

<b>Report for:</b>	<b>Overview and Scrutiny Committee</b>	<b>Item Number:</b>	
<b>Title:</b>	<b>The Council's Performance Assessment for Quarter 1, 2013/2014</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 Members of progress against the Council's outcomes and strategic priorities for 2013/14.

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

2.1. Over the last six months, there has been a significant improvement in both primary and secondary schools, which is reflected in the provisional statistics for educational attainment. I am delighted to see such advances made in a relatively short space of time, and I anticipate that we will continue to make positive progress in this area.

I am also pleased to see that we are making clear progress towards providing a cleaner, greener environment. With 16 of our parks and open spaces being declared among the best in the country with the Green Flag Award, the accolade is testament to an excellent team effort along with our partners. Our ambitions for large scale regeneration across the borough are also moving forward, with good progress being made from Tottenham to Alexandra Palace to Crouch End.

2.2. Although there has been an improvement in public confidence that the police and council are dealing with crime and anti social behaviour, I am concerned that the youth reoffending rate has continued to increase; this needs to be addressed. The JSA claimant rate continues to be disproportionately high in the east of the borough and for 16-24 year olds. I expect to see our work to tackle this gain momentum over the next quarter.

### **3. Recommendations**

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

### **4. Background information**

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

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

- 5.1. This is a high level report to inform members of the progress against the Council's outcomes and strategic priorities for 2013/14. There are no unexpected financial implications directly arising from the issues detailed within the report that need to be brought to member's attention.
- 5.2. Directors and Heads of Service need to ensure that resources are identified to meet the costs of any new activity undertaken to address areas of focus.

### **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. 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.

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

N/A

### **9. Policy Implications**

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

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

- Appendix 1: Performance Tables Quarter 1 2013/14
- Appendix 2: Emerging Policy Issues for Quarter 1 2013/14

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

- Service performance indicator returns
- Council Plan (incorporating departmental business plans)



# The Council's Performance Assessment Quarter 1 2013/14

Produced by  
Strategy and Business Intelligence  
September 2013

# Executive Summary: Overall Assessment of the Council's Performance - Quarter 1 2013/14

## Introduction

1. The Council's Corporate Plan 2013-15 was agreed at Cabinet on 9<sup>th</sup> July 2013. The Plan identifies four key outcomes for the borough, these are:
  - **Outstanding for all:** Enabling all Haringey children to thrive
  - **Safety and wellbeing for all:** A place where everyone feels safe and has a good quality of life
  - **Opportunities for all:** A successful place for everyone
  - **A better council:** Delivering responsive, high quality services and encouraging residents who are able to help themselves to do so.
2. A basket of indicators has been identified which will enable the Council to measure progress against each of the outcomes and their strategic priorities. This report looks at the performance against each of these indicators in the first quarter of 2013/14 to assess the progress that has been made against each outcome. It highlights where we are performing well and where further focus is required.
3. The highlights for Quarter 1 are outlined below. Further detail can be found in the next section of the report and in performance scorecard which is set out in appendix 1.

The following areas are performing well:

- Primary and secondary school judged as being good or outstanding
- The number of families being worked with through the Families First Programme
- Attainment at GCSE and A-level
- Stability of placements for looked after children
- Adoption and Special Guardianship
- The number of child protection plans lasting two years or more
- Public confidence that the police and council are dealing with crime and ASB has increased
- Street cleanliness
- Standard of parks
- The additional HMO licensing scheme
- Local work programmes
- Planning applications processed within timescale
- Council tax collection rate

The following areas require further focus:

- Young people whose education, employment or training situation is not known
- The number of children subject to a child protection plan
- Youth re-offending
- Repeat domestic violence referrals to the MARAC
- Looked after children placed more than 20 miles outside the borough
- Adults with learning disabilities in settled accommodation
- Unemployment particularly amongst young people
- Homelessness
- Relicensing of expired HMOs
- Delayed transfers from a hospital to a community setting
- Call centre telephone answering

## Outcome 1: Outstanding for all

### Overall Assessment

The following areas are performing well:

- Primary and secondary school judged as being good or outstanding
- The number of families being worked with through the Families First Programme
- Adoption and Special Guardianship

The following areas require further focus:

- Young people whose education, employment or training situation is not known
- The number of children subject to a child protection plan

For more detailed performance highlights see paragraphs 4 to 18 below and the performance scorecard set out in appendix 1.

### Priority 1: Work with schools, early years and post 16 providers, to deliver high quality education for all Haringey children and young people

The Council is working with schools to raise standards (para 4) and educational attainment (para 5 & 6) and maximising the range of post 16 training and education opportunities and ensuring that such opportunities are being taken up by young people (para 7 & 8).

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

- Reduce the gap between the lowest achieving children at the Early Years Foundation Stage and the rest to 31%
- Increase the percentage of children achieving level 4 or above in combined reading, writing and maths at Key Stage 2 to 78%
- Increase the percentage of pupils achieving 5 or more A\*- C grades at GCSE including English and Maths (Key stage 4) to 63%
- Increase the proportion of 19 year olds achieving Level 2 (GCSE A\*-C) to 86%
- Increase the proportion of 19 year olds achieving Level 3 (A level) to 61%
- Reduce the percentage of 18 year olds not in education, employment or training to 3.6%
- Reduce the percentage of 18 year olds for whom their education, employment or training status is not known to 9.5%
- Increase the proportion of schools and children's centres rated as good/outstanding to 100% by 2016

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

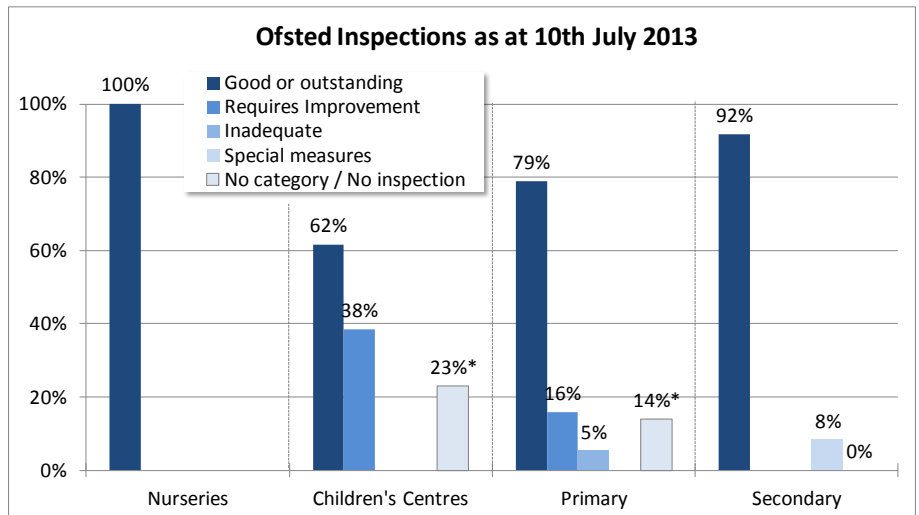
4. The Education Standards watchdog carries out inspections of childcare providers and schools on a rolling basis. As at 10<sup>th</sup> July 2013 the Ofsted ratings were as follows:

**Children's centres:** 13 had been inspected and eight were judged good/outstanding (62%). This is below the London and national averages of 77% and 70%, respectively (as at December 2012). 5 centres require improvement.

**Primary schools:** 43 out of 57 inspected schools (79%) were rated good or outstanding. This shows a major improvement over the last six months (56% as at January 2012). The latest available data shows the national average is 74%. 9 schools require improvement (16%) and 3 are inadequate (5%). An additional 8 schools have not been inspected.

**Secondary schools:** eleven out of twelve schools (excluding Haringey 6<sup>th</sup> Form Centre) were rated good or outstanding (92%). This figure includes academies. Again, this shows a major improvement since January 2012 (66%). The latest available data shows the national average is 71%.

Fig. 1 Ofsted Inspections judgements (Source: Ofsted)

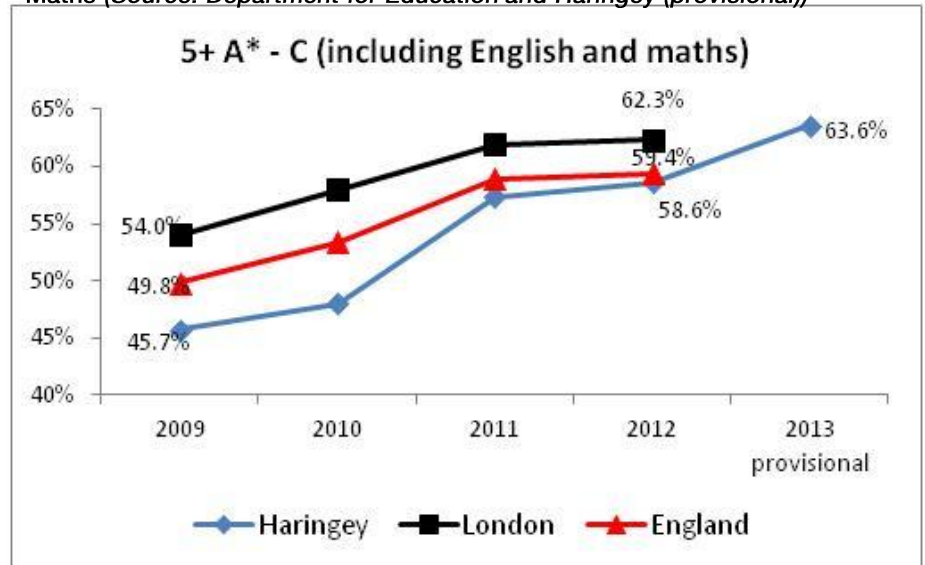


Please note: Percentages shown above are % of inspected schools with a particular rating. Figures with \* are % of all schools with no category or inspection.

#### Educational attainment

5. The percentage of pupils in Haringey schools achieving 5+ A\* - C (including English and maths) has provisionally improved from 58.6% to 63.6%. The percentage achieving 5+ A\* - C improved from 78.8% to 81.5%. Provisional information from other London boroughs indicates that the 5+ A\* - C (including English and maths) is likely to be one of the highest increases in London. There is currently no information about the national or London results for these indicators.

Fig. 2 Achievement of 5 or more A\* - C grades at GCSE including English and Maths (Source: Department for Education and Haringey (provisional))



6. The A level and equivalent provisional results also indicate an improving trend. The percentage of pupils obtaining A\* - C grades improved from 80% to 85% (2012 to 2013), A\* - B grades 54% to 60% and A\* - A grades 28% to 34%. Nationally the provisional figures are A\* - C 77% to 77%, A\* - B 53% to 53% and A\* - A 27% to 26%.

#### Young people not in employment, education, or training

7. At the end of June 2013, the percentage of young people whose current situation (i.e. whether in employment, education, or training) was not known was 11.5% compared to 15.5% at the same time last year. Improved systems for tracking are now in place which will enable the service to

establish the whereabouts of the new Year 14 cohort which will further improve performance against this indicator.

8. 3.6% of young people were not in employment, education, or training. This is meeting target despite a significant drop in unknowns over the last 4 months, and is better than the London average of 4.8% and our statistical neighbours (5.7%) as at June 2013.
9. Looking at trends over the years there is a peak around September when the Year 13 cohort finish their exams. Performance should therefore not be judged from quarter to quarter but over the course of the year.

Fig. 3 NEET 'Not Knowns' (Source: North London CCIS NCCIS)

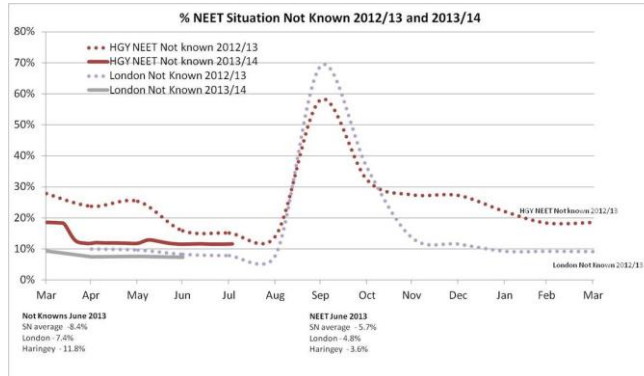
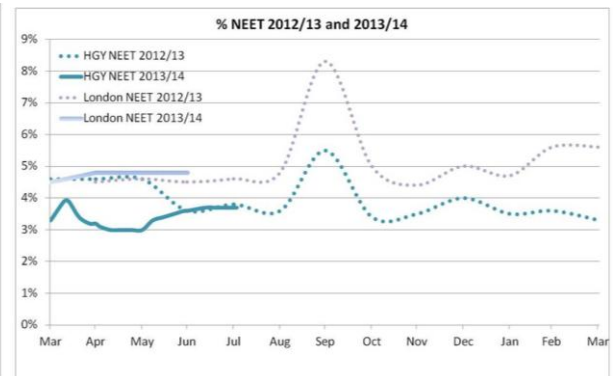


Fig. 4 NEETs (Source: North London CCIS NCCIS)



## Priority 2: Enable every child and young person to thrive and achieve their potential

Research shows that good maternal health (para 10 & 11), support for families and parents (para 12, 14, 15 & 16) and sufficient and high quality early help (para 13) are key to achieving this aim.

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

- Increase the percentage of women with access to maternity services in 12 weeks to 75% by 2013/14 and to 80% by March 2015
- Support 425 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) to 61%
- Complete 20 adoptions and 25 special guardianship orders by March 2014
- Reduce time between a child entering care to moving in with prospective adopters to less than 639 days
- Stabilise the number of children on child protection plans to 250

### Early support and help for families

10. The latest available information for the percentage of women with access to maternity services in 12 weeks is for the first two quarters of 2012/13. This shows that at the end of

quarter two 66% of pregnant women accessed maternity services within 12 completed weeks. The target set for 2013/14 is 75%.

Fig. 5 Access to maternity services in 12 weeks of pregnancy (Source: NHS Comparators)

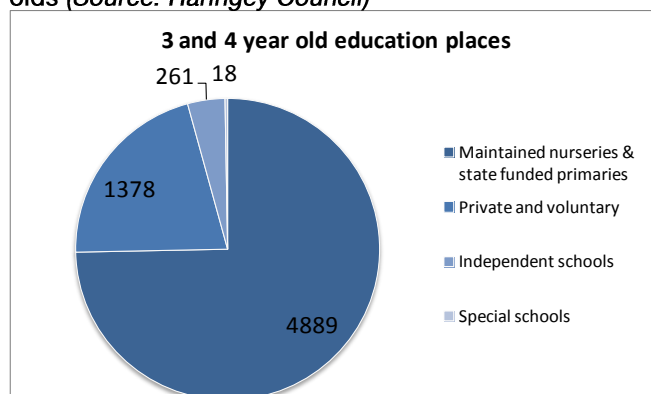
	Q2 2011/12	Q3 2011/12	Q4 2011/12	Q1 2012/13	Q2 2012/13
England	69.8	71	71.5	73.2	72
London	66.1	68.7	67.2	68.3	66.8
Haringey	66.5	69.9	68.3	70.3	66

11. Public Health is undertaking further analysis to identify if this is an issue amongst specific communities. Targeted activity is taking place such as the seminar in early 2013 with community organisations and faith leaders, producing and displaying publicity in community languages and producing a ‘myth-busting’ DVD and toolkit for professionals.

12. The **Haringey Families First Programme** - an initiative seeking to work with Haringey’s most troubled families is on track. 288 families identified as eligible for the programme have been allocated a lead worker who is working intensively with the family.

13. As at January 2013, 90% of **three and four year olds in Haringey were taking up an early years education place** against a target of 90%. Of these 6,240 are benefitting from funded early education. The graph shows the breakdown of provision type.

Fig. 6 Provision type of childcare places for 3 & 4 year olds (Source: Haringey Council)



### Adoption and special guardianship

14. There have been 12 successful **adoptions and special guardianship orders** in the year to June 2013 putting the Council on track to deliver its targets for 2013/14. The Council has been highlighted as a [top performer](#) in the North London Adoption and Fostering Consortium after almost trebling its number of adoptive parents being successfully assessed, as well as increasing the number of children placed with approved adopter families.

15. Children waited an average of 1,069 **days from becoming looked after to being placed for adoption**. This is outside the national threshold of 639 days but this is due to two cases were children placed for adoption significantly outside the threshold were both adopted by long term foster parents. If these cases are excluded the average figure is 423 days.

### Child protection plans

16. The number of **children subject to a child protection plan (CP Plans)** has continued its downward trend. At the end of June 208 children were subject to a plan (equivalent to 36 children with child protection plans per 10,000 children aged 0 – 17 years) . The 40% decrease since January 2013 resulted from a review of:

- thresholds for taking a case to conference
- thresholds for removing a child protection plan
- efficiency of the case transfer process once the plan is in place to ensure there is no delay in engaging the family in the work



17. Thresholds and processes remain under review to ensure that these are consistently applied and that child protection plans are in place where needed. Whilst a reduction is welcome it is imperative that our performance is in line with the best of our statistical neighbours and some detailed challenge and 'drill down' work is underway with this in collaboration with the Corporate Delivery Unit.
18. Performance monitoring in Children's Social Care has been significantly strengthened through monthly performance call-over meetings which holds each individual social care service lead and their manager to account and helps to further embed high quality practice. A monthly Quality and a refreshed Quality Assurance system and strategy also help to ensure continuance service improvement.

## Outcome 2: Safety and wellbeing for all

### Overall Assessment

The following areas are performing well:

- Stability of placements for looked after children
- The number of child protection plans lasting two years or more
- Street cleanliness
- Standard of parks
- Public confidence that the police and council are dealing with crime and ASB has increased

The following areas require further focus:

- Reducing youth reoffending
- Repeat domestic violence referrals to the MARAC
- Looked after children placed more than 20 miles outside the borough
- Adults with learning disabilities in settled accommodation

For more detailed performance highlights see paragraphs 19 to 54 below and the performance scorecard set out in appendix 1.

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

The focus of this priority is driving down crime (para 19, 20, 21 & 22)), developing a better coordinated approach to tackling domestic violence (para 23 to 26), and increasing community confidence (para 27).

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

- Ensure that the percentage of referrals to the MARAC which are repeat referrals is not more than 5%
- Work with 70 young people involved in gangs
- Ensure that 80% of the gang caseload are engaged and retained
- Increase the number of offenders in the Integrated Offender Management cohort from 70 to

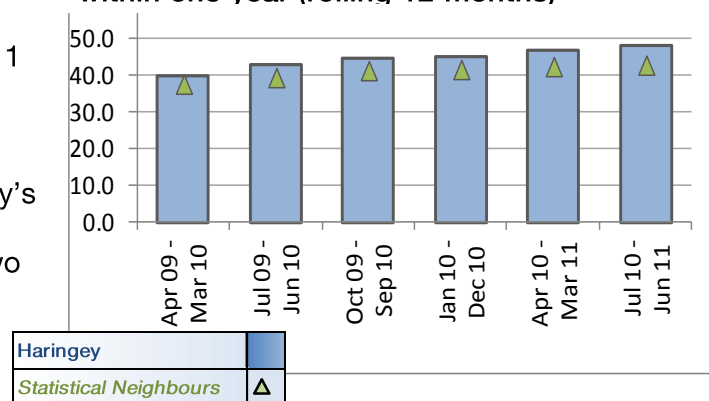
310 over 4 years (15 in 2013/14 and 75 per year thereafter)

- Reduce re-offending amongst 0-19 year olds to no more than 40%
- Increase the percentage of residents who feel the council and police are dealing with crime and anti-social behaviour effectively to 59%
- Reduce incidents of reported anti-social behaviour by 5% year on year for four years

### Reducing crime

19. The youth re-offending rate has continued to increase. 48.2% of offenders in the June 2010 to June 2011 cohort reoffended compared to 43.1% for the previous full year. Similar increases have been seen across our Statistical Neighbours, though Haringey's rate remains higher than the group average. This latest available data is two years old and should be considered alongside local information. The success of the Triage work in Haringey is significant as it diverts large numbers away from the cohort, leaving a smaller and more challenging group whose likelihood of reoffending is much higher. YOS will be linked in with the new IOM – see 19 below. Triage work underpins our corporate early intervention principle.

Fig. 7 Youth Reoffending (Source: YJB)  
% of 15-17 year old offenders reoffending within one year (rolling 12 months)



20. Work to establish an **Integrated Offender Management (IOM) project** is under way, following a successful bid to the Mayor's Office of Policing and Crime (MOPAC). The IOM which has the integrated gangs unit as part of the team will enable a seamless service between youth offending and adult offending ensuring the transitional group does not fall between the gap.

21. The IOM cohort has increased by five in the first quarter 2013 taking the total cohort to 75 against an end of year target of 85. This is on track to achieve the target for the year. An IOM strategic lead has been recruited to start in early September and numbers in the cohort are expected to increase as a result of the work to be undertaken by this role.

22. The **Gang Unit** is working with 49 young people involved in gangs, and is on track to work with 70 young people by the end of the year. Further work is needed to better understand gang issues in the borough, including who is included on the gang matrix and the types of crime related to particular gangs.

### Domestic violence

23. In Quarter 1, 17% of referrals to MARAC were repeat referrals, significantly worse than target (5%) and an increase since the end of 2012/13. More work is needed to understand whether additional staff and a more proactive MARAC Co-ordinator has led to this increase or whether it is a spike similar to previous years.

24. A single strategic commissioning lead for domestic and gender based violence has been appointed. This will help to move forward the partnership approach to delivery of effective DGBV services. Two additional independent domestic violence advisers have been appointed to deal with high and very high risk victims-survivors.

25. Domestic violence was the topic at the July 2013 Haringey Stat which was well attended by council and partner agencies. Key actions from the session were to:
- Review pathways for specialist DV services – ensure services are inclusive and open to all.
  - Consider the role of universal services in identifying and, if appropriate, dealing with domestic violence. Consider how universal services interface with specialist DV services and associated pathways.
  - Ensure that services are identifying and recording cases of DV at the earliest opportunity (linked to the action above).
  - Identify how to better capture information about those presenting at the hospital who are victims of domestic violence and explore what support should be provided.
  - Consider the role of schools in prevention and cases of domestic violence.
  - Develop more sophisticated ways to identify top perpetrators based on the risk they pose to victims
  - Explore ways to better share and/or combine datasets about domestic violence as a partnership
26. In addition, Public Health is raising awareness around domestic violence through:
- healthy and safe relationship training in schools to begin in September 2013, involving young people as mentors.
  - working closely with colleagues to deliver Healthy Schools Access Training and making links with the colleges
  - forming links with Safer London
  - training for midwives on recognising abuse patterns

#### **Community confidence**

27. Public confidence that the police and council are dealing with crime and anti social behaviour has increased by 4 percentage points to 58% against a target of 59%. Haringey Council's neighbourhood action, anti-social behaviour and trading standards teams joined local police and the fire brigade to run further weeks of action in [Bruce Grove](#) and on the [Harringay Ladder](#). The initiative is aimed at helping to drive down crime and anti-social behaviour and promoting personal and household safety to residents and visitors. It brings together members of the Haringey Community Safety Partnership, Veolia, the Neighbourhood Action and Smarter Travel teams to help residents and visitors feel safe and keep safe and to clean up and improve the street scene.

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

Key to safeguarding adults and children is embedding effective safeguarding practice, ensuring that there are robust and efficient processes in place (paras 28, 29 & 30), and making vulnerable adults and children feel safe and secure (para 31 to 34).

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

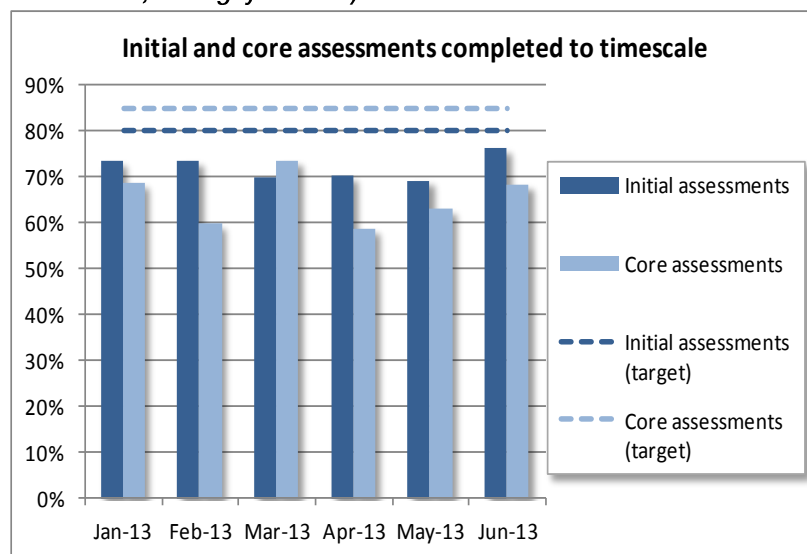
- Ensure that 95% of children referred to social services are seen within 10 days
- Ensure that 85% of assessments are completed within 45 working days
- Reduce the proportion of looked after children placed more than 20 miles from Haringey to 16%
- Ensure that no more than 7% of children subject to a child protection plan have a child protection plan lasting 2 years or more
- Ensure that no more than 10% of looked after children have three or more placements in the year

- Increase the proportion of adult social care users who state that the services they use make them feel safe and secure to 85%

28. In response to recommendations from the Munro Review, local authorities will move from a two stage assessment process ('initial assessments' and 'core assessments') to a more flexible single assessment process to be known as **Child and Family Assessment**. This has been implemented in Haringey from June 2013 and reporting on this will begin from July onwards. The approach puts greater emphasis on seeing the child as early as possible with a target of 95% of children being seen within ten days of the assessment start date (this is a higher figure than the Initial Assessment target and reflects best practice expectations).

Fig. 8 Initial and Core Assessments completed to timescale (Source: Frameworki, Haringey Council)

29. For quarter 1 performance is reported against the two outgoing indicators which looked at completion of assessments within set timescales. During this period, 71.7% of **initial assessments** were carried out in 10 days against a target of 80%. This improved in June to 76%. Performance was also below target for **Core Assessments**; 63.1% were completed in 35 working days against a target of 85%.



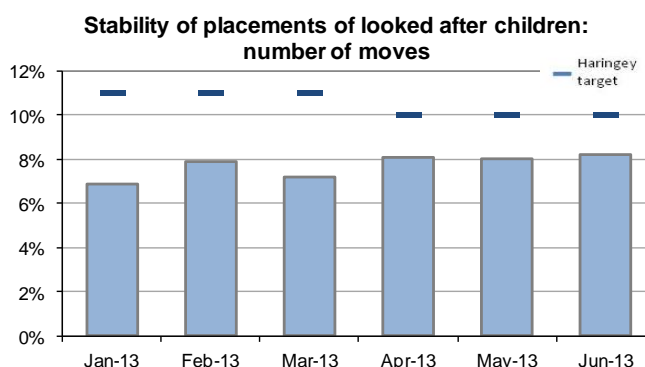
30. The following action is taken to ensure that more assessments are within timescale; better monitoring and tracking of outstanding assessments has been put in place and fortnightly performance meetings are held between social workers and their managers. The focus of these meetings is both the timeliness and quality of assessments.

### Feeling safe and secure

31. In the year to June 2013, 7.3% of **child protection plans (CP Plans)** lasted 2 years or more (8 out of 110 children). This is slightly lower than statistical neighbours and London but within the target range for 2013/14. A system to routinely scrutinise CP Plan cases which have gone over 18 months is now established, and individual cases with CP plans lasting longer than two years are routinely considered by senior managers.

32. Indicators around **stability of placements for looked after children** are in line with statistical neighbours and targets. The proportion of children with **3 or more placements** stands at 8.2% (43 out of 525 children) against a target of 10%.

Fig. 9 % of LAC with 3 or more placements (Source: Frameworki, Haringey Council)



33. The service has made really good progress in placing its looked after children closer to home and within the Borough boundaries. The target set was to place not more than 16% of looked after children outside Haringey. However 20% of **looked after children were placed over 20 miles outside Haringey** as at the end of June 2013. The service has a commitment to only placing children in outstanding or good placements, so, if high quality placements are unavailable within Borough, occasionally looked after children have to be placed outside the Borough boundary. This will be resolved with stronger commissioning placements. Also, a review of Haringey fostering service has just been completed and once its recommendations are implemented, this should further reduce the need to place outside the Borough. Some young people, because of specific needs are placed in therapeutic or other specialist residential units which are outside the 20 mile catchment. Similarly a number of young people have been placed outside London to distance them from gang activities and networks. The placements service is working to acquire a higher proportion of placements in borough from independent providers, both for foster care and residential placements.

34. In Adult Safeguarding, the [Safeguarding Adults Board \(SAB\) Prevention Strategy](#) is now open for consultation, with a launch planned for January 2014. Work is being undertaken on Frameworki to enable social care staff to flag potential concerns around domestic violence. This will help to develop a more detailed picture of the issues and emerging trends in the borough.

**Priority 5: Provide a cleaner, greener environment and safer streets**

The key measures for this priority are maintaining clean streets (para 35, 36 & 37) and high quality parks and open spaces (para 40 & 41).

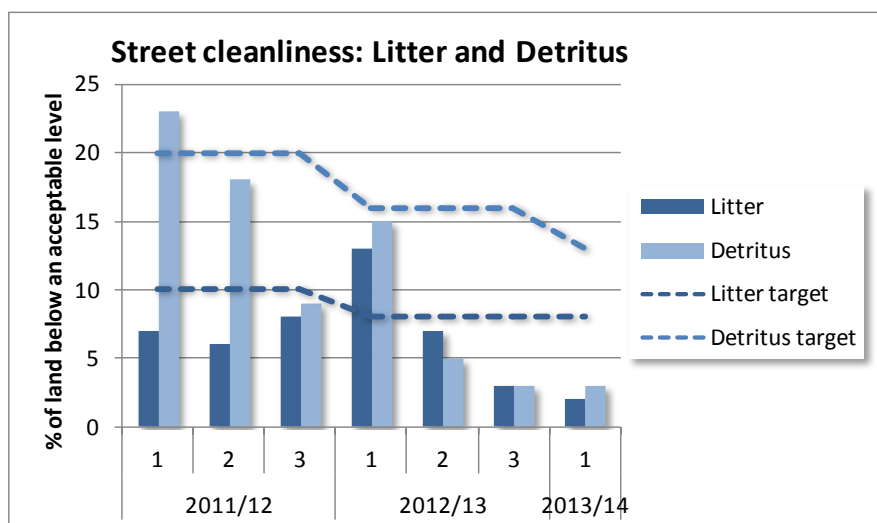
**Key performance indicators and targets for this outcome (to be achieved by March 2014 unless otherwise stated):**

- Maintain green flag status for 16 Haringey parks
- Ensure that 65% of all parks inspected are graded to a high standard (A or B)
- Ensure that the proportion of land with unacceptable level of litter does not exceed 8%
- Ensure that the proportion of land with unacceptable level of detritus does not exceed 13%
- Reduce the number of fly tips reported by residents to 480 per month in 2013/14
- Reduce the number of people killed or seriously injured on Haringey roads by 5% each year (based on a 3 year rolling average)

**Clean streets**

35. The performance of Haringey’s street cleansing is measured through a survey three times a year. The first survey for 2013/14 showed that the percentage of land with unacceptable levels of litter was 2% (target is 8%) and the percentage of land with unacceptable levels of detritus was 3% (target is 13%). These are average ratings for the borough as a whole and there is variation

Fig. 10 Street cleanliness: litter and detritus (Source: Haringey Council)

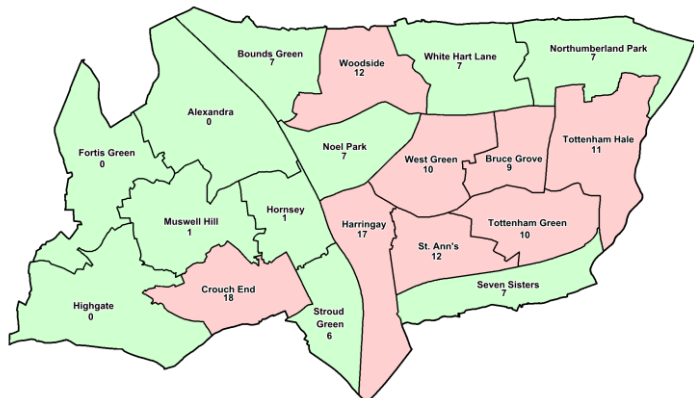


between wards. Ward level data is not currently available for quarter 1 and will be reported in the quarter 2 report.

36. The maps show ward level results for 2012/13 when the target for litter was 8% and for detritus 18%.

Fig. 11 Street cleanliness: litter (Source: Haringey Council)

Percentage of land and highways with unacceptable levels of litter  
Haringey wards  
2012/2013



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Fig. 12 Street cleanliness: detritus (Source: Haringey Council)

Percentage of land and highways with unacceptable levels of detritus  
Haringey wards  
2012/2013



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37. 1,215 fly tips were reported in the three months to June (405 a month). The target to June was 1,440. Data shows that the fly tips tend to be small items and mostly dumped locally. For example household items left at street corners on residential roads and commercial waste in black sacks on main roads. The highest levels of fly-tipping are towards the east of the borough.

38. In terms of household items the council offers a range of free collection and disposal services and there are plans for these services to be better publicised. For commercial waste there is a programme of visits to commercial premises to check compliance with the statutory Duty of Care. This programme is being reviewed to ensure that it is targeted towards the locations with the highest levels of commercial waste fly-tipping. Enforcement action is considered where communication, education and advice is not successful in preventing and reducing fly-tipping.

39. Year on year reductions of fly-tipping reported by residents and Members is a performance indicator in the contract with Veolia. The target has been met in the first two years of the contract and is on course to be met this year based on year to date performance.

### High quality parks and open spaces

40. Haringey now has 16 Green Flags for Council-managed green spaces. 15 flags have been retained and Lordship Recreation Ground has been newly awarded a green flag this year. In addition, three non-Council spaces were awarded Green Flags: Alexandra Palace, Tottenham Marshes and Highgate Wood. Community Green Flags were awarded to four local groups; Friends of Lordship Recreation Ground, Living Under One Sun, The Gardens' Resident Association and the Friends of Hornsey Churchyard making a total of 23 flags for the borough.

41. Out of 170 park inspections 108 (64%) were graded A or B standard, which is just below target and represents stable performance.

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

To achieve this priority services are focussing on encouraging healthy lifestyles for children and adults (paras 42 to 48) and promoting independence and delivering high quality support and care for those in the greatest need (paras 49 to 54).

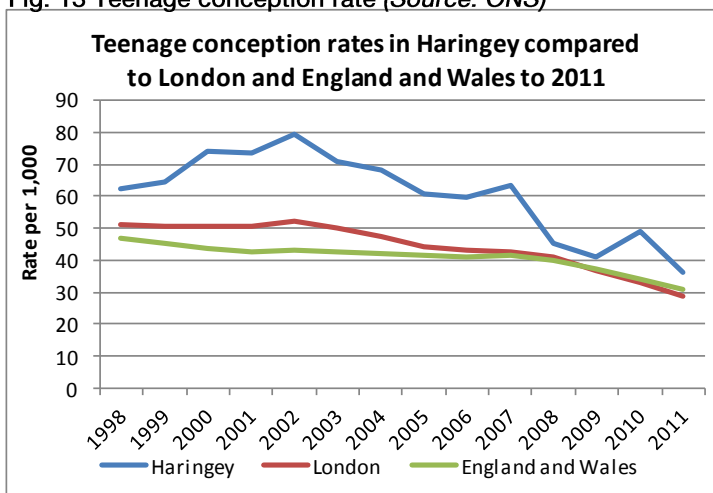
### Key performance indicators and targets for this outcome (to be achieved by March 2014 unless otherwise stated):

- Reduce Haringey's under 18 conception rate to 32.7 in 2013/14 and to the rate for London by 2015 (London rate 28.7 per 1,000 in 2011)
- Halt the rise in childhood obesity amongst 4-5 year olds (11.8%)
- Halt the rise in childhood obesity amongst 10-11 years olds (23.8%)
- Reduce cardiovascular mortality to 77.7 per 100,000 by 2013/14 and to 76 per 100,000 by 2014/15
- Ensure that alcohol-related hospital admissions do not increase by more than 6%
- Increase the proportion of adult social care users in receipt of a Personal Budget to 70%
- Increase the percentage of adult social care users reporting that they have control over their daily life to 75%
- Increase the proportion of adults with learning disabilities living in settled accommodation to 80%
- Increase the proportion of clients aged 65 and over above achieving independence through rehabilitation to 90%
- Increase the proportion of adults in contact with mental health services living independently to 80%
- Increase the number of people with learning disabilities who receive an annual health check to 86%

### Healthy lifestyles

42. The latest quarterly rate of under 18 conceptions is 44.2 per 1,000 girls aged 15 -17 (Q4 2011/12) against a target of 32.7.

Fig. 13 Teenage conception rate (Source: ONS)



43. Haringey remains above the rates of both London and England and has the 2nd highest rate of its statistical neighbours. Since 2002 the teenage conception rate in Haringey has been on a downward trajectory, in line with national trends, although the rate has been subject to fluctuations during this time.

Fig. 14 Teenage conception rate (Source: ONS)

	Q4 2010/11	Q1 2011/12	Q2 2011/12	Q3 2011/12	Q4 2011/12
England and Wales	31.6	33.3	29.6	29.8	31.5
London	28.8	30.8	28.6	26.8	29.3
Haringey	43.5	26.8	41.6	33.0	44.2

44. A range of programmes are in place to continue to address the level of teenage conceptions as part of the Health and Wellbeing Strategy Delivery Plan which is monitored by the Health & Wellbeing Board. Some future activities include:

- Downloads of the Health and Wellbeing app to PSHE and Healthy Schools leads in schools and across other young people’s settings promoted through Educoms and autumn term meeting by December 2013.
- Further increasing access to C-card scheme (accessible and free condoms) including establishing 20 easy access points in the borough by March 2015
- Increased monitoring of use of contraception and which type is under way.

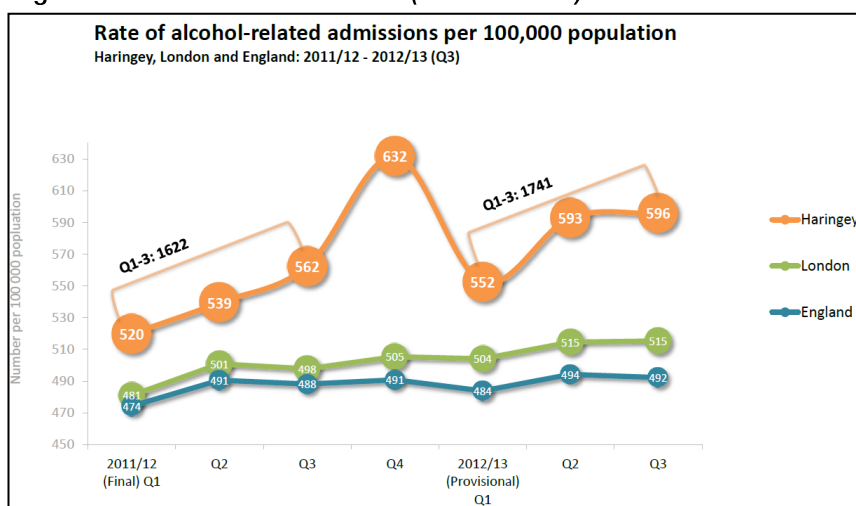
45. Data for **child obesity** is due in December 2013. The current rates (2011/12) for Haringey are 11.8% in reception (up from 10.1%) and 23.8 % in year 6 (up from 21.1%). Haringey’s rates have been consistently above the England rates; and broadly similar to the London rates.

46. A number of interventions and work streams to halt the rise in childhood obesity with regard to 4-5 year olds and 10-11 years olds are in place. These include:

- brief intervention training, skilling school nurses to raise the issue of weight with parents
- training peer supporters to encourage breast feeding; research on barriers to breastfeeding is being carried out in Children’s Centres in the east of the borough
- promotion of the Healthy Start Scheme
- MOVband pilot at Hornsey School for Girls encouraging physical activity
- appointment of a community health champion to work in the community with a focus on prevention during early years.

47. The latest data for **alcohol-related hospital admissions (per 100,000 population)**, shows a continuing upward trend. In quarter 3 2012/13 there were 596 admissions per 100,000 taking the total for the first three quarters of 2012/13 to 1,741 against an annual target of 2,391. Haringey remains higher than London and England and each of the quarters is higher than the same quarter in the previous year.

Fig. 15 Alcohol related admissions (Source: LAPE)



48. An action plan is in place to reduce admissions, activities include:

- Identification and brief advice (IBA) for alcohol in primary care and at the North Middlesex Hospital emergency department and gastroenterology and outpatient wards – also to be extended to community settings.
- A community alcohol treatment service Haringey Advisory Group on Alcohol (HAGA)

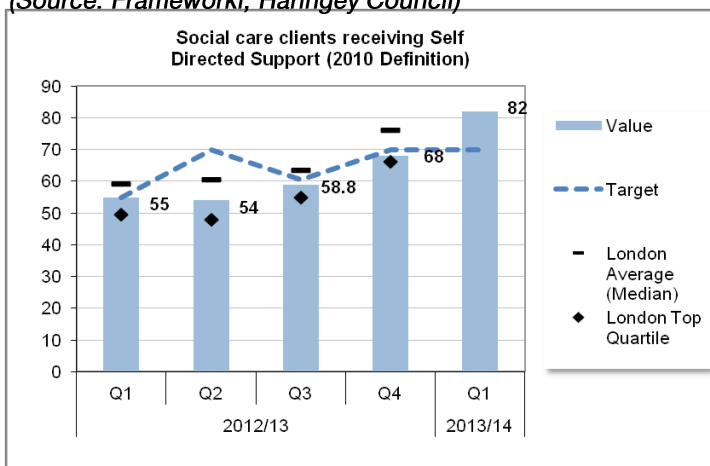


- Specialist alcohol workers available in GP settings
- Street outreach programmes to traditional 'street drinkers', and to individuals from Poland and Eastern European communities
- Social reintegration services including access to supported housing and education, training and employment support
- A specialist domestic violence worker
- Abstinence based day programme
- Services for children and families affected by substance misuse
- Inclusion of alcohol in the NHS Health Checks Programme

### Choice, control and independence

49. As at the end of June 2013, 82% of social care clients (2,727 clients) were in receipt of a personal budget against a target of 70%. This is in the top quartile for London. The percentage is likely to fall throughout the year as the number of people receiving community based services naturally increases as the year progresses. A grassroots-led local forum is offering a 'buddy system' to help new personal budget users into self-directed care.

Fig. 16 Social care clients receiving self-directed support (Source: Frameworki, Haringey Council)



### Support for people with mental health issues

50. The percentage of adults in contact with secondary mental health services living independently continues to increase and is now at 77% which is just below the target of 80%.

51. A new recovery college model is being launched at the Clarendon Centre which works with younger people with mental health needs. The new model is based on reablement, with intensive work, from which service users are enabled to move on. It is based on successful models elsewhere, including adult education dealing with mental health issues and also upskilling service users.

### Support for people with learning disabilities

52. In Quarter 1, 6.5% of adults with learning disabilities were identified as being in settled accommodation as a result of their latest assessment or review against a target of 20%, this equates to 34 people. Reviews are undertaken in date order, based on the date that people were reviewed in the previous year. In order to address continued improvements in this indicator, we are now reviewing people before due date.

53. Following the concerns expressed in the serious case reviews about the quality of care and safety of people, most recently the Winterbourne review, Adult Social Care is working with the Learning Disabilities Integrated Joint Partnership team and the Clinical Commissioning Group (CCG). Robust reviews have been completed and 26 people identified who will be moved from in-patient facilities to community settings. Housing voids are to be developed as supporting living units.

54. Following the closure of Whitehall residential care home, Campsbourne supported living scheme has now been developed. This is one of the first of its kind - working in conjunction with housing - which enables people to continue living with friends of many years to take on their own tenancy.

## Outcome 3: Opportunities for all

### Overall Assessment

The following areas are performing well:

- The additional HMO licensing scheme
- Local work programmes

The following areas require further focus:

- Unemployment particularly amongst young people
- Homelessness
- Relicensing of expired HMOs

For more detailed performance highlights see paragraphs 55 to 75 below and the performance scorecard set out in appendix 1.

## Priority 7: Drive economic growth in which everyone can participate

A key part of delivering this priority is supporting jobless residents into employment (para 55 to 61).

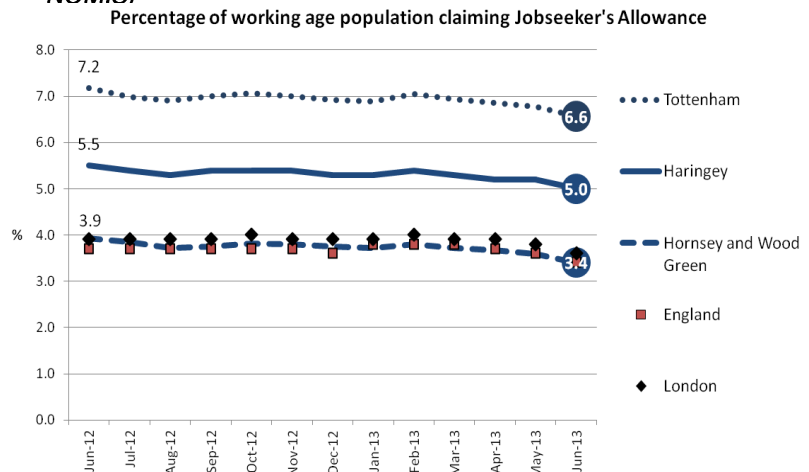
**Key performance indicators and targets for this outcome (to be achieved by March 2014 unless otherwise stated):**

- Reduce the proportion of working population claiming job seekers allowance by 10%
- Support 65 young people into work by March 2014
- Create 100 apprenticeships for Haringey residents under 25 years by March 2014
- Support 300 people into work through Jobs for Haringey programme, 30% of whom will be young people
- Support 80 people into work through Haringey HUB and work with the DWP in response to the impact of the Benefit Cap

### Employment rates

55. In June 2013, 5.0% of Haringey's working age population were claiming 61 Jobseekers' Allowance (JSA), this equates to 8,987 people. The JSA claimant rate has fallen this year, but not quite to the extent that it has fallen nationally and regionally (6% reduction compared to 11% nationally and 8% in London).

**Fig. 17 % of Jobseeker Allowance (JSA) claimants (Source: NOMIS)**



56. 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.
57. The JSA claimant rate is disproportionately high:
- in the east of the borough, particularly Northumberland Park (10.8% or 1,014 people)
  - for males (6.1% compared to 3.9% for females)
  - for 18-24 year olds (6.5%)
58. High unemployment rates are driven by a range of local, regional and national factors and will require both a change in the economic circumstances and interventions at various levels from a range of agencies to bring about a significant reduction. The initiatives currently being run by the Council aimed at getting residents into employment, as detailed below, will make a big difference to some residents, albeit they cannot have a significant effect on the overall rate of unemployment.
59. **Jobs for Haringey** – In Quarter 1 2013/14, 56 people were supported into sustained employment (at least 26 weeks in work) of which 21 were under 25. Since the start of the programme in April 2012, 681 residents have registered on the programme (both Haringey-funded and European Social Fund tri-borough projects), of these, 296 have started work, 75 in quarter1.
60. **Haringey Jobs Fund** - The Haringey Jobs Fund was launched on 18 May 2012. In Quarter 1 2013/14, 4 jobs were created taking the total to 47 jobs created to date.
61. **Seventeen young people were supported into employment** in quarter 1. The target of 65 by the end of the financial year is on track to be met. The council is involved in a number of recruitment drives including the new Sainsbury's supermarket opening in North Tottenham, these should enable us to achieve the target.

## 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 (paras 62 to 71).

### Tottenham

62. The five buildings most badly destroyed in the riots have been, or are close to being, fully restored.
63. Work is underway on the Spurs development, starting with the Sainsbury's supermarket that will bring 250 jobs. The 56,000 capacity Premier League stadium and hundreds of new homes will follow.
64. Abandoned land at **Lawrence Road** is being brought back into use, while improvements in Bruce Grove will include restoring the railway bridge, redesigning local markets and cleaning up the station.
65. **High Road West** – A preferred masterplan is being drawn up for the regeneration of the area of Tottenham High Road west of the Tottenham Hotspurs stadium. The area has the potential to deliver between 600-1600 new homes and between 300-600 new jobs.
66. **Transport** - Two-way traffic has been restored to Tottenham High Road as work to dismantle the one-way loop continues. £20million has been committed to deliver major station

improvements at Tottenham Hale, including better public realm, better facilities for cyclists, an enhanced interchange between rail, bus and tube services, and to support ambitions for a 'gateway' station for the Upper Lee Valley. There are also plans for a £72million upgrade of local rail links to bring four trains per hour between Angel Road, Northumberland Park, Tottenham and Stratford on the West Anglia Main Line.

#### 67. Local business

- Support from the Heritage Lottery Fund will help towards restoring traditional High Road shop fronts to the former glory.
- The Tottenham High Street Charter has united local traders, police and the council to make our high streets more welcoming.
- The Council is investing £50,000 in working with traders to improve West Green Road.

68. **Seven Sisters Regeneration Scheme (known locally as Wards Corner):** Mayoral Direction for a temporary market funding package of £284,500 has been approved. This will be used to fund the costs of market relocation. The scheme is a key part of the creation of a 'gateway development' for Tottenham and comprises ground floor retail and 196 homes.

#### Harringay Green Lanes

69. Haringey Council is delivering two schemes in the Green Lanes area. The Green Lanes Town Centre Improvements scheme, funded by the Mayor's Outer London Fund (OLF) and the Green Lanes Corridor scheme, funded by Transport for London (TfL). Both schemes aim to make various improvements along the Green Lanes Corridor. Funding has also been secured by the Green Lanes Strategy Group for a 'Pocket Park'. Work has begun on the schemes and should be complete by March 2014.

#### Alexandra Palace

70. Over the last 18 months, the Trustees of Alexandra Palace (working with architects Farrell Associates) have developed and approved a 'spatial Masterplan' for the future use of the site. The Heritage Lottery Fund has approved funding of £850,000 which will support the plan.

#### Crouch End

71. Mountview Academy of Theatre Arts, with the support of Haringey Council, is in the process of appointing an architect-led design team for the next phase of the redevelopment of Hornsey Town Hall.

### Priority 9: Ensure that everyone has a decent place to live

A key challenge for Haringey is to tackle high levels of homelessness (para 73 to 74) in the borough and ensure that housing is of a good quality and well managed (para 75).

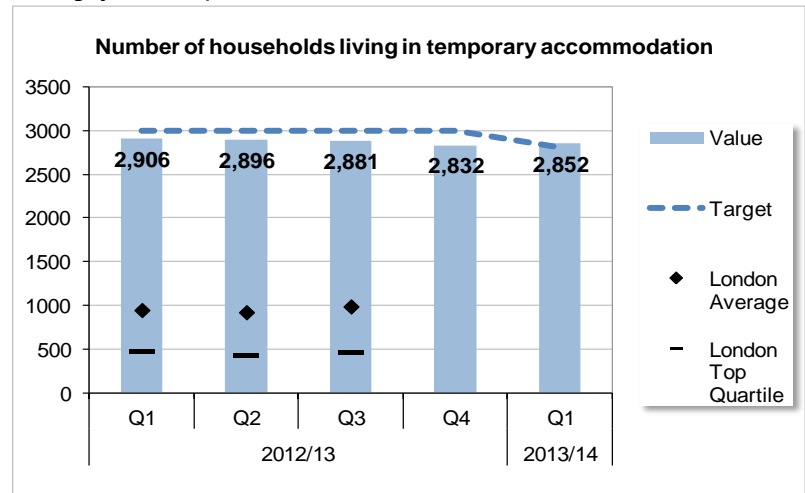
#### Key performance indicators and targets for this outcome (to be achieved by March 2014 unless otherwise stated):

- Deliver 820 housing units annually, 50% of which should be affordable housing.
- Provide more homes by building or converting 300 - 600 new homes
- Re-license 90% of mandatory HMO's where licenses have expired within year
- License an additional 100 Properties within the 'Additional HMO Licensing Scheme' in 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 by March 2104

72. The buoyant private rented market in London is leading to an increase in the numbers of homelessness presentations due to landlords seeking higher rents from benefit and low income tenants. The nature of the market is also leading to difficulties in procuring sufficient quantities of accommodation for prevention type measures.

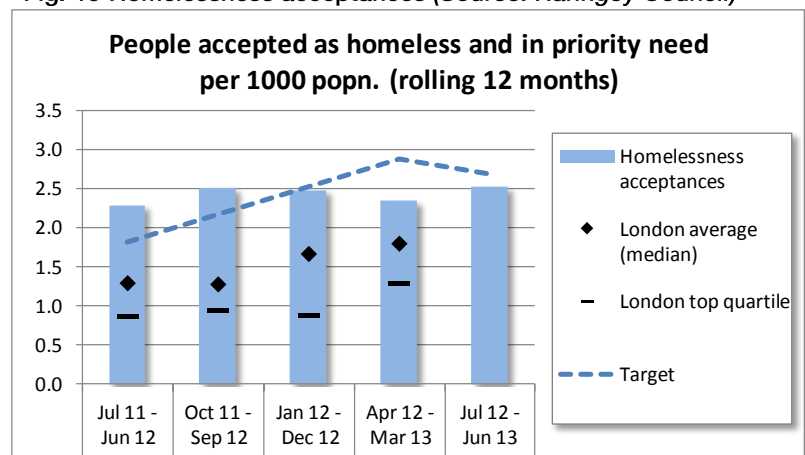
73. At June 2013, there were 2,852 households living in temporary accommodation, an increase of 20 since the end of 2012/13.

Fig. 18 Households living in temporary accommodation (Source: Haringey Council)



74. In Quarter 1, 0.64 homeless applications were accepted per 1,000 population (165 acceptances) which is higher than the target of 0.53 acceptances (136 acceptances) for that period. London benchmarking data is available on a rolling 12 month period and shows that Haringey remains above the London average. However, Haringey acceptance numbers have remained relatively stable whereas London has seen a significant increase over the last year.

Fig. 19 Homelessness acceptances (Source: Haringey Council)



75. In Quarter 1, 36 'additional' Houses in Multiple Occupation (HMO) were licensed within the Additional HMO Licensing Scheme in Harringay ward - which covers almost all smaller HMOs - better than the target of 25. During the same period the council has not re-licensed any expired HMOs across the borough. 6 out of 44 (13.6%) were re-licensed in July against a target of 90% for 2013/14. 10 further properties are subject to inspections following applications received for re-licensing.

## Outcome 4: A better council

### Overall Assessment

The following areas are performing well:

- Planning applications processed within timescale
- Council tax collection rate

The following areas require further focus:

- Delayed transfers from a hospital to a community setting
- Call centre telephone answering

For more detailed performance highlights see paragraphs 76 to 85 below and the performance scorecard set out in appendix 1.

### Priority 10: Ensure the whole council works in a customer focussed way

As a Council we want to ensure that our residents and customers are satisfied with the customer service they receive (para 76, 77 & 78).

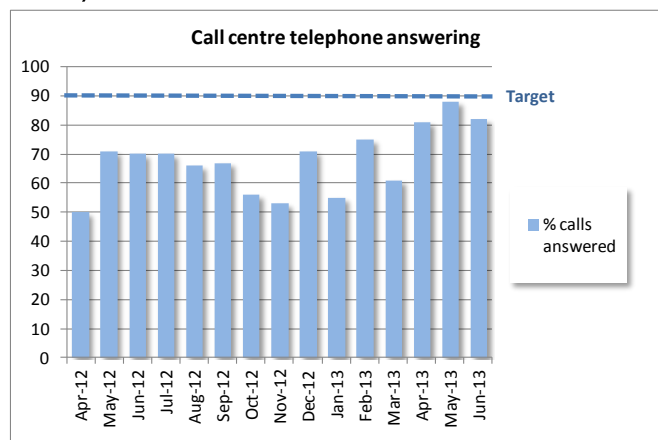
**Key performance indicators and targets for this outcome (to be achieved by March 2014 unless otherwise stated):**

- Increase the proportion of calls answered to 90% (call centre)
- Increase the proportion of calls dealt with first time to 82% (call centre)
- Increase the proportion of complaints upheld by the Ombudsman where no fault was found following investigation to 70%
- Reduce waiting times at Customer Services Centres so that 75% of personal callers are seen in 20 mins
- Increase access to Council services through the web
- Increase visits to Haringey libraries by 10% by 2015/16

76. An average of 84% of calls to the call centre were answered in the first quarter. This is an increase on the average for 2012/13 of 63%, but below the target of 90%, monthly performance has fluctuated between 81% and 88%.

77. The percentage of callers to the Customer Service Centres seen within 20 minutes has increased to 73% which is just below the 75% target.

Fig. 20 % of call centre calls answered (Source: Haringey Council)



78. There has been an improvement in the proportion of cases upheld by the Ombudsman from 48% for 2012/13 to 67% for quarter one 2013/14. This means that out of 15 cases referred to the Local Government Ombudsman no fault was found in 10 cases.

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

Success in this area includes achieving good standards of services (paras 79 to 85)

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

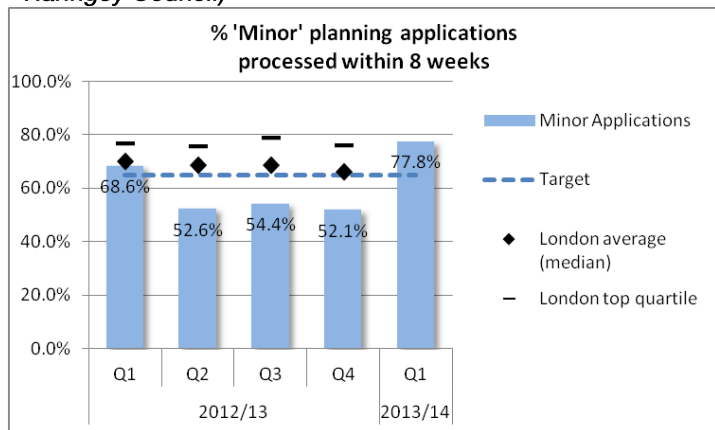
- Reduce the percentage of Principal roads where maintenance should be considered to 7%
- Increase the percentage of minor planning applications processed within 8 weeks to 65%
- Increase the percentage of other planning applications processed within 8 weeks to 80%
- Increase the percentage of major planning applications processed within 13 weeks to 65%
- Increase the proportion of residents returning completed electoral registration forms to 90%
- Increase the percentage of staff receiving performance appraisals to 95%
- Ensure that 92.5% of council tax is collected in year
- Increase the proportion of household waste recycled to 35.4% (to be reviewed)
- Reduce the rate of delayed transfers of care to 8.0 per 100,000 population

79. Of the two major planning applications dealt with this quarter one (50%) was processed within the allotted 13 weeks. The target for the year is to process at least 65% on time.

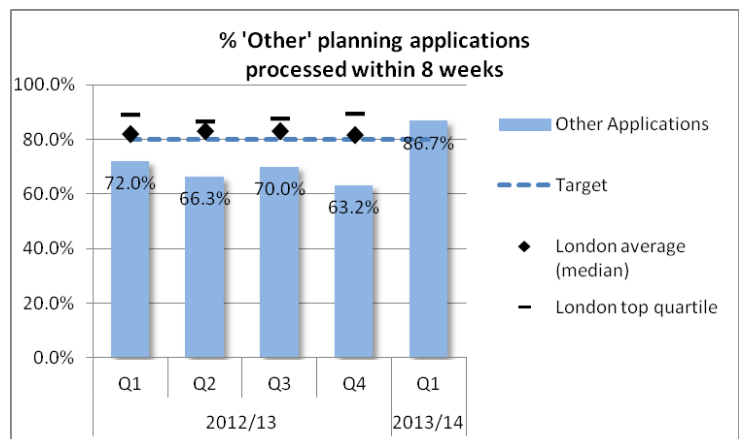
80. 63 out of 81 (78%) minor planning applications were processed within the allotted 8 weeks, above the target of 65% and a significant improvement over last year's performance

Of the 390 'other' planning applications 338 (87%) were processed on time, a significant improvement on the average for 2012/13 and above the 80% target.

**Fig. 21 Minor planning applications processed (Source: Haringey Council)**



**Fig. 22 Other planning applications processed (Source: Haringey Council)**



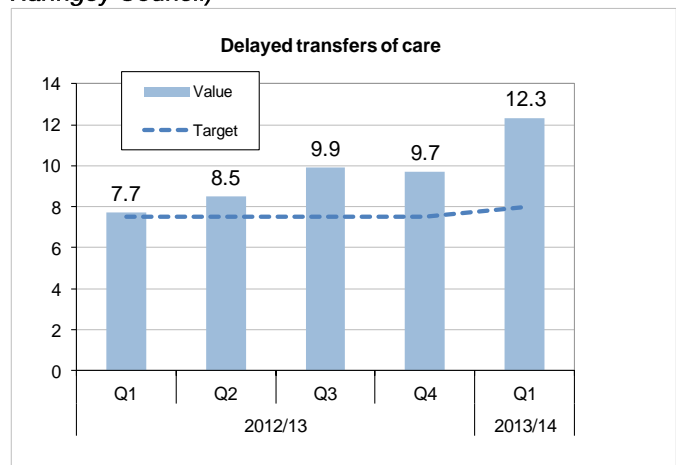
81. There has been an overwhelming response to the council’s pledge to provide an extra £1.5million into its roads maintenance programme to tackle potholes and improve the borough’s road network. Residents have been reporting potholes using the dedicated hotline, via its website, by email or through Twitter. A mobile app [Our Haringey] to be launched later this summer will offer a further on-the-go reporting option. Five contractor teams have been working on the road repairs programme. Over 1,150 pothole repair jobs were completed during the first quarter, with each of these typically comprising 1-2 individual potholes but as many as 9.

82. The Council has exceeded its target for **staff appraisals** with 98% of staff with completed.

83. The Council is on target for **council tax collection** with 30.14% of the tax due for the year collected in the first quarter of 2013/14.

84. **Delayed transfers of care** have increased to 12.3 per 100,000 adult population (Quarter 1 2013), compared to 9.7 for 2012/13, significantly above the target of 8.0. 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 quarter one in Haringey, 74% are attributable to NHS and 26% to Social Care. 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.

Fig. 23 Delayed transfers of care (Source: Frameworki, Haringey Council)



85. The **percentage of household waste recycled** rose to 35.1% in the first quarter of 2013/14, just below the target of 35.4%. Performance is close to the London average but further improvement is required to match the top performing London boroughs.

Fig. 24 Recycling rate (Source: Haringey Council)

