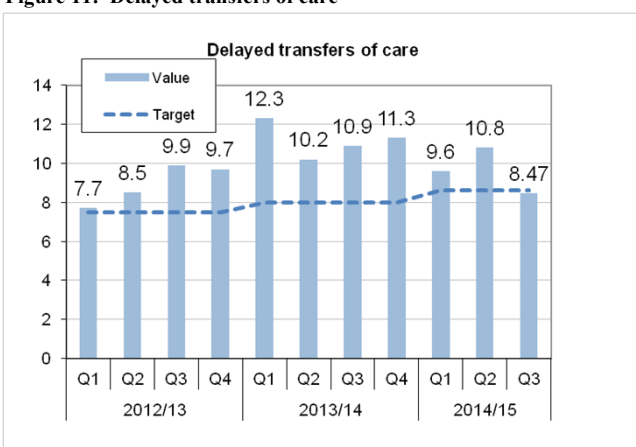
36. Targets for major **planning applications processed within timescale** have consistently been met. However, performance for minor and other applications dipped in October Quarter 3 owing to an increasing backlog of cases which is being tackled by the service. Overall year to date performance remains above target. Future service improvement plans will focus on processes for pre-applications, validations and discharge of conditions.

37. The proportion of **Council tax collected** as at quarter 3 was slightly below target – 82.48% against 83%.

38. In Quarter 3 there was a decrease in the number of **delayed transfers of care from hospital** from 10.8 to 8.46 per 1,000 population. This takes the year to date performance to 9.74 against a target of 8.6.

This improvement in performance follows increased collaborative work with the Clinical Commissioning Group (both operationally and strategically) to reduce delays. A focus on discharge services as part of the Winter Pressures project and on mental health non acute delays have led to a decrease in the number of delays.

Figure 11: Delayed transfers of care



39. **Recycling levels** for quarter 2 have been revised upwards to 38.3%, quarter 3 levels are slightly lower at 37.3% (reflecting the seasonal drop in green waste), taking the year to date rate to 37.7%. Haringey is on course to exceed this year's target of 37%. A rolling action plan is in place to ensure the challenging targets over the next five years, in excess of 40% recycling, can be achieved. There has been a focus on estates and blocks of flats in the past year with the roll-out of food waste recycling to all such properties now completed, improvements to dry recycling facilities and a comprehensive outreach programme which has provided a reusable sack for recycling to all households. Estates will continue to be an ongoing area of focus for communications and outreach work during the coming year. This is alongside detailed survey work currently being undertaken on recycling and refuse storage capacity and behaviours that will allow targeted communication to low performing areas.
40. **Library visitor numbers** have remained relatively unchanged at 6,739 visits per 1,000 population. The general decline in visitor numbers reflects a national trend, additionally December is generally a quieter

month and opening hours are reduced over the holiday period. The service is continuing to implement the recommendations of the Libraries Review and are part of the Customer Services Transformation programme which is expected to be implemented in September 2015.