

# Appendix 1 LAA Exception Report - December 2009/10

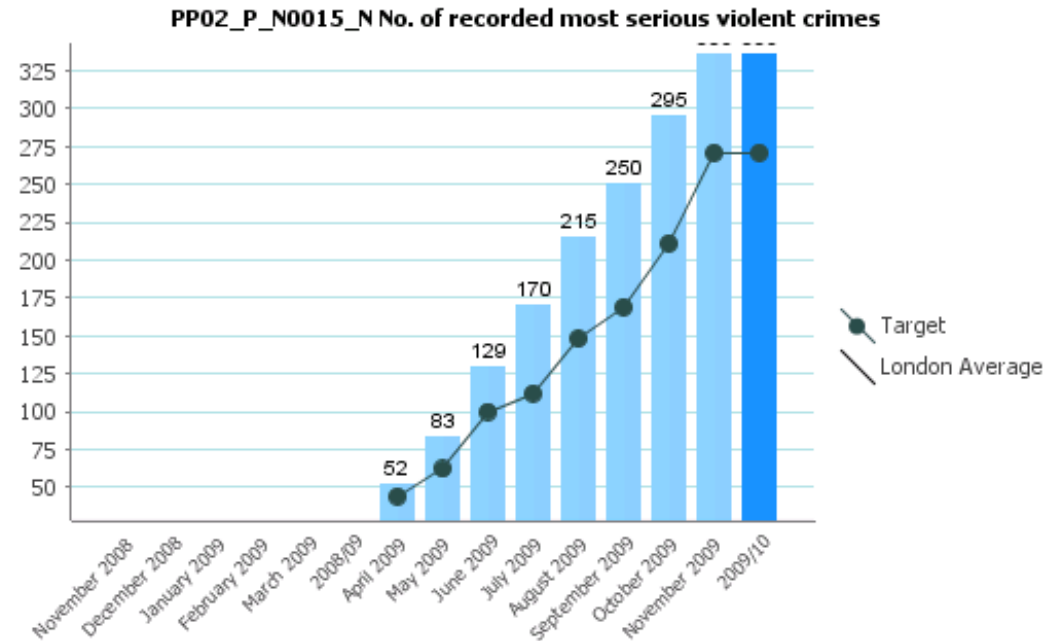
<b>NI 15</b>	<b>No. of recorded most serious violent crimes</b>	
<b>Outcome Lead</b>	<b>Portfolio: Enforcement &amp; Safer Communities</b>	<b>Sustainable Community Strategy Outcome: Safer for all</b>

SPI 5.1/NI 15 Numerator Serious violent crimes  
Number of most serious violent crimes

2009/10 - Quarterly data			
	Value	Target	Status
Q1 2009/10	129	100	●
Q2 2009/10	250	169	●
2009/10	336	211	●
Oct-Nov 2009			
	Value	Status	
October 2009	295	●	
November 2009	336	●	
2008/09			
	Value	Target	
2008/09			



Red



**Explanation of current performance:**

This figure of 336 is taken from the most recent Metropolitan Police Service (MPS) Territorial Policing Scorecard covering the period 1st April - 28th November 2009 and is used as a proxy for November 2009. The MPS publish weekly figures which do not always align exactly with the monthly performance as reported on Covalent. Currently showing a 19.1% increase compared to the same period last year.

**Current Activities:**

A proposal was submitted to the Home Office for £25,000 Tackling Knives Action Programme funding (TKAP). This has been successful and is currently being used to support both police operations and partnership interventions to address serious violence among 13-24 year olds. Cross border work continues with some neighbouring boroughs, specifically Enfield.

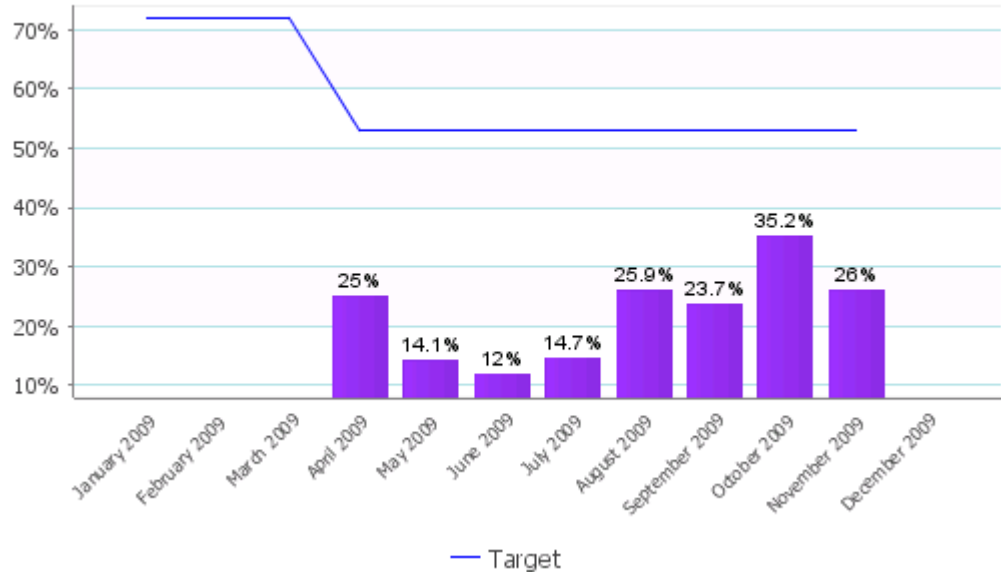
**NI 59 Percentage of initial assessments for children’s social care carried out within 7 working days of referral**

**Outcome Lead** Portfolio: **Children & Young People** Sustainable Community Strategy Outcome: **Safer for All**

This process indicator is included as a proxy as robust data is not available for outcomes of improved child safety. Initial assessments are an important indicator of how quickly services can respond when a child is thought to be at risk of serious harm. As the assessments involve a range of local agencies, this indicator would also show how well multi-agency working arrangements are established in local authority areas.

2009/10		
	Value	Target
April 2009	25.0%	53%
May 2009	14.1%	53%
June 2009	11.9%	53%
July 2009	14.7%	53%
August 2009	25.9%	53%
September 2009	23.7%	53%
October 2009	35.2%	53%
November 2009	26%	53%
2009/10 (YTD)	22.9%	53%

**CY02\_H\_N0059 Percentage of initial assessments for children’s social care carried out within 7 working days of referral**



**Explanation of Current Performance**

The low percentage of core assessments completed in timescale is a result of a number of issues including an increased focus on ensuring that the quality of assessments being completed is to a high standard and the completion of a number of out of timescale, outstanding assessments. We anticipate that performance will be poor as we continue the work to deal with all outstanding work in the service. We expect that thereafter a more accurate measure of future performance will be arrived at – recent trends are beginning to show some cautious improvements. However progress is proving slower than anticipated and the declared target for the end of December may not be reached.

**Current Activities**

There continues to be a high volume of cases referred to the service, which is overall 50% more than the previous two years. This, together with continued difficulties recruiting suitably qualified staff, has impacted on our performance. The group of newly qualified social workers (NQSW) are increasingly taking on a full caseload and the American recruits are now in the service and at the very early stages of picking up work after a comprehensive induction period. All managers are now in place and the management team is very stable - however all but 2 remain agency staff so there remains a need to create a permanent management structure.

**Best Practice**

A thresholds document is in place which is helping to clarify and enable consistency in what should be referred to the service for assessment. Work is continuing on improving links with the CAF coordinator to ensure that appropriate cases are going through the CAF process rather than First Response, and there are now 3 times a week meetings with the Police and Health colleagues to ensure a more holistic initial response to referrals. We are creating a dedicated Screening Team to ensure a consistency of response and currently the Team Manager and Senior Practitioner are in place. Combined, these measures will improve our performance in assessments.

Recent audits undertaken by an independent Social Worker and from the 100+ audits conducted by senior managers since November show that there has been an improvement in the quality of assessments undertaken with appropriate outcomes and recommendations.

**NI 60 Percentage of core assessments for children’s social care that were carried out within 35 working days of their commencement**

**Outcome Lead**

**Portfolio:  
Children & Young People**

**Sustainable Community Strategy Outcome:  
Safer for All**

The indicator measures the percentage of core assessments which were completed within 35 working days. Core assessments are in-depth assessments of a child, or children, and their family, as defined in the Framework for the Assessment of Children in Need and their Families. They are also the means by which section 47 (child protection) enquiries are undertaken following a strategy discussion.

The Assessment Framework specifies that core assessments should be completed within 35 working days. It is important that local authorities should investigate and address concerns in a timely and efficient way, and that those in receipt of an assessment have a clear idea of how quickly this should be completed. Successful meeting of the timescales can also indicate effective joint working where multi-agency assessment is required.

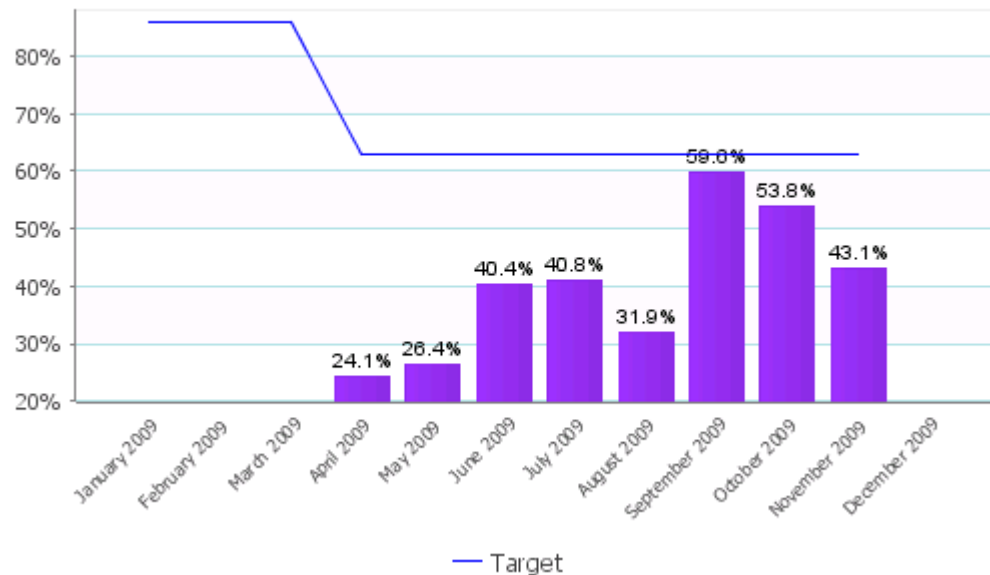
2009/10		
	Value	Target
April 2009	27.6%	63%
May 2009	30.2%	63%
June 2009	49.1%	63%
July 2009	49.3%	63%
August 2009	31.9%	63%
September 2009	59.6%	63%
October 2009	53.8%	63%
November 2009	43.1%	63%
2009/10 (YTD)	41.5%	63%



Red



**CY02\_H\_N0060 Percentage of core assessments for children’s social care that were carried out within 35 working days of their commencement**



**Explanation of Current Performance**

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<b>NI 154</b>	<b>Net additional homes provided</b>
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<b>Outcome Lead</b>	<b>Portfolio: Housing</b>	<b>Sustainable Community Strategy Outcome: People at the heart of change</b>
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Encourage a greater supply of new homes in England to address the long term housing affordability issue.

2009/10			
	Value	Target	Status
2009/10		1602	
2008/09			
	Value	Target	
2008/09		1657	

<b>Unknown</b>	

**Explanation of current performance:**

The draft figure of 810 for 08/09 is awaiting confirmation from the GLA.

The effects of the economic downturn and subsequent stagnation of the housing market are expected to result in supply figures falling. This reflects the sharp decline in development activity and the number of new starts achieved during 2008/09.

Due to the length of the lead-in time from project inception to the completion of new homes, the effects of the recession are likely to be seen in the local supply figures for the next two years.

The number of residential applications decided fell from a high of 348 in 2007-08 to 297 in 2008/09 which will have a knock-on affect on the number of project starting on site in 2009-10.

N.B. The current LAA target is 1602 for 2009-10 and is based on figures generated from the 5 year planning trajectory have been adopted as the LAA targets i.e. 1,602 for 2009/10 as opposed to the London Plan adopted figure of 680 per annum.

- The figures from the 5 year trajectory include:
- Unimplemented planning consents
  - Allocated sites from the UDP
  - Small windfall sites coming forward
  - Empty properties brought back into use

The timescales for all the sites that came out of this trajectory work were based on assumption. The figures that have been adopted as our LAA targets are best case scenarios if absolutely everything comes forward and in this respect are unrealistic.

This issue has been raised with GOL who are at present unwilling to allow us to revert back to the 680 London Plan target. However this is a frozen target and we should be able to reassess the targets this coming year and agree more realistic figures.

**Current Activities:**

It is likely that applications under the threshold for affordable housing and therefore reliant on sales will increase as the market recovers. Over quarter one of this financial year the number of sales and the average house price has increased however figures are still considerably lower than this time last year.

Activities are underway to support the delivery of larger projects i.e. those with an affordable housing element. These activities are listed in the exception report of NI 155.

A revised business case has been submitted to GOL as part of the year 2 LAA Refresh.

**NI 155 Number of affordable homes delivered (gross)**

**Outcome Lead** Portfolio: **Housing** Sustainable Community Strategy Outcome: **People at the heart of change**

To promote an increase in the supply of affordable housing.

2009/10			
2009/10		340	?
2008/09			
	Value	Target	
2008/09		340	
?		?	
<b>Unknown</b>			

**Explanation of current performance:**

The provisional outturn for 08/09 is 144. This is awaiting confirmation from the GLA.

The effects of the economic downturn and subsequent stagnation of the housing market are expected to result in Haringey’s affordable housing supply figures falling to below 200 completions in 2009/10 compared with a high of 415 completions in 2008/09. This reflects the sharp decline in development activity and the number of new starts achieved during 2008/09. The two charts show both the dip in the number of projects starting on site (the low occurring in 2008/09 and beginning to pick up in 2009/10) and the resulting shortfall in completions that will become apparent in 2009/10 to 2010/11.

Due to the length of the lead-in time from project inception to the completion of new homes, the effects of the recession are likely to be seen in the local supply figures for the next two years.

**Current Activities:**

- In order to address the issues relating to unsold and empty homes, we are working with RSLs and the HCA to bring these back into use in a number of ways:
- Support for RSLs letting unsold or under-construction shared ownership homes under the Rent-to-Homebuy scheme.
  - Support for RSLs to acquire directly from developers unsold, newly-built homes for use either as affordable rented accommodation or Rent-to-Homebuy as appropriate to the size and location of developments.
  - Support for RSLs to acquire vacant properties on the open market for use as affordable rented family homes to address local housing need, especially overcrowding in the existing social housing stock. We currently have a project in progress with London & Quadrant Housing Association to deliver 26 homes with grant supplied directly by Haringey from Section 106 affordable housing receipts.
  - The Council’s Empty Homes Team is actively working to bring back into use a substantial number of unoccupied properties and is extending the use of compulsory purchase powers and enforced sales to bring more of these properties back into use as affordable rented housing. We are speaking to the HCA about the possibility of it providing RSLs with enhanced levels of grant in order to allow onward disposal of those properties in a manner that enables the Council to recover its costs and proceed with other CPOs.



In order to maximise HCA resources and the investment allocated to Haringey during 2010/11 and under the HCA's next three year programme for 2011-14, we have embarked on a single conversation process with the HCA's London Director and North London Team.

We are currently in the process of preparing our proposal, with the assistance of a specialist external consultant, for a borough-wide investment plan covering housing and related infrastructure needs for the next five years.

This investment plan will be presented to the HCA in October 2009 with a view to a borough investment agreement being reached with the HCA by the end of the year. It is hoped that this formal agreement with the HCA will secure sufficient resources to take forward Haringey's regeneration and housing supply aspirations over the next five years on the lines set out above.

A good example of what we are doing to maintain and accelerate supply is the major regeneration project at Hale Village in Tottenham Hale. Through close working with the developer, Hale Village Ltd and RSL, Newlon and the HCA, the continuing development of the site has been secured with the funding of an additional 228 affordable homes, bringing the increased total on site to over 540 affordable homes that will be completed during 2011-2013. The HCA has also provided innovative support for this scheme by becoming a stakeholder through an infrastructure loan secured on the equity of the site.

The de-conversion of surplus temporary accommodation hostels into permanent family homes is part of the Council's strategy for reducing its use of temporary accommodation. This initiative is being delivered with the help of external funding from the London Regional Targeted Funding Stream (TFS) allocation for North London. Eight homes were completed in 2008/9, with a further 9 homes forecast for completion during 2009/10 and 2010/11.

**NI 192 Percentage of household waste sent for reuse, recycling and composting (2007-2010 stretch target)**

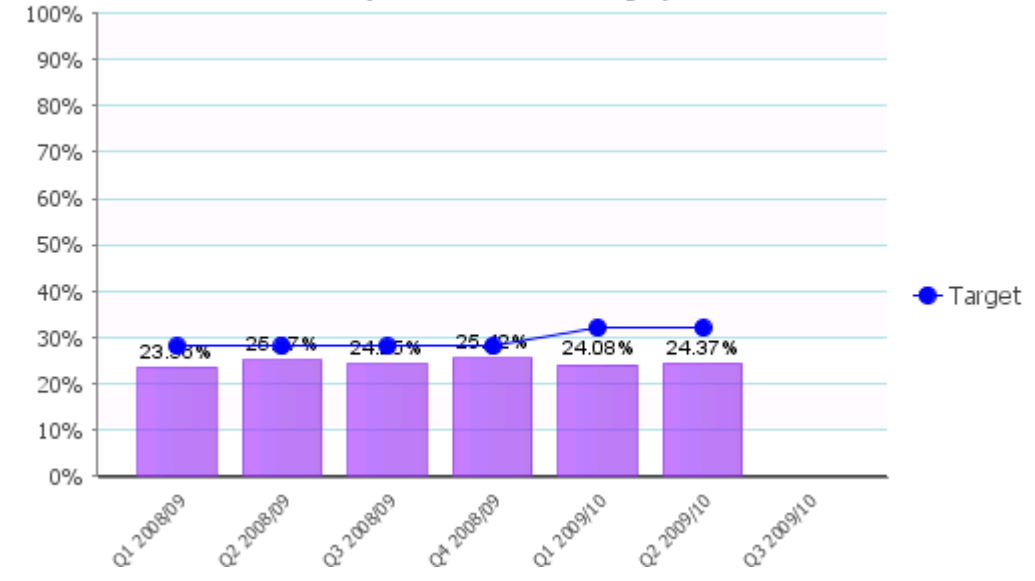
**Outcome Lead** **Portfolio: Environment and Conservation** **Sustainable Community Strategy Outcome: An environmentally sustainable future**

The indicator measures percentage of household waste arisings which have been sent by the Authority for reuse, recycling, composting or anaerobic digestion. This is a key measure of local authorities' progress in moving management of household waste up the hierarchy, consistent with the Government's national strategy for waste management. The Government expects local authorities to maximise the percentage of waste reused, recycled and composted.

2009/10 - Quarterly data			
	Value	Target	Status
Q1 2009/10	24.08%	32%	●
Q2 2009/10	24.37%	32%	●
2009/10	24.82%	32%	●
Oct-Nov 2009			
	Value	Target	Status
October 2009	25.66%		●
November 2009	28.20%		●
2008/09			
	Value	Target	
2008/09	23.79%	28%	

●	↑
<b>Red</b>	

**UE08\_H\_N0192 Percentage of household waste sent for reuse, recycling and composting (2007-2010 stretch target)**



**Explanation of current performance**

The performance for November is 28.2%, markedly higher than the previous month due primarily to the collection of around 300 tonnes of leaf fall, the collection of which peaks in this month. This is a significant increase on the leaf fall tonnage in previous years as a result of a new scheme implemented in which street cleansing staff have collected leaves in compostable bags.

The year to date recycling rate is below the LAA stretch target of 32% for 2009/10, at 24.82%. Performance is below target due to changes to the system for calculating the recycling rate from 2008/9, which do not reflect that recycling tonnages have risen year on year and is at its highest ever level. The changes, summarised below,

have resulted in the rate being around 5% lower than could be expected based on the former system, hence current performance could have been expected to be around 30%.

1. A new methodology for calculating the amount of household and non-household waste has been applied by North London Waste Authority (NLWA) from 08/9 onwards, resulting in more waste being counted as household waste than previously. We believe this system is flawed and are challenging the NLWA's methodology to establish a more accurate household waste figure.
2. A significant reduction in the recycling contribution from NLWA from 08/9.
3. The application of a higher recycling contamination rate by NLWA from 08/9.

We are in the process of trying to negotiate a revision of the LAA stretch target with GOL to reflect these changes, which could result in the threshold for receiving an element of the Performance Reward Grant being revised.

Note: The monthly figure is based on provisional data from NLWA and is subject to change on receipt of quarterly data.

### **Current Activities**

A detailed Recycling Action Plan is in place with the central aim of maximising performance in 2009/10 towards the 32% target, although this remains an extremely challenging target. Actions delivered through the plan have resulted in the YTD recycling rate increasing by over 2% on the 2008/09 rate. Additional actions within the plan are programmed for the remainder of 2009/10 and are also expected to improve performance. Key actions within the plan include the following, some of which have now been completed:

- Establishing a more accurate household waste figure, which will draw on a waste composition survey (results being finalised – Dec 09) and the revised flytipping survey (completed Oct 09; results due Jan 2010).
- Comprehensive data has been gathered on participation and waste composition and is currently being analysed. This will enable a targeted communications strategy to be produced and inform a service review to be conducted with support from Waste & Resources Action Programme (WRAP) from Jan 2010.
- Provision of recycling collection service to flats above shops (started Nov 2009) and additional private blocks (on-going –around 3000 additional households served in 2009 to date).
- Rolling programme of door-knocking in areas of low/medium participation and recycling presence at public events through 4-person participation team, throughout 09/10; and weekend 'blitz' campaign from July-Oct 09 to engage residents, and give out containers and information to all residents in an area (up to 1500 households per day).
- Expansion of materials accepted from Oct 09 (to also include plastic trays, bags and pots and cartons) will reduce contamination rate.
- Addition of new materials for recycling at Reuse & Recycling Centres, including all waste wood from Sept 09, and new policies to reduce the amount of trade waste into sites being initiated from Nov 09.
- Ongoing surveys and actions to ensure Edmonton's bulk waste recycling facility is fully utilised by Haringey vehicles, and identification of opportunities to reclaim additional recycling from more vehicles.
- Recycling facilities at all schools and a large number of community and faith centres, including food waste collections at 12 schools to date.
- Two officers working on education and community engagement, including delivery of workshops and sessions in schools, community centres and the Environmental Education Centre at Hornsey Reuse & Recycling Centre.
- Trial supply of compostable liners for free to residents on selected rounds to encourage participation in food waste recycling service – ongoing since March 09.
- On-the-go recycling bins in public places, recycling of street cleansing waste and additional composting of leaf fall, in place.

**Best Practice**

Haringey is an active member of the '50% club' which is a vehicle to share best practice amongst the North London Boroughs. The club share experience of successful initiatives and best practice, and focus on initiatives that would benefit from being implemented across the sub-region/through NLWA. Haringey has also actively engaged with WRAP (Waste and Resources Action Programme) who provided links with several authorities who are performing well in selected service areas.

**L0042(L AA Local) Number of Haringey Guarantee participants with a completed better off calculation**

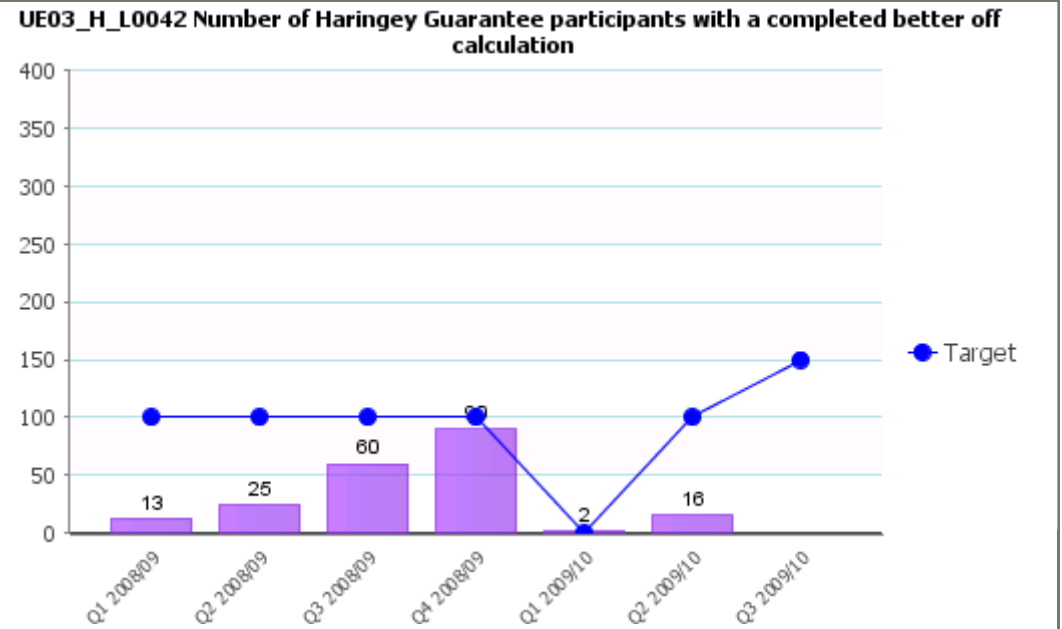
**Outcome Lead** Portfolio: **Enterprise and Regeneration** Sustainable Community Strategy Outcome: **Economic vitality and prosperity shared by all**

2009/10 - Quarterly data			
	Value	Target	Status
Q1 2009/10	2	0	✔
Q2 2009/10	16	100	✘
2009/10	18	100	✘
2008/09			
	Value	Target	
2008/09	126	400	

✘

**Red**

↓



**Explanation of current performance:**

Delivery in quarter 1 was limited due to the re-commissioning of the Haringey Guarantee. In quarter 2 delivery was also limited due to a longer than expected delay in agreeing contracts with the Haringey Guarantee’s main provider, Working Links who will deliver the bulk of the Better Off Calculations. These contracts have been agreed and Working Links has commenced delivery, which will result in improved performance from quarter 3 onwards.

**Current Activities:**

The Haringey Guarantee is the main vehicle for delivering this target with a range. Under the Guarantee there is a range of provision available to participants including: basic skills (numeracy and literacy); vocational training (social care, security and fashion); work placements; and a Condition Management Programme (for people with a health condition or disability).

**Best Practice:**


Job Centre Plus and mainstream employment programmes, delivered by organisations such as Working Links, across the country provide Better Off Calculations as an integral part of their delivery model. It was felt essential that this best practice be incorporated into the Haringey Guarantee.

**L0046(L AA Local) Number of people on incapacity benefits helped into sustained work (2007 -2010 stretch target)**

**Outcome Lead**      **Portfolio: Enterprise and Regeneration**      **Sustainable Community Strategy Outcome: Economic vitality and prosperity shared by all**

Number of people who have been claiming an incapacity benefit for 6 months or more, helped by the London Borough of Haringey into sustained employment of at least 16 hours per week for 13 consecutive weeks or more, as measured by Haringey performance data.

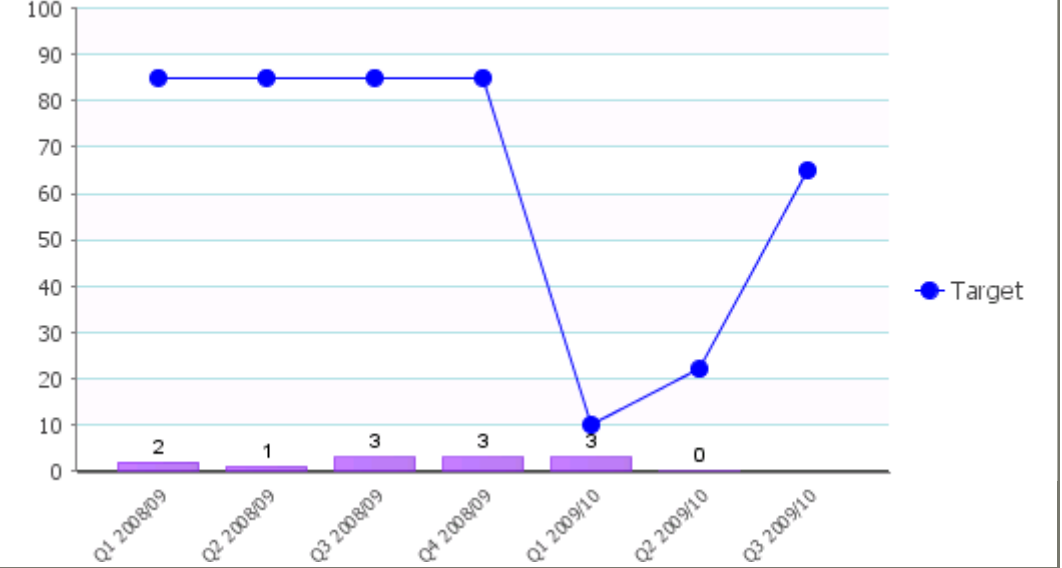
2009/10 – Quarterly data			
	Value	Target	Status
Q1 2009/10	3	10	●
Q2 2009/10	0	22	●
2009/10	3	32	●
2008/09			
	Value	Target	
2008/09	9	85	



**Red**



**UE03\_H\_L0046 Number of people on incapacity benefits helped into sustained work (2007 -2010 stretch target)**



**Explanation of current performance**

Achieving this stretch target remains a significant challenge due to the barriers to employment that these people face. An unsuccessful attempt was made to renegotiate this target with Communities and Local Government. However, clarification around the conditions in this stretch target agreement has been provided by the Government Office for London, which means that Haringey Guarantee residents can be referred to Reed in Partnership to receive additional support from Pathways to Work. Despite this positive development, which will help to improve performance, the risk of not meeting the target remains very much on the upside.

**Current Activities**

The Haringey Guarantee is the main vehicle for delivering this stretch target. Under the Haringey Guarantee there is specific support available for Incapacity Benefit claimants, including a Condition Management Programme (CMP) delivered by NHS Haringey. The CMP will support people affected by a mental or physical disability or long-term illness, and who wish to return to work. They will be assessed and a package of clinical interventions from a holistic range of support within the NHS will be agreed. This can include:

- information on understanding and managing the health condition better, particularly in a working context
- support to reduce unnecessary fears about health and work, and to enable the customer to feel more confident and better able to cope with returning to work

- the chance for customers who return to work to be more 'expert' in managing their health condition and more confident in negotiating adjustments where needed with their employer.

The general support from the Haringey Guarantee is also available to incapacity related benefit claimants including skills training and work placements.

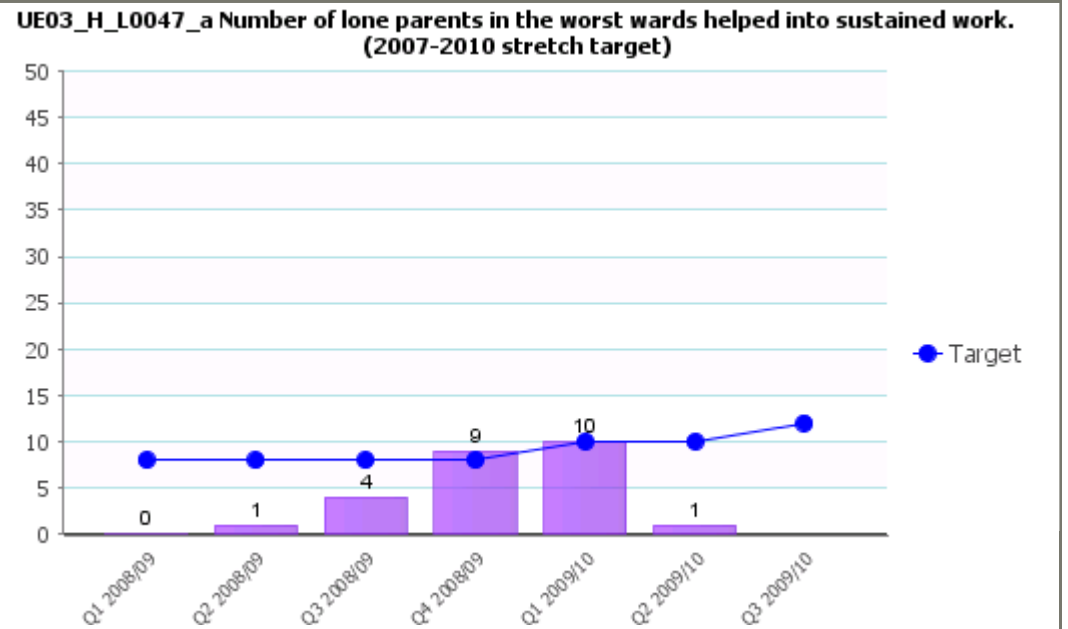
Haringey Guarantee advisers are also now operating and taking referrals from Job Centre Plus, as well as a number of GP surgeries across the borough. A SLA with Reed in Partnership, the Pathways to Work provider, has been agreed, which will help to increase the support available to this client group.

**L0047a LAA Local** **Number of lone parents in the worst wards helped into sustained work. (2007-2010 stretch target)**

**Outcome Lead** **Portfolio: Enterprise and Regeneration** **Sustainable Community Strategy Outcome: Economic vitality and prosperity shared by all**

2009/10 - Quarterly data			
	Value	Target	Status
Q1 2009/10	10	10	✓
Q2 2009/10	1	10	✗
2009/10	11	20	✗
2008/09			
	Value	Target	
2008/09	20	34	

✗  
Red



**Explanation of current performance**  
 Delivery was limited in quarter 1 due to the re-commissioning of the Haringey Guarantee and this will impact on the sustained jobs reported in quarter 2. The commissioned set of employment and skills provider are now all delivering, which will result in improved performance in quarters 3 and 4.

However, the Employment and Skills is confident that at least the 60% threshold upon which reward grant is payable will be achieved. To date, 76 sustained jobs have been achieved against a lifetime target of 110.

**Current Activities:**  
 The Haringey Guarantee is the main vehicle for delivering this target with a range. Under the Guarantee there is a range of provision available to participants including: basic skills (numeracy and literacy); vocational training (social care, security and fashion); work placements; and a Condition Management Programme (for people with a health condition or disability).



**Best Practice: (about what we are doing and what is happening in other boroughs)**

Similar programmes are delivered across the Upper Lee Valley with Jobsnet in Enfield and Worknet in Waltham Forest. All three programmes (Haringey Guarantee, Jobsnet and Worknet) came together from April 2008 to collaboratively deliver the North London Pledge - a LDA funded sub-regional employment and skills programme.