



Haringey Council

<b>Report for:</b>	<b>Cabinet – 9 July 2013</b>	<b>Item Number:</b>	
<b>Title:</b>	<b>The Council's End of Year Performance Assessment 2012/2013</b>		
<b>Report Authorised by:</b>	<b>The Chief Executive</b>		
<b>Lead Officer:</b>	<b>Eve Pelekanos – Head of Strategy and Business Intelligence Telephone 020 8489 2508</b>		
<b>Ward(s) affected:</b> All	<b>Report for Key/Non Key Decisions:</b> Information		

### 1. Describe the issue under consideration

- 1.1. To inform Cabinet of progress against the Council's priorities and other major responsibilities in 2012/13.

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

#### 3.

2.1 Over the last year our residents have faced some significant challenges: Haringey was selected to pilot the benefit cap ahead of the rest of the country, the bedroom tax has now been implemented and government cuts to council budgets have continued unabated. Despite these tough circumstances, we've managed to register 491 residents on our Jobs for Haringey programme and 221 of these have started work – this is against only 10 jobs being delivered in Haringey by the government's Youth Contract scheme. We've also seen some substantial improvements in our schools, with the majority of them now being rated as good or outstanding. The challenging recommendations from Outstanding For All and our subsequent actions will ensure this positive trend continues.

2.2 Last year I said I wanted to see crime rates reduce and I'm pleased to see that this has happened, including a reduction in the number of first-time entrants to the Youth Justice System. Despite these improvements, youth re-offending rates have continued to increase. Working with our partners in the police and through our work to reduce youth unemployment, I'm hopeful that we will begin to see re-offending rates among our youth reduce. While there is still much to do, I'm pleased that residents are beginning to see tangible outcomes of our regeneration programme in Tottenham, including the re-opening of 639 High Road, rebuilding of the Carpetright building and the conversion of the A10 High Road to take two-way traffic.

### 3 Recommendations

- 3.1 To note progress against the Council's priorities and other major responsibilities in 2012/13.
- 3.2 To note this year's achievements, areas for focus and emerging issues going forward.
- 3.3 To agree the corporate set of performance indicators and targets for 2013/14.

#### **4 Background information**

- 4.1 This report is a self assessment of the Council's performance in 2012/13. It also provides an update of key activity against the Council's priorities and other major responsibilities as set out in the [Council Plan](#) agreed at [Full Council on 16 July 2012](#).
- 4.2 The Council is in the process of preparing its next corporate plan for 2013-15. The corporate performance indicator set will therefore be in line with priorities in the revised plan. The proposed indicators and targets are shown in Appendix 2 and will be tracked through the Council's quarterly performance reports.
- 4.3 The main body of this report begins on page 3.

#### **5 Comments of the Chief Finance Officer and financial implications**

- 5.1 The Chief Finance Officer confirms that there are no direct financial implications arising from this report. Continued focus and monitoring of key priorities and indicators should support the Council in delivering against stated aims and provide early indications of any emerging issues or shortfalls. Action to address these could have financial implications but these would be the subject of a separate report.

#### **6 Head of Legal Services and legal implications**

- 6.1 There are no specific legal implications arising from this report.

#### **7 Equalities and Community Cohesion Comments**

- 7.1 This year we have produced a Corporate Equality Annual Report to show progress on our [corporate equality objectives](#). In recognition of how central achieving equality is to our work, from now on we will report progress in our regular performance reporting. In addition to information on these objectives, we will continue to publish equality impact assessments and the annual employment profile, and promote equality through our procurement and commissioning processes.

#### **8 Head of Procurement Comments**

N/A

#### **9 Policy Implications**

- 9.1 Haringey's quarterly performance assessment links to the following documents / strategies:
  - [The Council Plan 2012-14](#)
  - [Key strategies](#)

#### **10 Use of Appendices**

- Appendix 1: Performance Tables Quarter 4 and End of Year 2012/13
- Appendix 2: Corporate Performance Indicator Set for 2013/14
- Appendix 3: Emerging Policy Issues for 2013/14

#### **11 Local Government (Access to Information) Act 1985**

- Service performance indicator returns

- Council Plan (incorporating departmental business plans)



# **The Council's End of Year Performance Assessment 2012/13**

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

## Executive Summary: Overall Assessment of the Council's Performance in 2012/13

### Introduction

1. In 2012/13, the Council's performance was measured against the Council's priorities and other major responsibilities, as set out in the [Council Plan](#). The highlights for the year under each priority are outlined below. Further detail can be found in the next section of the report, at the paragraph references given.

#### Priority 1: Work with local businesses to create jobs for local people

- Unemployment, particularly amongst young people, remains high, especially in the east of the borough (*paras 7 & 8*).
- 491 residents registered on the Jobs for Haringey programme this year, 221 of whom have started work.
- In a joint project with the Greater London Authority, an Enterprise and Employment Centre has been established at 639 High Road, N17 to support new business, create new jobs and provide a focal point for volunteering and the community
- Economic growth and increasing employment opportunities for residents remains a priority for the council.

#### Priority 2: Deliver regeneration to key areas of the borough

- Extensive plans are now in place for the regeneration of Tottenham and other key sites in the borough (*paras 15-21*). In the coming year, the Council needs to focus its efforts to deliver these.

#### Priority 3: Tackle the housing challenges

- Efforts to prevent and reduce already high levels of homelessness have been hampered by welfare reform and economic conditions (*paras 22 & 23*).
- The Haringey based North London Support Hub has been successful in supporting many residents affected by housing benefit reforms and will be refocused to help households who are affected by the overall benefits cap from April 2013.
- The number of households living in temporary accommodation remains comparatively high (2,832 households). Reducing and preventing homelessness remains a key activity for the Council in 2013/14.
- Tackling issues relating to houses in multiple occupation by increasing licensing and the use of planning legislation should remain an area of focus (*paras 31-34*).

#### Priority 4: Improve school standards and outcomes for young people

- The majority of Haringey's primary and secondary schools are rated good or outstanding by Ofsted (*para 35*). Improvement is needed in children's centres.
- Educational attainment across key stages has improved in 2012/13, closing the gap between Haringey and the London top quartile (*para 0*). The rate of improvement in early years needs to accelerate.
- The numbers of children on child protection plans and children in care have reduced slightly since last year but remain comparatively high (*paras 40 & 42*).
- Good progress has been made in securing permanent placements for children in care, either through adoption or special guardianship orders (*para 44*). Focus needs to be maintained to ensure that national thresholds are met.
- The council's focus needs to shift to improving early years provision, prevention and early intervention, reducing the need for more intensive services.

**Priority 5: Deliver responsive, high quality services to our residents**

- Progress has been made on the efficiency of processing benefit claims (*para 48*). Processing times need to reduce further in the coming year to bring performance in line with the best boroughs in London, particularly in the context of the transition to Universal Credit.
- The council tax collection rate is good (*para 47*). Maintaining this level may prove to be a challenge as financial pressure on households and the impact of welfare reform continues to bite.
- Complaints from residents are being dealt with in a shorter timescale than previous years (11 days), however, escalation to stage 2 has increased (*paras 50 & 51*). For the coming year, the Council's aim is to resolve complaints at the earliest possible stage.
- Performance of the Council's Call Centre was below expectation throughout the year (*para 54*). Improving customer services will be a key priority for the Council for 2013/14.
- Performance against planning application indicators was low compared to other London authorities (*para 55*).

**Community Safety**

- Overall crime in Haringey reduced by 10% in 2012/13 compared to the previous year (*para 57*). In particular, major reductions have been seen in personal robbery (30% reduction) and residential burglary (16% reduction; *para 59*).
- The number of first time entrants to the Youth Justice System aged 10-17 has reduced by a third (*para 60*). However, the youth re-offending rate continued to increase, with almost half of the cohort reoffending (*para 62*). Diverting young people from involvement in crime and antisocial behaviour is a key priority for the coming year.

**Environment**

- The Council's recycling rate has increased by 6 percentage points from 2011/12, to 32% (*para 67*).
- Street cleanliness increased steadily through the year but the annual figure has been adversely affected by low performance at the beginning of the year. There needs to be a focus on ensuring that high levels of street cleanliness are maintained throughout the year (*para 68*).

**Health and social care**

- Steady progress towards the national target has been made for self directed support in social care (personal budgets; see *para 74*).
- Good progress has also been made in reducing teenage pregnancy (see *para 76*). Haringey is now average amongst its statistical neighbours, improving from a low ranking the previous year.
- The rate of delayed transfers of care has increased from last year (the majority are attributable to the NHS; see *para 75*). Nationally, there is a clear expectation that rates should improve, reinforcing the need for this to remain a focus for adult social care for 2013/14.

**Context**

2. The Council's performance over the past year should be set against the backdrop of a continued reduction in government spending. These austerity measures have forced the Council to reduce its budget at a time of increased demand for some services.

3. The Council has been working hard to reduce the impact of these cuts on the community. However, there is concern that budget pressures, combined with the effects of new legislation (particularly the Welfare Reform Act), will bring further challenges. Many residents have already seen reductions in their housing benefit as a result of the welfare reforms, resulting in pressures on housing and employment related services in particular. More residents will be impacted in the coming year as the overall benefit cap comes into effect.

**How performance will be measured in 2013/14**

4. The Corporate Plan 2013/14 – 2014/15 sets out the Council's priorities and the main ways in which it will seek to deliver its objectives. It also identifies a new set of key performance indicators that will measure whether we are making the expected levels of progress towards meeting the objectives. Progress against outcomes and strategic priorities will be measured through specific performance targets. A full list of performance indicators and targets is provided in Appendix 2.
5. Performance will be monitored quarterly and reported to Members in the Council's Quarterly Performance Assessment. Missed targets will be given a red or amber traffic light, and detailed explanations and actions will be reported.

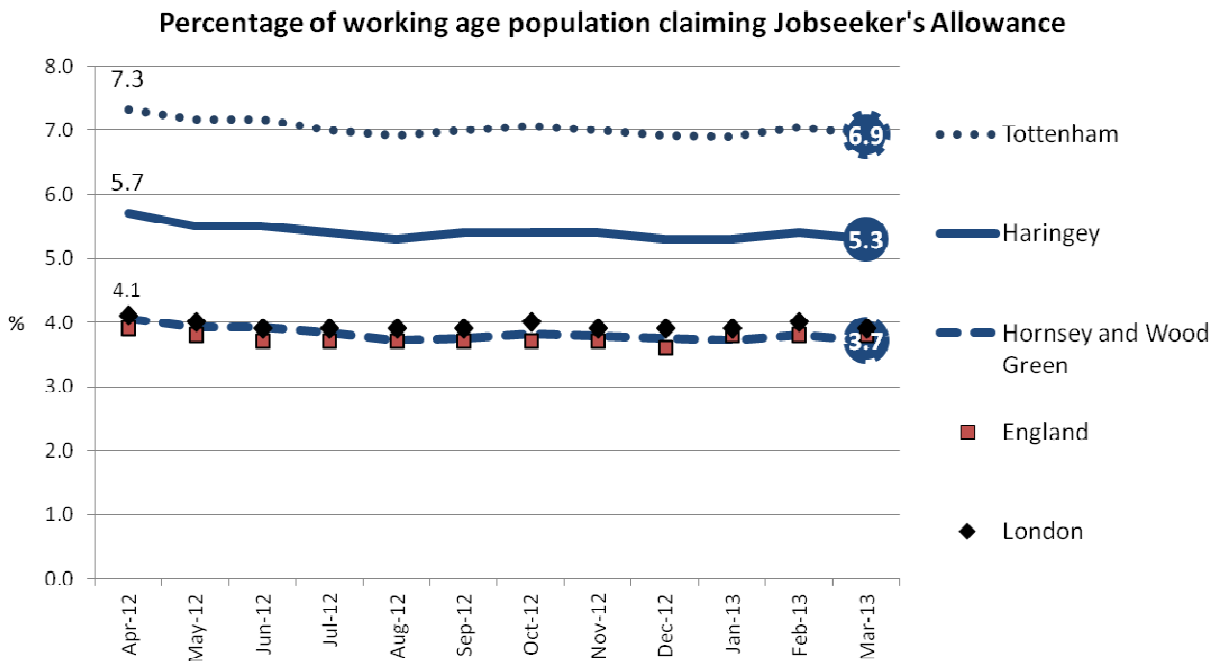
## Priority 1: Work with local businesses to create jobs for local people

### Overall Assessment

- Unemployment, particularly amongst young people, remains high, especially in the east of the borough (*paras 7 & 8*).
- Economic growth and increasing employment opportunities for residents remains a priority for the council.

### Employment rates

6. In March 2013, 5.3% of Haringey's working age population were claiming **Jobseekers' Allowance** (JSA). The JSA claimant rate has remained stable since the summer, mirroring the national and regional trends.
7. Haringey rates remain significantly above the London and England rates. However, there is a major split between the parliamentary constituencies; the claimant rate in Tottenham is almost double the England rate.



8. The JSA claimant rate is disproportionately high:
  - in the east of the borough, particularly Northumberland Park (11.2%)
  - for males (6.5% compared to 4.1% for females)
  - for 18-24 year olds (7.4%), albeit this has decreased by 18% (1.6 percentage points) since April 2012.

### Initiatives to increase employment



9. Since April 2012, 491 residents have registered on the **Jobs for Haringey** programme (both Haringey-funded and European Social Fund tri-borough projects). Of these, 221 have started work:
- 80 are aged 16 to 24
  - 190 are from a BME background
  - 133 are women
  - 11 have a disability
  - 93 are parents
10. The **Haringey Jobs Fund** was [launched](#) on 18 May 2012 with 43 jobs created by March 2013. Of these:
- 3 are women
  - 32 are aged under 25
  - 1 has a disability
  - The top ethnic groups were: Black/Black British Caribbean – 10; White British – 10; Black/Black British African – 5 and White Other – 5
11. **Haringey Welcome**, a programme to support non UK and EU nationals to integrate in the local community has 151 verified registrations of which:
- 125 are women,
  - 21 are under 25,
  - 2 have a disability
- The participants came predominantly from the following ethnic backgrounds: White Other – 38; Black/Black British African – 30 and Turkish – 20.
12. In a joint project with the Greater London Authority, an **Enterprise and Employment Centre** has been established at 639 High Road, N17 to support new business, create new jobs and provide a focal point for volunteering and the community.
13. **Jobs Fairs** were held at Hornsey Vale community centre in January 2013 and at Tottenham Hotspur Football Club in March 2013 (in partnership with Jobcentre Plus, the College of North East London, National Apprenticeship Service and the Spurs Foundation).
14. As at April 2013, there had been 1,583 enrolments with the **Haringey Adult Learning Service** (HALS). Basic skills in literacy, numeracy and English as a second language (ESOL) now represent almost two fifths of all HALS provision, up three percentage points in a year. Over two thirds of HALS learners come from the 20% most educationally deprived Super Output Areas.

## Priority 2: Deliver regeneration to key areas of the borough

### Overall Assessment

Extensive plans are now in place for the regeneration of Tottenham and other key sites in the borough (*paras 15-21*). In the coming year, the Council needs to focus its efforts to deliver these.

15. In August 2012, the council launched '[A Plan for Tottenham](#)' which sets out the vision for the area to 2025. It outlines proposals for quality housing; stronger communities; a vibrant arts and culture scene; a welcoming civic heart; wide retail mix; attractive public spaces, and successful businesses.
16. The **Tottenham High Street Charter** was launched through the Tottenham Traders Partnership with the Council and the Metropolitan Police Service in January 2013. The Charter sets out commitments to improve the appearance of the High Streets and the quality of the offer in the area.
17. Construction works started on the **Tottenham Gyrotory** programme in November 2012 with the initial elements of the programme to prepare the High Road (western arm of the Gyrotory) for two-way operation.
18. In November, the Mayor of London announced that Transport for London will invest £20m in the **redevelopment of Tottenham Hale station**, bringing additional passenger capacity, housing development and commercial floorspace.
19. The Council has published its [Local Plan](#) which sets out a vision and key policies for the future development of the borough up to 2026. It takes forward the plans and strategies to identify a vision for Haringey as a place to live, work and visit and will set out an implementation framework to deliver the vision. Included in the plan are details of how we will protect and enhance the borough's town centres as accessible locations for retail, office, leisure, community uses and new homes.
20. As part of this, the Council will take a proactive partnership approach to reinvigorating the town centres, developing their identities and widening their role and offer. **A Haringey High Streets Framework** to rejuvenate and maximise the potential of Haringey's high streets is under development. This framework will bring together all activity and initiatives aimed at improving Haringey's high streets.
21. Extensive public realm improvements are being planned for both **Wood Green and Green Lanes** through the TFL improvements scheme and additional works for Green Lanes funded by the Mayor's Outer London Fund and secured by the Green Lanes Strategy Group.

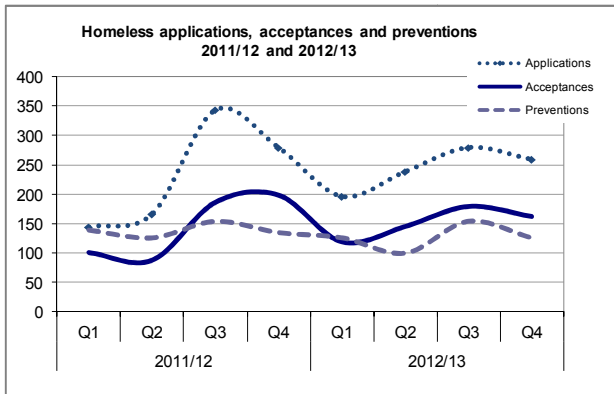
## Priority 3: Tackle the housing challenges

### Overall Assessment

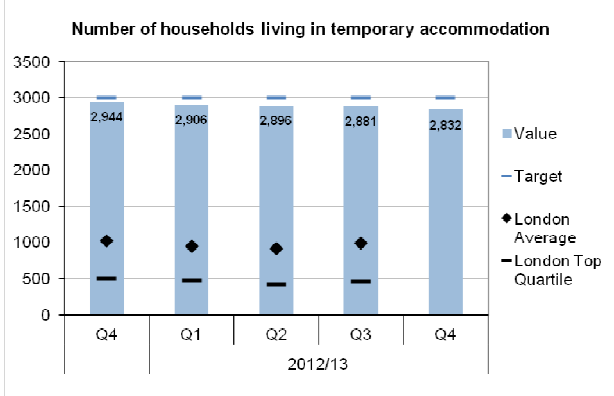
- Efforts to prevent and reduce already high levels of homelessness have been hampered by welfare reform and economic conditions (*paras 22 & 23*). The number of households living in temporary accommodation remains comparatively high (2,832 households). Reducing and preventing homelessness remains a key activity for the Council in 2013/14.
- The council has not met its target for the completion of new affordable housing for 2012/13 (target 410, completions 376; *para 26*). Meeting targets for the next two years will be challenging.
- Tackling issues relating to houses in multiple occupation by increasing licensing and the use of planning legislation should remain an area of focus (*paras 31-34*).

22. During 2012/13, the Council's efforts to reduce homelessness continued. However, the reduction in the Local Housing Allowance (LHA) has resulted in fewer properties being affordable to households on housing benefit and competition for accommodation from other London boroughs has further constrained supply.

23. The **ratio of homelessness preventions to acceptances** is a good indicator of the effectiveness of homelessness prevention efforts but also reflects the increasing financial pressures on families and constrained housing supply. The ratio has deteriorated from 1.51 in 2010/11 to 0.84 in 2012/13.



- There were 505 **homelessness preventions** in the year, which represents a 9% reduction compared to 2011/12.
- There were 605 **homelessness acceptances** in the year, a 6% increase compared to 2011/12. Haringey acceptance numbers are close to the median for its statistical neighbours (576 for the 12 months to December 2012).



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### Initiatives to prevent homelessness

24. The Haringey based **North London Practical Support Hub** formally ended on 31 January 2013, having worked with over 200 households to prevent homelessness. The Hub offered practical advice and help to those affected by the housing benefit reforms, including helping tenants to claim benefits; negotiating with creditors to reduce debt repayments; negotiating with landlords to reduce rents and ensuring that any arrears could be repaid by affordable instalments. The Hub successfully prevented homelessness in 68% of the cases it dealt with.
25. Building on the success of the sub regional hub, Haringey is now refocusing efforts to help and support households who are affected by the implementation of the overall benefits cap, which came into force in the borough from 15 April 2013.

### **Increasing housing supply**

26. There were 376 **affordable housing completions** in 2012/13, according to local reporting, a reduction on previous years. A further 592 new affordable homes are under construction and due for completion before March 2015 and an additional 197 are in the pipeline and expected to start in the near future, again with completion expected by March 2015. The current projection is for 789 completions over the next two years, a number which could increase further as new schemes are brought forward.
27. Haringey's housing trajectory shows an upward trend in new housing delivery over the next 15 years facilitated by major regeneration projects at Tottenham Hale, Haringey Heartlands and in Northumberland Park among others.
28. Work to **bring empty homes back into use** continues through compulsory purchase orders and enforced sales where council tax is outstanding.
- 17 properties have been brought back into use as a result of Compulsory Purchase Orders.
  - 12 properties were approved by Cabinet for Compulsory Purchase Orders in December.
  - 34 properties which together owe £207,565 are going forward for Enforced sale.
  - Money recovered for the Council so far from Enforced Sales totals £417,571.

### **Improving housing quality**

29. In the year to 31 March 2013, 333 **homes were made 'decent'**, and by March 2014 it is anticipated that 500 more non-decent homes will have been brought up to standard. At 1 April 2013, there were 4,513 non-decent homes (28% of the total stock), a reduction from 4,796 in April 2012.
30. From 2011/12 onwards (following a reduction in expected Decent Homes funding) the decision was made to switch from a whole house approach to an elemental approach so that essential external repairs to make homes weather tight and internal health and safety works are carried out first. This enables limited resources to be used to benefit the greatest number of residents. However, this elemental scope is not sufficient to bring the majority of non-decent homes up to the full decency standard.
31. It is estimated that there are between 8,000 and 12,500 **Houses in Multiple Occupation (HMOs)** in the borough. Over the last three years, nearly half of all complaints relating to disrepair are about HMOs. Of those HMOs that should be licensed, it is estimated that only half are licensed (as at March 2012). Unauthorised conversions to flats or unauthorised HMOs accounted for 63% of all planning enforcement appeals in 2012/13.
32. Since the Additional Licensing scheme in Harringay ward went live in October 2011, 152 applications have been received, and 80 licences have been issued.
33. An extensive letting agency networking programme has been launched in Harringay, and portfolio landlords responsible for properties in this area have been targeted, using information from letting agents. Ninety-one individual landlords have received letters and application packs relating to 219

properties, and 69 applications have been received. Enforcement Action is being pursued against those landlords who have failed to respond.

34. The Council declared its intention to introduce an Article 4 Direction Area to manage future small HMOs in the borough in November 2012. This is a year-long intention to curb the loss of single family homes and the growing level of shared accommodation in parts of the borough. It will come into force on 30 November 2013. The area applies to all wards east of the East Coast Railway Line and means that from 30 November 2013, planning permission will be required to change a single family dwelling unit into a small HMO.

## Priority 4: Improve school standards and outcomes for young people

### Overall Assessment

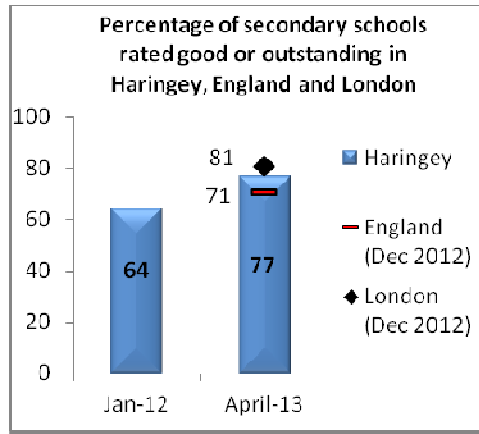
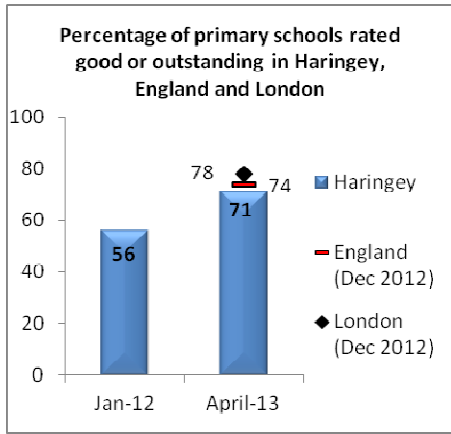
- The majority of Haringey's primary and secondary schools are rated good or outstanding by Ofsted (*para 35*). Improvement is needed in children's centres.
- Educational attainment across key stages has improved in 2012/13, closing the gap between Haringey and the London top quartile (*para 0*). The rate of improvement in early years needs to accelerate.
- The numbers of children on child protection plans and children in care have reduced slightly since last year but remain comparatively high (*paras 40 & 42*).
- Good progress has been made in securing permanent placements for children in care, either through adoption or special guardianship orders (*para 44*). Focus needs to be maintained to ensure that national thresholds are met.
- The council's focus needs to shift to improving early years provision, prevention and early intervention, reducing the need for more intensive services.

### Education and training

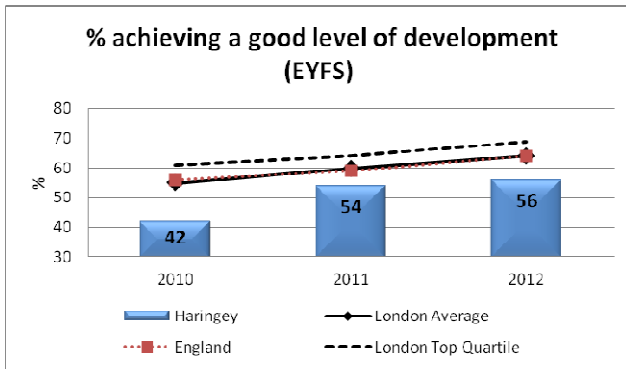
#### Ofsted ratings of children's centres and schools

35. As at April 2013 the Ofsted ratings were as follows:

- **Children's centres:** 14 had been inspected and eight were judged good/outstanding (57%). This is below the London and national averages of 77% and 70%, respectively (as at December 2012).
- **Primary schools:** 45 out of 63 (71%) were rated good or outstanding. This figure includes academies, but excludes free schools. This is a major improvement since January 2012 (see graph below). The latest available data shows the national average is 74%.
- **Secondary schools:** ten out of thirteen (including Haringey 6<sup>th</sup> Form Centre) were rated good or outstanding (77%). This figure includes academies. Again, this is an improvement compared to January 2012. The latest available data shows the national average is 71%.

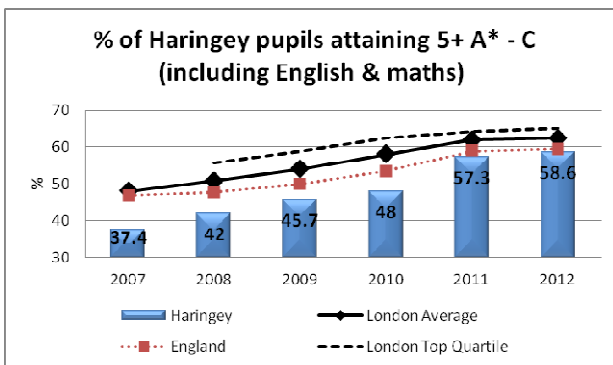
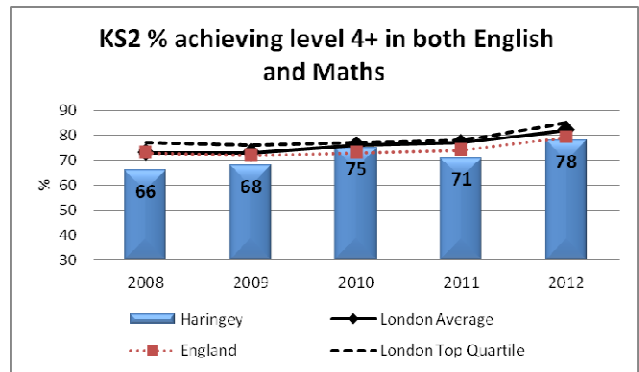


**Educational Attainment**  
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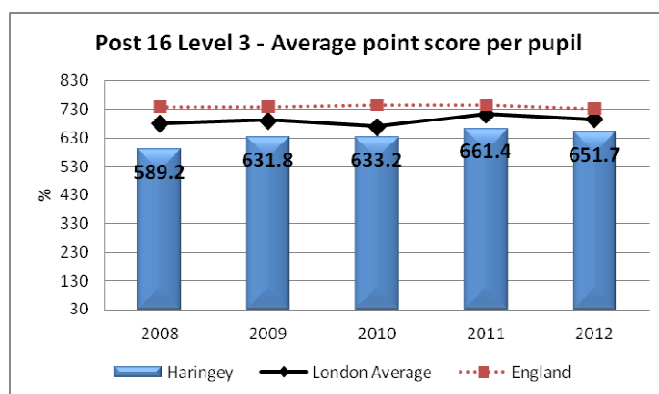
The percentage of children achieving a good level of development in the **Early Years Foundation Stage** has continued to improve (54% to 56%) but not as quickly as England (59% to 64%). Haringey's ranking has fallen from 122<sup>nd</sup> to 138<sup>th</sup> (out of 152 local authorities).

Validated results for **Key Stage 2** (end of primary school) show an improvement from 71% to 78% for pupils achieving level 4 or above in both English and Maths, putting Haringey almost on a par with England and moving its ranking from 109<sup>th</sup> to 99<sup>th</sup> (out of 150 local authorities).



- Validated 2012 **GCSE** results show that 58.6% of pupils attained 5+ A\*-C (including English & maths), close to the 59.4% national average. Haringey is now ranked 77<sup>th</sup> (out of 151 local authorities).
- 75.1% of pupils are making expected progress from KS2 to GCSE in English, better than England (69.2%). Haringey is ranked 23<sup>rd</sup> (out of 151 local authorities).
- 77% of pupils are making expected progress from KS2 to GCSE in Maths, also better than England (69.8%). Haringey has improved its rank to 20<sup>th</sup> (out of 151 local authorities).

Validated results for **post-16** attainment show that the total average point score per pupil has fallen slightly (661.4 to 651.7); the England average has also fallen from 745.9 to 733. Haringey is now ranked 125<sup>th</sup> (out of 149 local authorities). Average point score per exam entry is 209.9 (England 212.8). Haringey is ranked 52<sup>nd</sup> (out of 149 local authorities).



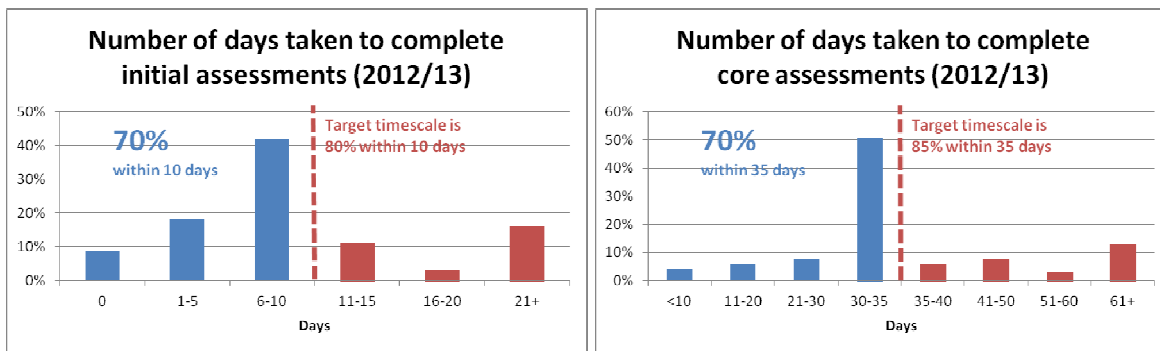
37. There has been an increase in the number of 19 year olds qualified to level 2 (GCSE A\*-C or equivalent), up to 84% from 79% the previous year (London 86%). Similarly, there has been an increase in the number qualified to level 3 (A-Level or equivalent), up to 59% from 55% the previous year (London 61%).
38. Figures for the **educational attainment of looked after children** have recently been published. Of the children looked after continuously for twelve months during the year ending 31 March 2012:
- At **Key stage 1**, 94% achieved the expected level in reading (compared to 67% nationally), 88% achieved the expected level in writing (compared to 57% nationally), and 81% achieved the expected level in mathematics (compared to 71% nationally).
  - At **Key stage 2**, 42% achieved the expected level in English and Maths in 2012, below the national average of 50%.
  - At **GCSE level**, 19% achieved 5+ A\*-C including English and mathematics, above the national average of 15%.
  - Haringey also had above average levels of children in full time education following completion of education at year 11 (78% compared to 71% nationally).

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

39. Of young people aged 16-19 whose situation is known, 3.3% are **not in education, employment or training**, an improvement since last year 4.4%. 18.6% of young people's situation is **not known** compared to 27.9% last year higher than Statistical Neighbour average

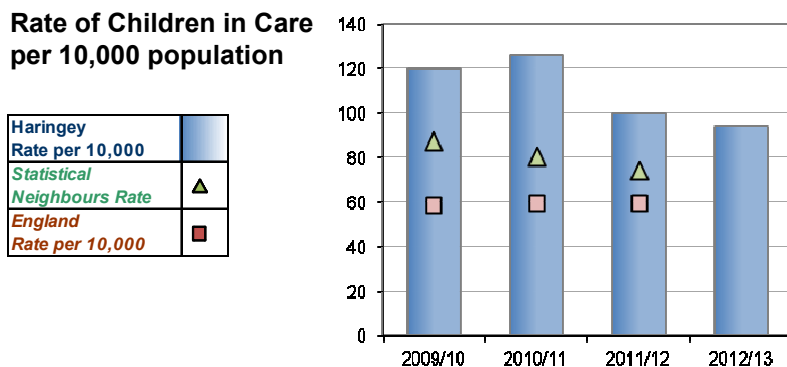
#### Children's Social Care

40. In 2012/13, there has been an 18.5% reduction from the previous year in **referrals to children's social care**. Haringey's rate of referrals per 10,000 population is lower than statistical neighbours, largely due to robust screening processes by the Multi Agency Safeguarding Hub (MASH). 15% of referrals are **re-referrals within 12 months**, in line with statistical neighbours' performance.
41. Completion of **initial and core assessments** in timescale was below target and below levels achieved by our statistical neighbours. 70% of initial assessments were completed within 10 days compared to 82% for statistical neighbours (2011/12). 70% of core assessments were completed within 35 days.

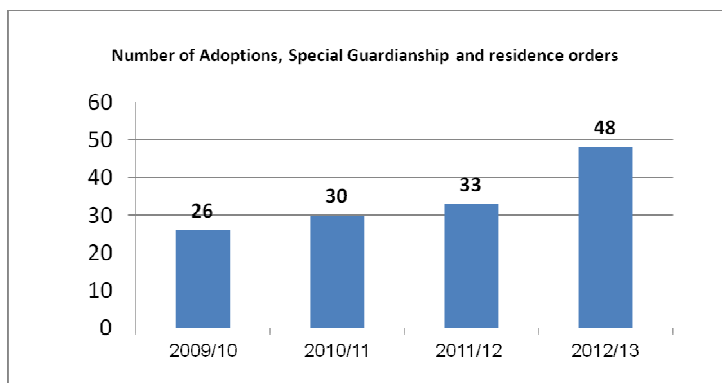


42. There were 275 **children subject to a child protection plan** as at March 2013, similar to the number recorded at the end of last year (284). This translates to a rate of 47.8 per 10,000 population, which remains higher than the England average and that of statistical neighbours (40).

43. There has been a 5.5% reduction in the number of **children in care** since the end of March 2012. 541 children were in care on the last day of March 2013, equivalent to 94 per 10,000 population. Haringey's rate remains higher than the England rate and that of statistical neighbours. A quarter of children in care are placed within Haringey, with 80% placed within a 20 mile radius.



44. There were 14 **adoptions** in 2012/13 (target 15). However, there were also 31 **special guardianship orders** in the year, giving a total of 45 legally permanent orders. Increasing use of special guardianship orders in addition to adoption orders helps to reduce the time children spend in long term care. In addition, a large number of children have been placed in pre adoptive



placements awaiting orders which will boost adoption orders during 2013/14 and secure permanency plans for around 30 children in care. Significantly higher **numbers of adopters** were approved in 2012/13; 35 compared to 9 in 2011/12.

45. In 2012/13, **children waited an average of 661 days from becoming looked after to being placed for adoption**. This is higher than the 639 day national threshold but an improvement over Haringey's three year average for 2009/12 (749) and the 2011/12 position of 715 days.

46. In 2012/13, **children waited an average of 436 days from entering care to moving in with adoptive parents** (including foster parents who subsequently adopt), a considerable improvement on 647 days in 2009/12.



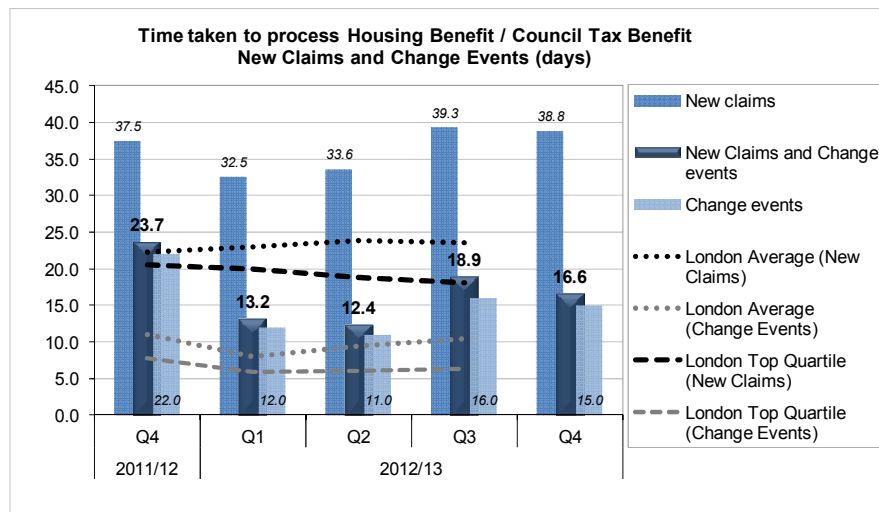
## Priority 5: Deliver responsive, high quality services to residents

### Overall Assessment

- Progress has been made on the efficiency of processing benefit claims (*para 48*). Processing times need to reduce further in the coming year to bring performance in line with the best boroughs in London, particularly in the context of the transition to Universal Credit.
- The council tax collection rate is good (*para 47*). Maintaining this level may prove to be a challenge as financial pressure on households and the impact of welfare reform continues to bite.
- Complaints from residents are being dealt with in a shorter timescale than previous years (11 days), however, escalation to stage 2 has increased (*paras 50 & 51*). For the coming year, the Council's aim is to resolve complaints at the earliest possible stage.
- Performance of the Council's Call Centre was below expectation throughout the year (*para 54*). Improving customer services will be a key priority for the Council for 2013/14.
- Performance against planning application indicators was low compared to other London authorities (*para 55*).

47. 95.02% of **Council tax due for the year** was received in the year to March, meeting the 95% target but marginally below levels achieved at this time last year (95.3%).

48. The **time taken to process housing benefit and Council tax new claims and change events** decreased to 16.6 days in quarter 4, better than the 18 day target. The overall 2012/13 figure is 14 days, a significant improvement on last year (22 days). Haringey's processing time remains significantly longer than both the London top quartile and London average, particularly for new claims.

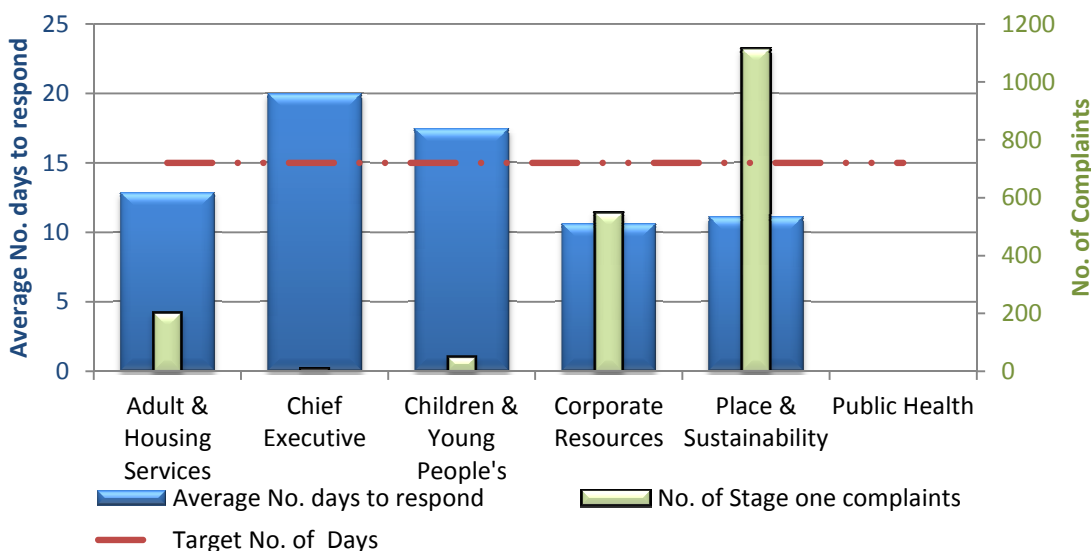


49. In 2012/13 there were 1,922 **stage 1 complaints** and 3,089 **Member enquiries**. The table below shows the areas where the majority of complaints were received. These areas tend to be high volume / universal services. For example, there are in excess of 5 million waste collections each year and the number of complaints in 2012/13 was inevitably affected by the changeover to fortnightly waste collection.

Main areas for Stage 1 complaints	Total
Street Cleansing / Waste Collection	559
Benefits	221
Housing	164
Customer Services	150
Libraries	107
Parking	72
On-Street Enforcement	71
Leisure Centre Information	58

50. The average time taken to respond to **Stage One complaints** was 11.4 days against a target of 15 days, down from 12.5 days last year.

**Stage One Complaints - response times and volumes  
2012/13**

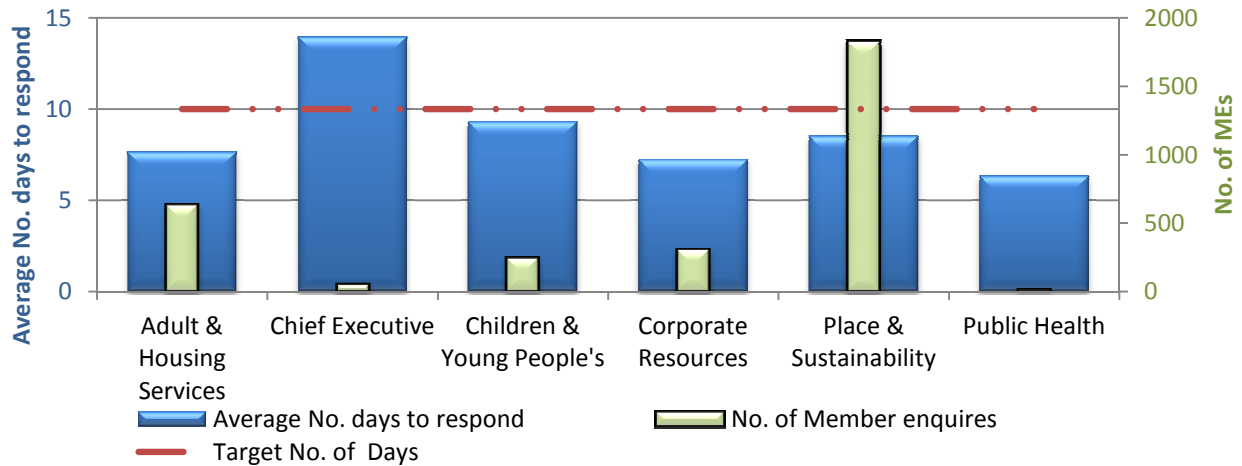


51. 9% of complaints received in 2012/13 were escalated to **Stage 2: Independent Review**, an average of 28 cases per month. This represents a sustained increase in both proportion and volume of escalations compared to the six months to March 2012 (5% and 14 per month, respectively).

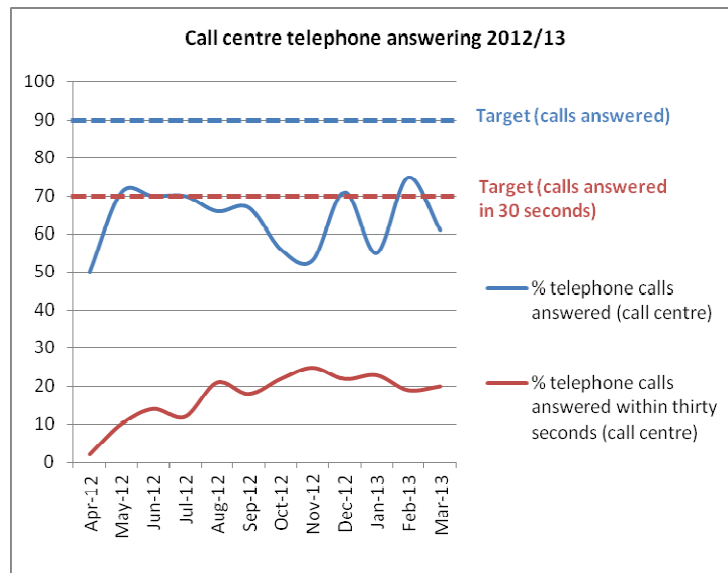
52. Only 2% of stage 1 complaints are escalated to the Local Government Ombudsman.

53. The average time taken to respond to **Members' Enquiries** was 8.4 days against a target of 10 days, down from 10 days in 2011/12.

**Members' Enquiries - response times and volumes 2012/13**



54. Performance of the Council's call centre was below expectation throughout the year. Of the calls received, 63% were answered and 17% were answered within the target timescale of 30 seconds. A focused programme of work, the Customer Services Strategy, is now in place to address this.



55. In 2012/13, the Council received the following planning applications:

Type	Number received	Completed to timescale*	% completed to timescale
Major	19	12	63.2%
Minor	309	175	56.6%
Other	1,570	1,061	67.6%

\*8 weeks for Minor and Other, 13 weeks for Major

Performance against all types of application was low compared to other London authorities.

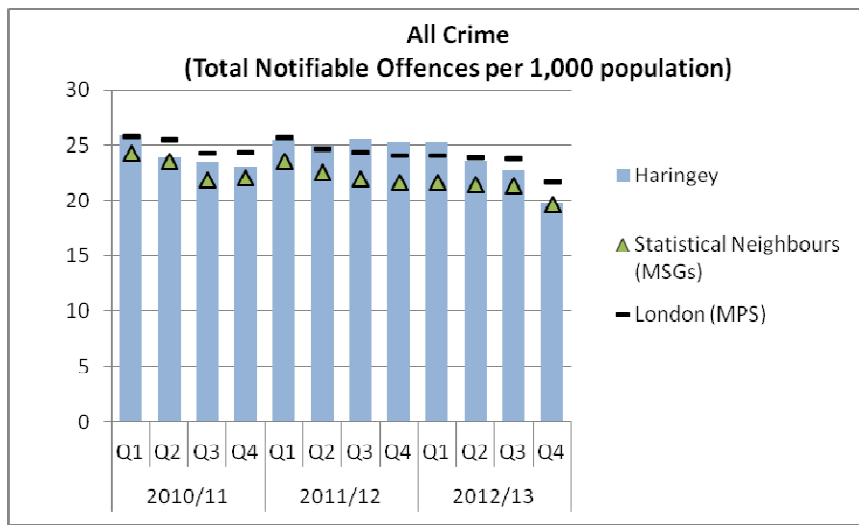
56. **Staff sickness** for Haringey Council (excluding school staff) reduced from 7.77 days per FTE in April 2012 to 7.14 days per FTE in March 2013. This puts Haringey just outside the London top quartile of 7.11 days (based on data for 24 boroughs as at Q3 2012/13).

## Community Safety

### Overall Assessment

- Overall crime in Haringey reduced by 10% in 2012/13 compared to the previous year (*para 57*). In particular, major reductions have been seen in personal robbery (30% reduction) and residential burglary (16% reduction; *para 59*).
- The number of first time entrants to the Youth Justice System aged 10-17 has reduced by a third (*para 60*). However, the youth re-offending rate continued to increase, with almost half of the cohort reoffending (*para 62*). Diverting young people from involvement in crime and antisocial behaviour is a key priority for the coming year.

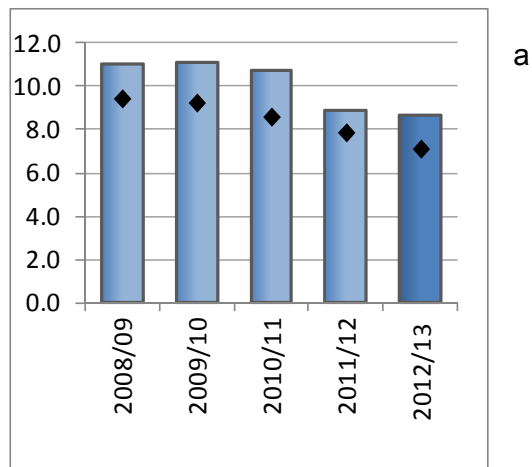
**57. Reported crime in Haringey** reduced by 10% in 2012/13 compared to the previous year, a bigger reduction than either London or statistical neighbours. Haringey's rate is below London and in line with statistical neighbours.



**58. Violence with injury** reduced by 2.3% in 2012/13 compared to the previous year. London overall saw greater reduction of 8%.

**Violence with Injury**  
(rate per 100,000 population)

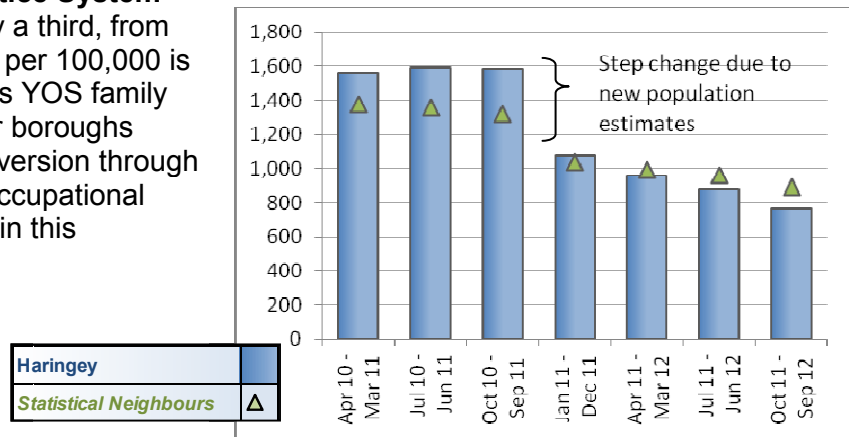
Haringey	■
London	◆



**59. Both personal robbery and residential burglary** offences (the key property offences measured by the Community Safety Partnership Board) have seen major reductions in 2012/13. Personal robbery reduced by 30% compared to the previous year; residential burglary has seen a 16% reduction. In quarter four of 2012/13, the personal robbery and residential burglary rates were both below the London rate.

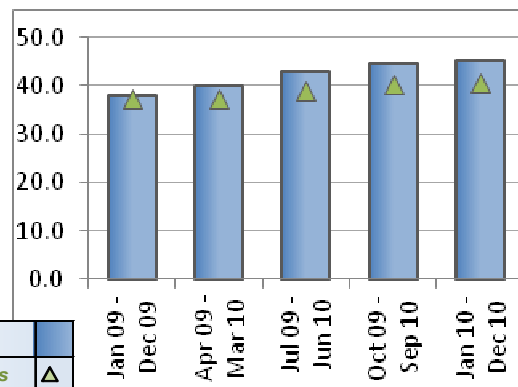
60. In the last year, the **number of first time entrants to the Youth Justice System aged 10-17** has reduced by a third, from 268 to 182. Haringey's rate per 100,000 is now 767, the 3<sup>rd</sup> lowest in its YOS family group (a group of 10 similar boroughs used for benchmarking). Diversion through triage and well structured occupational programmes has been key in this reduction.

**First Time Entrants to the Youth Justice System per 100,000 10-17 year olds.**



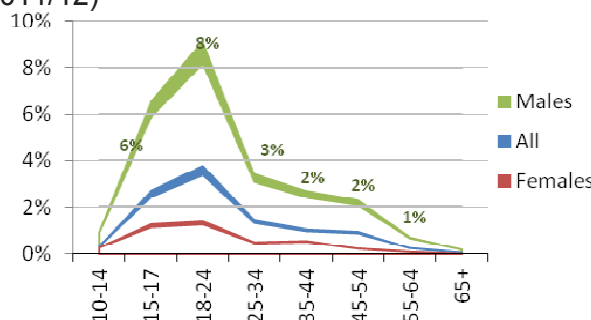
61. Haringey's **rate of custody use** (per 1,000 10-17 year olds) has reduced to 2.28 as at Q3 2012/13 compared to 2.70 in 2011/12. However, this remains high amongst Haringey's YOS family group.

62. **The youth re-offending rate** has continued to increase and is likely to miss the end of year target. 47.1% of offenders in the April 2010 to March 2011 cohort have reoffended compared to 40% for the previous cohort. Similar increases have been seen across the YOS family group, though Haringey's rate remains higher than the group average. Local tracking (which runs ahead of the published figures) indicates that the re-offending rate has peaked and will begin to reduce over the next year.



63. In contrast to the overall violence with injury trend, **serious youth violence** continues to fall. There were 181 serious youth violence offences in 2012/13, down from 246 in the previous year, a reduction of over a third, bringing Haringey much closer to the average across London.

64. The chart below shows the estimated percentage of the population accused of a crime by age and gender (Oct-Sep 2011/12)



Source: Police accused data (Borough Intelligence Unit)

65. Haringey's Community Safety Partnership has secured **funding from the Mayor's Office for Policing and Crime (MOPAC)** which in 2013/14 will provide:

- £45,000 to support to victims and witnesses of anti-social behaviour in Haringey and Hackney.
- £88,000 to support Haringey's Integrated Offender Management (IOM) programme.
- £103,000 to support the work of the domestic violence (DV) partnership.

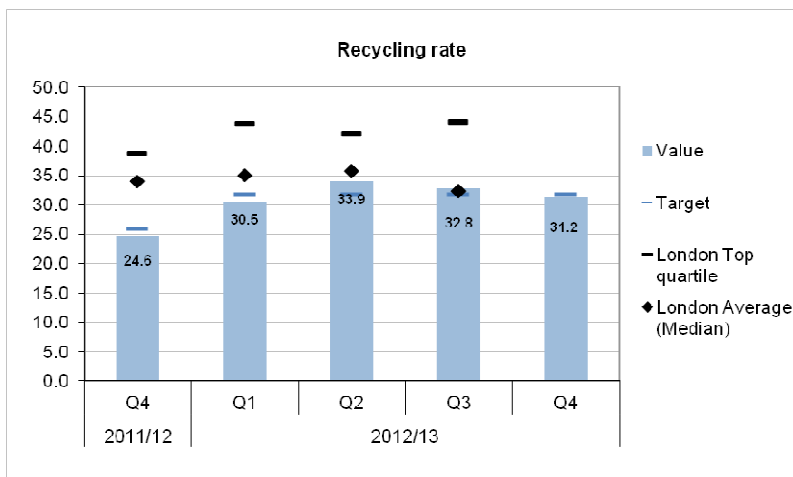
66. The Council has allocated £400,000 to support the delivery of the **Strategy for Young People**. Key strands of which will be to divert young people away from the criminal justice system, particularly younger siblings of those already in gangs.

## Environment

### Overall Assessment

- The Council's recycling rate has increased by 6 percentage points from 2011/12, to 32% (*para 67*) following the successful roll-out of the fortnightly waste collection service.
- Street cleanliness increased steadily through the year but the annual figure has been adversely affected by low performance at the beginning of the year. There needs to be a focus on ensuring that high levels of street cleanliness are maintained throughout the year (*para 68*).

67. **32.1% of household waste was recycled** in 2012/13, exceeding the annual target of 31.7%. Haringey remains below the London average and significantly below the top quartile. The roll-out of fortnightly waste collection services across the borough has contributed to the increase over 2011/12 (26.2%)



68. The annual performance of Haringey's **street cleansing** contractor is based on levels of litter measured through a survey three times a year. The surveys identified that in 2012/13 performance improved steadily throughout 2012/13 and overall 8% of streets fell below the acceptable level of cleanliness in line with the target set.
69. Green Flag status has been successfully retained for all 15 of **Haringey's parks and open spaces**. In addition, three non-Council spaces were awarded Green Flags: Alexandra Palace, Tottenham Marshes and Highgate Wood, making a total of 18 for the borough overall.

A number of Haringey parks have also achieved [Fields in Trust](#) status which protects outdoor recreational spaces as a legacy of Queen Elizabeth II's (QEII) Diamond Jubilee in 2012: Albert Road Recreation Ground, Lordship Recreation Ground, Muswell Hill Playing Fields, Down Lane Recreation Ground. Priory Park has also applied for Fields in Trust QEII status, and the outcome is awaited.

- 70. By the end of the 2012/13 planting season, a total of 388 **new trees had been planted** (307 were street trees). This means that between 2010 and 2013 an overall 1,244 new trees were planted.
- 71. A detailed business plan for a strategic **Lee Valley Heat Network** is now in development. The network locally covers part of Northumberland Park, Tottenham Hale and Tottenham Green, and aims to utilise energy from waste processing facilities in Edmonton for the benefit of the local economy. The overall network covers Haringey, Enfield and Waltham Forest.
- 72. Haringey has been awarded £100,000 from a cross-borough funding bid to the European Regional Development Fund led by Islington. The scheme is providing free environmental support to hundreds of small and medium-sized enterprises (SMEs) to help them **reduce CO2** and save money on their fuel bills. To date, approximately 50 businesses have received one-to-one support from the service, and many businesses have been delighted with the service and the financial savings they have been able to make to reduce their operating costs. In addition, thousands of businesses have received information and advice from direct mailings and online resources.
- 73. **Haringey's Car Club scheme** now offers Zipcar members access to 87 car club vehicles across the borough. The scheme has been extremely popular, with over 4,000 Zipcar members in the borough (a member growth of 240% in three years), and has led to up to 1,040 private vehicles being sold through residents joining the scheme. Zipcar members drive on average 68% less than prior to joining (and using public transport 40% more). There is significant potential for car club expansion in Haringey and the Council aims to have a car club within five minutes' walk of all residents and businesses.

## Health and social care

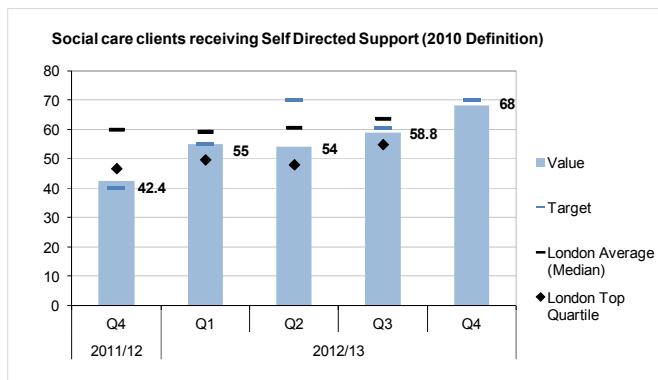
### Overall Assessment

- Steady progress towards the national target has been made for self directed support in social care (personal budgets; see *para 74*).
- Good progress has also been made in reducing teenage pregnancy (see *para 76*). Haringey is now average amongst its statistical neighbours, improving from a low ranking the previous year.
- The rate of delayed transfers of care has increased from last year (the majority are attributable to the NHS; see *para 75*). Nationally, there is a clear expectation that rates should improve, reinforcing the need for this to remain a focus for adult social care for 2013/14

### Adult Social Care

74. As at March 2013, 68% (3,150 clients) of social care clients are on **self-directed support** against a target of 70%. This is in the top quartile for London (based on Q3 data).

75. **Delayed transfers of care** have increased to 9.8 per 100,000 adult population (as at January 2013), compared to 7.7 last year, above the target of 7.5. Nationally about 60% of delayed transfers are attributable to the NHS and 33% to Social Care, with the remaining 7% being attributable to both. In Haringey, 67% are attributable to NHS, 32% to Social Care and 1% to both. There is a clear



national expectation for reductions in both the number of Delayed Transfers of Care and the length of wait which some people are experiencing. As Haringey rates are higher than other north central London boroughs, this area should remain a focus for adult social care for 2013/14.

**Public Health**

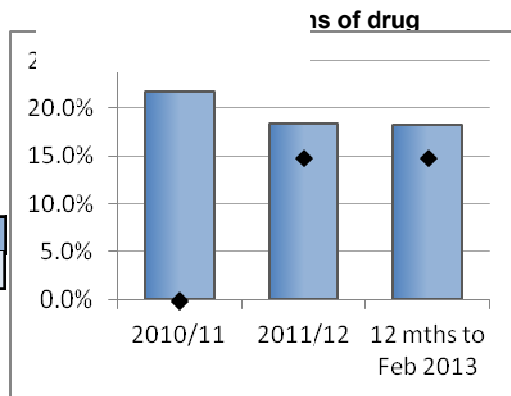
76. The ONS 2011 quarterly rates and the annual rate for **under 18 conceptions** for Haringey are shown below.

Quarter	Rate per 1000
Q1	43.5
Q2	26.8
Q3	41.6
Q4	33.0
<b>2011 Annual Rate</b>	<b>36.2</b>

Haringey is now average amongst its statistical neighbours; the 2011 annual rate shows a significant decrease from 2010's high rate of 64.7 per 1000.

77. 18.3% of **drug treatment was completed successfully** in 2012/13 (to February), maintaining the strong performance from the previous year. This remains better than the London and national figures.

Haringey	18.3%
London	14.5%



78. 37.9% of Haringey residents participate in at least one 30 minute session of sport or moderate **exercise** per week (9<sup>th</sup> out of 32 London boroughs; London overall 36.5%). This is a 2.8 percentage point increase from the previous year (35.1%) and, although it is not statistically significant, indicates a possible increase in participation in sport and physical exercise.