

<b>Report for:</b>	<b>CABINET 18<sup>th</sup> March 2014</b>	<b>Item Number:</b>	
<b>Title:</b>	<b>The Council's Performance Assessment for Quarter 3, 2013/2014</b>		
<b>Report Authorised by:</b>	<b>The Chief Executive</b>		
<b>Lead Officer:</b>	<b>Zina Etheridge – Deputy Chief Executive (Acting) Telephone 020 8489 8690</b>		
<b>Ward(s) affected: All</b>	<b>Report for Key/Non Key Decisions: Information</b>		

**1. Describe the issue under consideration**

1.1. To inform the Cabinet 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 The Council continues to make excellent progress in improving the educational attainment of looked after children and is now in the top quartile nationally for children at both Key Stage 2 and GCSE.

2.2 Strengthening the Council's contribution to the development of children in early years is a priority and halting the rate of increase in childhood obesity is a good achievement which will continue to require a multi-agency response. The work the Council is undertaking with partners to address this issue will contribute to better outcomes in later years.

3.1 The high rates of unemployment of people living in Northumberland Park continue to require focus, despite the continuing fall in Job Seeker Allowance claimants across the borough as a whole. The Tottenham Strategic Framework, presented elsewhere for approval to this Cabinet, has at its heart the renewal of opportunity for this area bringing jobs and investment to local residents.

**3. Recommendations**

3.1. To note progress against the Council's Corporate Plan priorities in the third 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 third quarter of 2013/14 against the Council's outcomes and strategic priorities as set out in the [Corporate Plan](#) agreed at Cabinet on 9<sup>th</sup> July 2013

4.2. The main body of this report begins on page 3.

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

5.1 The Chief Financial Officer has been consulted on this report and has no additional comments to make.

#### **6. Assistant Director of Corporate Governance Comments and legal implications**

6.1 The Assistant Director of Corporate Governance notes the contents of the 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 3 2013/14
- Appendix 2: Emerging Policy Issues for Quarter 3 2013/14

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

- Service performance indicator returns
- Corporate Plan



# The Council's Performance Assessment Quarter 3 2013/14

Produced by  
Performance and Business Intelligence Teams  
February 2014

# Executive Summary: Overall Assessment of the Council's Performance - Quarter 3 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 third 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 3 are outlined below. Further detail can be found in the next section of the report and in the performance scorecard which is set out in appendix 1.

The following areas are performing well:

- Number of secondary schools judged as good or outstanding by Ofsted
- Educational attainment of looked after children
- The number of successful adoptions and special guardianship orders
- The number of offenders being worked with as part of the Integrated Offender Management Programme
- Social care clients receiving self directed support
- Adults with learning disabilities in settled accommodation
- Halting the raise in childhood obesity
- Street cleanliness
- The quality of parks and open spaces
- The continued fall in jobseeker allowance claimants
- The Jobs for Haringey Programme
- Availability of local apprenticeships
- Call centre telephone answering
- Timely processing of planning applications

The following areas require further focus:

- Number of Children's Centres judged as good or outstanding by Ofsted
- The percentage of young people whose education, employment or training status is not known
- Timeliness of adoption placements
- Youth re-offending rate
- Repeat referrals of domestic violence incidents to the MARAC
- Timeliness of Children and Family Assessments
- High unemployment amongst young people and residents living in Northumberland Park
- Homelessness
- Delayed transfers from a hospital to a community setting

## Outcome 1: Outstanding for all

### Overall Assessment

The following areas are performing well:

- Secondary schools judged as good or outstanding by Ofsted
- Educational attainment of looked after children
- The number of successful adoptions and special guardianship orders

The following areas require further focus:

- Children's Centres judged as good or outstanding by Ofsted
- The percentage of young people whose education, employment or training status is not known
- The rate of children on child protection plans
- Timeliness of adoption placements

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 and educational attainment and maximising the range of post 16 training and education opportunities and ensuring that such opportunities are being taken up by young people.

#### 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
- 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

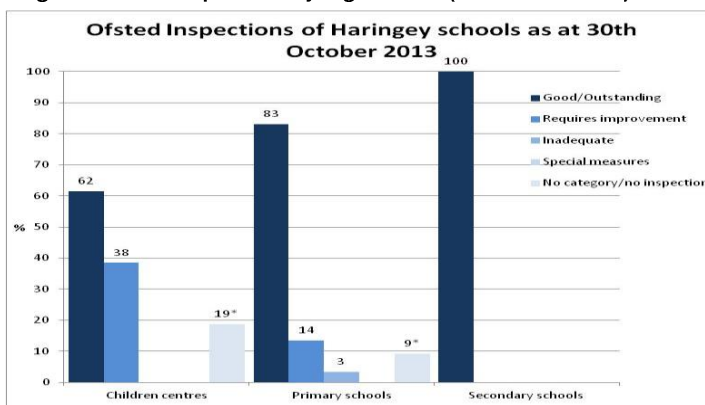
4. The Education Standards watchdog carries out inspections of childcare providers and schools on a rolling basis. As at 31 December 2013 the Ofsted ratings were as follows:

**Children’s centres:** 13 had been inspected and eight were judged good/outstanding (62%). This is below the London and national averages of 78% and 69%, respectively (as at 30<sup>th</sup> June 2013). 5 centres require improvement.

**Primary schools:** 49 out of 59 inspected schools (83%) were rated good or outstanding. Haringey compares favourably to the London and England averages of 82% and 78% respectively. Eight schools require improvement (14%) and two are inadequate (3%). An additional six schools do not have a current inspection grade.

**Secondary schools:** all eleven schools (excluding Haringey 6<sup>th</sup> Form Centre) continue to be rated good or outstanding (100%). This figure includes academies. The latest available data shows that Haringey exceeds the London and England averages of 87% and 72% respectively.

Fig. 1 Ofsted Inspections judgements (Source: Ofsted)



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

- Gladesmore Community school had an Ofsted inspection in December 2013 and retained its outstanding judgement. The [report](#) is an inspirational read and reflects what Haringey schools are capable of achieving.

### Educational attainment update

- The 2013 attainment of Haringey’s Looked After Children at Key Stage 2 in reading, writing and maths and at GCSE are all in the top quartile nationally. This is also the case for pupils with special educational needs (SEN) with and without statements at GCSE and for SEN pupils with a statement at Key Stage 2.

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

- There are two indicators that measure progress in this area:
  - the percentage of young people who are not in education, employment or training
  - the percentage of young people for whom it is not know whether they are in employment, education or training
- Over the year there are seasonal variations in the numbers, which coincide with the change in the academic year. For this reason judgment about performance is made in the period November to January once the academic status of young people has been confirmed. The service monitors the number weekly so that action is taken if there are unusual variations in the levels.
- The level of NEETs as at the end of December is 3.5% which is better than target and lower than at this point last year (4%). Unknowns have also reduced significantly since the seasonal peak in September to 18.1%. This is lower than at this point last year (27.3%) due to better systems for tracking the whereabouts of the new Year 14 cohort. Unknowns are forecast to meet the target of 9.5% in 2014/15 with the correct structures and resources in place.

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

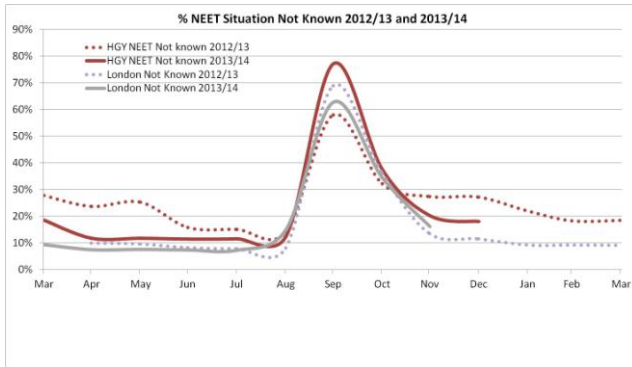
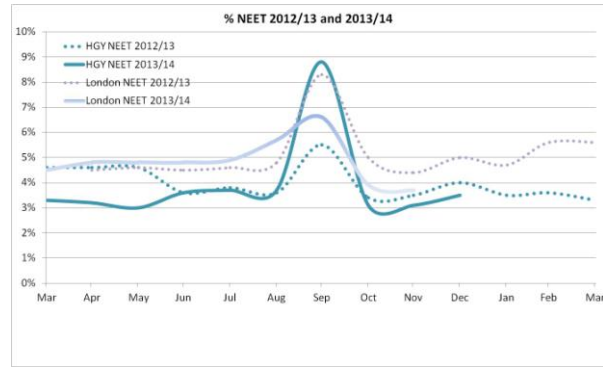


Fig. 3 NEETs (Source: North London CCIS NCCIS)



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

Research shows that good maternal health, support for families and parents and sufficient and high quality early help are key to achieving this aim.

### Key performance indicators and targets for this 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 531 families through the Families First programme
- Ensure that 80% of vulnerable 2 year olds in the borough take up their free early years place
- Ensure that 90% of vulnerable 3 and 4 year olds in the borough take up their free early years place
- Increase the percentage of children achieving at least 78 points across the Early Years Foundation Stage (at age five)
- Complete 20 adoptions and 25 special guardianship orders by March 2014
- Reduce time between a child entering care to moving in with prospective adopters to less than 639 days
- Stabilise the number of children on child protection plans to 250

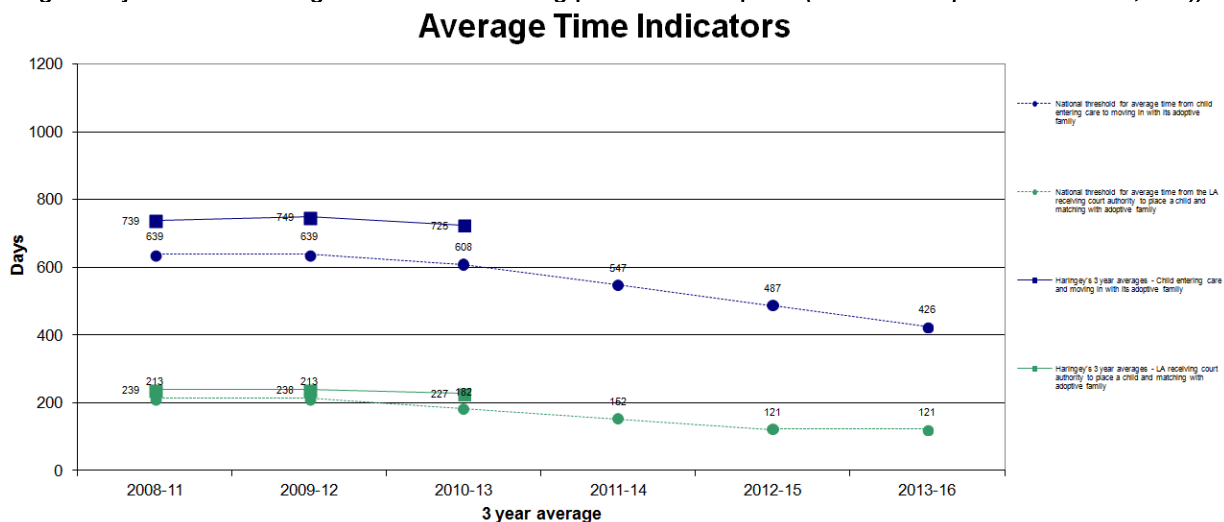
### Early support and help for families

10. The **Haringey Families First Programme** - an initiative seeking to work with Haringey's most troubled families – continues to increase the number of families it is supporting. As at 31 December 2013, 576 families have been allocated a lead worker who is working intensively with the family; an increase of almost 190 families since Quarter 2.
11. The Department for Communities and Local Government (DCLG) has increased the threshold for the number of families local authorities must work with this year to 713 families. These families have been identified and they are being contacted about the support that can be provided. Work is underway to identify additional families who are eligible for the programme.
12. An audit has been undertaken to understand what has enabled good outcomes for the families that have been supported through the Programme. It has highlighted the importance of the Lead Professional role in achieving outcomes for the families.

## Adoption and special guardianship

13. There have been 52 successful **adoptions and special guardianship orders** in the year to December 2013, exceeding the annual target of 45 for 2013/14.
14. Good progress continues to be made on the timeliness of children being placed for adoption. In Quarter 3, children waited an average of 681 days from **becoming looked after to being placed for adoption** compared to 757 days in quarter 2. This takes Haringey's in year position to 842 days. This is outside the national threshold of 608 days due in part to two cases where 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 542 days.
15. The latest Adoption Scorecard published by the DfE shows that Haringey's three year average has reduced from 745 days (2009-12) to 725 days (2010-13). The national threshold for 2010-13 has been revised from 639 days to 608 days. The distance between Haringey's 2010/13 performance and the threshold is now 117 days. Haringey is doing well by comparison with its statistical neighbours average of 810 days. Haringey's Adoption Improvement Plan aims to further improve the adoption service and close the current gap with the national threshold.

Fig. 4 Days from becoming looked after to being placed for adoption (Source: Adoption Scorecard, DfE)



## Child protection plans

16. The number of **children subject to a child protection plan (CP Plans)** has not changed significantly this quarter. At the end of December 168 children were subject to a plan which is equivalent to a rate of 29 children with child protection plans per 10,000 children aged 0 – 17 years.
17. Whilst a lower rate is welcome the Service is keen to ensure that thresholds and processes are in line with best practice. For this reason some detailed challenge and quality assurance work is underway.
18. Performance monitoring in Children's Social Care has been significantly strengthened through monthly performance call-over meetings where the Director of Children's Services holds each individual social care service lead and their manager to account and help to further embed high quality practice. A monthly Quality Assurance Board is in place and a refreshed Quality Assurance system and strategy also help to ensure continuous service improvement.



## Outcome 2: Safety and wellbeing for all

### Overall Assessment

The following areas are performing well:

- The number of offenders worked with through the Integrated Offender Management Programme
- Social care clients receiving self directed support
- Adults with learning disabilities in settled accommodation
- Halting the raise in childhood obesity
- Street cleanliness
- The quality of parks and open spaces

The following areas require further focus:

- Youth re-offending rate
- Repeat referrals of domestic violence incidents to the MARAC
- Timeliness of Child and Family Assessments

For more detailed performance highlights see paragraphs 19 to 41 below and the performance scorecard set out in appendix 1.

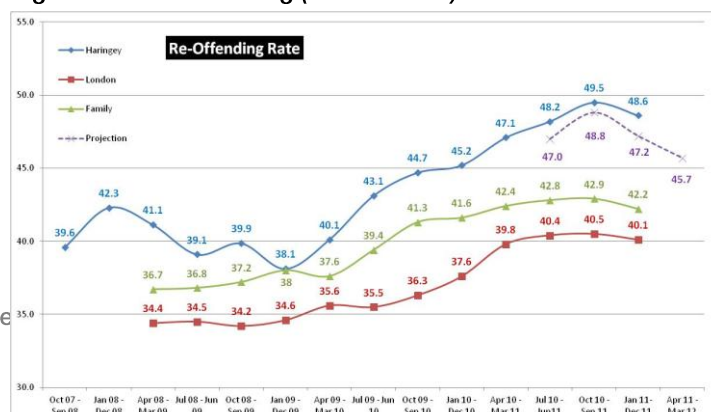
### Priority 3: Make Haringey one of the safest boroughs in London

The focus of this priority is driving down crime, developing a better coordinated approach to tackling domestic violence, and increasing community confidence.

**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 cases over 4 years (95 in 2013/14, 250 2014/15, 280 2015/16, and 310 2016/17)
- Reduce re-offending amongst 0-19 year olds to no more than 40%
- Increase the percentage of residents who feel the council and police are dealing with crime and anti-social behaviour effectively to 59%
- Reduce incidents of reported anti-social behaviour by 5% year on year for four years

Fig. 5 Youth Reoffending (Source: YJB)



#### Reducing crime

19. This latest available data for the youth re-offending rate is two years old and should be considered alongside local information.

20. Published data for Haringey shows that re-offending rates reduced for the first time in two years. 48.6% of 15-17 year old offenders in the January-December 2011 cohort reoffended within one year compared to 49.5% in the previous period. Similar decreases have been seen across our Statistical Neighbours, though Haringey's rate remains higher than the group average. The latest projection shows that this reduction is expected to continue in the next period.
21. Haringey's high re-offending rate should be seen in the context of the successful Triage work as it diverts large numbers away from the cohort. Overall offending has decreased in Haringey, leaving a smaller and more challenging group whose likelihood of reoffending is much higher. This is reflected in the increase in the average assessment scores for risk of re-offending, vulnerability and risk of serious harm in recent years. The Youth Offending Service works closely with the Community Safety Team in relation to gangs, prevention and offender management to address high re-offending, however, due to the time lag in the published data any practice-related changes applied now will not be evident in the re-offending rate for some time.
22. The multi agency **Offender Management** Partnership has been significantly progressed with the physical co-location of the Offender Management Unit in place with the Drug Intervention Programme and Integrated Gangs Team embedded with the Integrated Offender Management (IOM) team. The risk and harm matrix to identify the IOM Cohort is in place and female offenders, gang affected young people and non statutory offenders are now included with the number of cases dealt with at the end of Quarter 3 at 209 significantly exceeding the end of year target of 95 and forecast to exceed the Year 2 target this year.
23. A recent IOM stock take by the Policing College described Haringey's approach to IOM as 'innovative' in terms of the thinking behind the partnership being put in place, how the cohort and wider strategic programme is being developed stating "that the IOM model being put in place was impressive in terms of the level of co-location and the full engagement of partner agencies and support services across the multi agency delivery process". The co-location of partner agencies to deliver enhanced Offender Management and Gangs teams has been recognised as best practice by the Home Office and MOPAC (The Mayor's Office for Policing and Crime).
24. The **Gang Exit Project** has worked with 59 young people involved in gangs in the year to December 2013 and is on track to exceed the target of working with 70 young people by the end of the year. The Gang Action Group has agreed actions for these individuals and specialist support is being provided from within the YOS service in relation to sexual exploitation, serious youth violence and young victims. The Integrated Gang Unit Manager is now in post implementing the recommendations of the Ending Gangs and Serious Youth Violence peer review and two new Gangs Workers have been recruited. Work continues with the Police to further develop the Gang Matrix and the RAG rating for local gang nominals to better target and co-ordinate who the Unit will work with going forward.

#### **Domestic violence**

25. In Quarter 3, there continued to be a reduction in repeat referrals to MARAC to 9%, taking Haringey's in year figure to 12% against a target of 5%. The national and London averages are 24% and 21% respectively. There has been an increase in the referral rate to the MARAC following an additional focus on the MARAC that may have led practitioners to be more proactive in referring victims. However the number of repeat referrals remains the same. An audit took place at the end of 2013 to identify the outcomes from the MARAC, assess the impact of the process and identify areas for improvement. Amongst other findings, one significant outcome from the cases scrutinised was that nine out of ten had not made further Police call outs since the MARAC referral. This audit will be repeated every six months.

26. A map of specialist domestic and gender based violence services available to Haringey residents has been completed. Work is underway to gather improved data from these services to understand more about service users routes in to specialist services, and why some groups seem more willing to report and seek help. This includes close monitoring of the newly expanded Independent Domestic Violence Advocacy Service, and Floating Support Service. A mapping audit has been commissioned to be completed before the end of February to deliver a map of statutory and universal services' responses to victims/survivors, perpetrators and children and young people, along with an outline of where gaps and areas for development exist.

#### **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, and making vulnerable adults and children feel safe and secure.

##### **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%

27. Since July 2013, Haringey has operated a single assessment process known as a **Child and Family Assessment** in response to recommendations from the Munro Review. This assessment replaces the previous two stage assessment process ('initial assessments' and 'core assessments').

28. Based on the new indicators, the proportion of children seen within ten days of the assessment start date increased in Quarter 3 but is still below target, 81.4% against a target of 95%. Performance monitoring and processes have been strengthened, including the introduction of an early notification system and a review of all cases where children have not been seen within the timeframe.

29. There has been a decline in the proportion of assessments completed within 45 working days, 77.9% against a target of 85%. Again, performance monitoring has been strengthened to ensure timeliness and quality of assessment, and more sophisticated assessment tracking has been introduced.

##### **Feeling safe and secure**

30. In the year to December 2013, the proportion of children subject to **child protection plans (CP Plans) for 2 years or more** increased to 8.8%. This is above the statistical neighbour average and London but within the target range for 2013/14. A system to scrutinise CP Plan cases which

have gone over 18 months is in place, and individual cases with CP plans lasting longer than two years are routinely considered by senior managers.

31. Indicators around **stability of placements for looked after children** remain in line with statistical neighbours and targets. The proportion of children with **3 or more placements** has reduced to 8.4% (44 out of 523 children) against a target of 10%.
32. The service continues to make good progress in placing looked after children closer to home and within the Borough boundaries. The number of **looked after children placed 20 miles or more from Haringey** is the lowest the figure has been since we started to collect the data, 17% (87 out of 505) against a target of 16%. Children are placed outside borough boundaries for a number of reasons including to ensure high quality placements, to distance them from gang activities and networks, or because they have specific needs that require therapeutic or other specialist residential units. A review of Haringey's fostering service has taken place and its recommendations are being implemented which will further reduce the need to place outside the Borough. In addition, the placements service is working to acquire a higher proportion of placements in borough from independent providers, both for foster care and residential placements.

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

The key measures for this priority are maintaining clean streets and high quality parks and open spaces.

##### **Key performance indicators and targets for this 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 to 85 in 2013 and 80 in 2014 (based on a 3 year rolling average)

#### **Clean streets**

32. Tranche 2 of the Street Cleanliness survey indicates that levels of litter and detritus across the borough are within acceptable levels. Seven per cent of areas surveyed fell below the acceptable level for litter or detritus against targets of 8% and 13% respectively. As well as being within target these results are also in keeping with last year's Tranche 2 survey.
33. The number of flytips reported by residents and Members decreased in quarter 3 from 1,627 to 1,552, bringing the in year performance to 4,109 reports which is better than the target of 4,374 reports. The Neighbourhood Action Team in partnership with Veolia is undertaking a range of activity to educate and advise residents and businesses in the proper disposal of waste. This activity will be supported by enforcement action where appropriate against people and businesses that fly-tip waste.
34. 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

35. Latest inspection results indicate that Haringey is continuing to maintain high quality parks and open spaces, with 67% of parks inspected graded A or B standard, taking performance for the year to September above the target of 65% to 66%.

## 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 and promoting independence and delivering high quality support and care for those in the greatest need.

### 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%

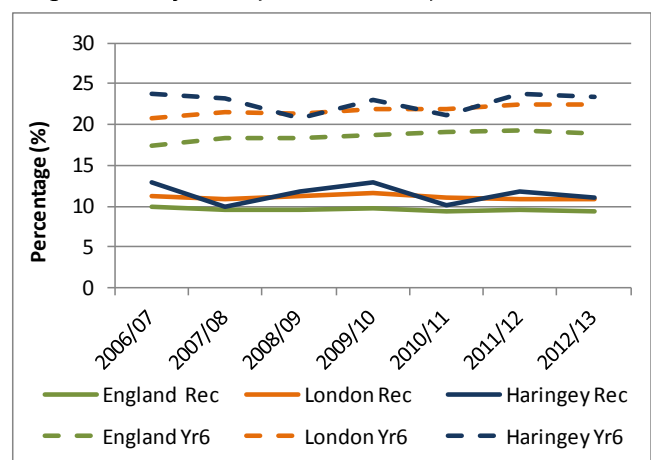
*Please note that for a number of the above indicators there is a time lag in the publication of data, in this report the latest available data is shown.*

### Healthy lifestyles

36. The 2012/13 obesity rates indicate that there has not been a rise in **childhood obesity** in the borough.

37. The current rates for Haringey are 11.1% in reception class (down from 11.8%) and 23.4% in year 6 (down from 23.8%). Haringey's rates have been consistently above the England rates; and broadly similar to the London rates. The 2012/13 rate of obesity is the 4<sup>th</sup> highest in reception and the 4<sup>th</sup> highest in Year 6 amongst Haringey's statistical neighbour group.

Fig. 6 Obesity rates (Source: NCMP)



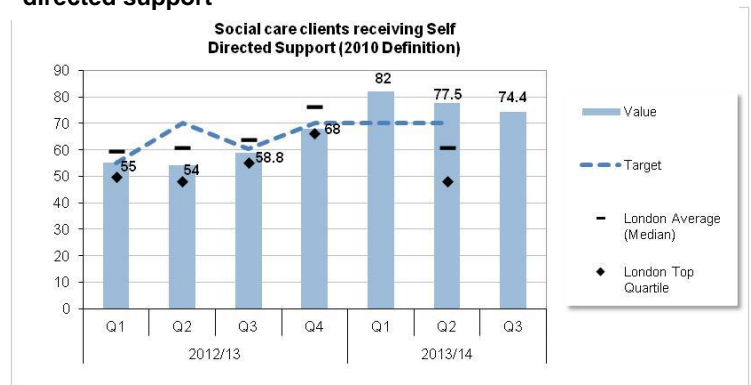
38. Current activity to halt the rise in and reduce child obesity include:

- An expansion of the Let's Get Healthy with HENRY programme (for parents/carers of under 5s). Five courses ran from children's centres in 2013 with a further five planned for 2014. This is an early intervention programme which aims to promote healthy eating, exercise and good parenting skills for parents and carers of very young children.
- The Haringey Healthy Schools programme which supports schools in reducing child obesity through a whole school (and targeted) approach to health and wellbeing. Current commissioned programmes include the Positive Lunchtime intervention in schools which aims to increase physical activity and reduce lunchtime incidents by providing high quality training in physical activity and playground games.
- Research undertaken by City University London on the impact of fast food outlets on the choices of secondary school pupils in Haringey. The final report is now available and will be accompanied by an action plan which will take forward the recommendations in the report. An implementation group including representatives from across the Council and the schools involved in the research will develop and monitor the action plan and will provide regular updates on progress. The Healthier Catering Commitment, which aims to improve the food offer in fast food outlets is currently underway, focusing on businesses along Tottenham High Road.

**Choice, control and independence**

39. As at the end of December 2013, the number of social care clients in receipt of a personal budget increased to 3,379, or 74.4% of clients. This is top quartile performance for London and Haringey is on track to achieve the target of 70% by March 2014.

**Fig 7: Percentage of social care clients receiving self-directed support**



**Support for people with mental health issues**

40. The percentage of adults in contact with secondary mental health services living independently is now at 75.5%, below the target of 80%. Mental Health Services and Adult Social Care have implemented a protocol to address this area for further improvement.

**Support for people with learning disabilities**

41. As a result of their latest assessment or review a total of 63.6% of adults with learning disabilities have been identified as being in settled accommodation against a target of 60%, this equates to 425 people, an increase on Quarter 2 (416 people). An action plan is in place which aims to achieve the end of year target.

## Outcome 3: Opportunities for all

### Overall Assessment

The following areas are performing well:

- Continued fall in jobseeker allowance claimants
- The Jobs for Haringey Programme
- Availability of local apprenticeships

The following areas require further focus:

- High unemployment amongst young people and residents living in Northumberland Park
- Homelessness

For more detailed performance highlights see paragraphs 42 to 67 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.

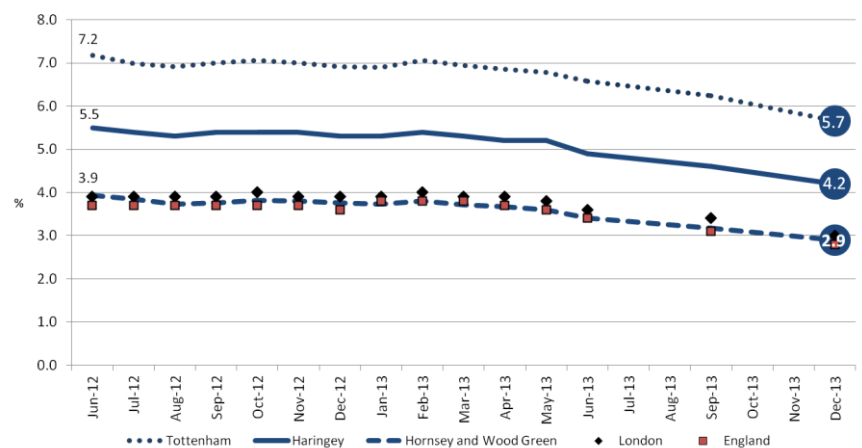
**Key performance indicators and targets for this outcome (to be achieved by March 2014 unless otherwise stated):**

- 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

### Unemployment

42. In December 2013, the percentage of Haringey's working age population claiming Jobseekers' Allowance (JSA) continued to fall to 4.2% (or 7,706 people), remaining below the target of 4.8%. Since March 2013 there has been a 21% reduction in JSA claimants, compared to a 23% reduction in London and a 26% reduction in England.

**Fig 8: Percentage of working age population claiming Jobseeker's Allowance**





43. There have been reductions across all groups, however the JSA claimant rate in Tottenham is now more than double the England rate (5.7% compared to 2.8%). The following disparities are also evident:
- geographically, the highest rates of claimants continue to be in Northumberland Park (9.3% or 877 people), a reduction of 9% since Quarter 2 (or 89 people)
  - the gap between claimant rates for men and women persists, with a higher rate for men (5.1% compared to 3.3%), this is most apparent in Northumberland Park where 12.1% of men are claimants
  - those aged 18 to 24 continue to be overrepresented (5.3%), albeit there has been a decrease of 21% (335 young people) since quarter 2.
44. High unemployment rates are driven by a range of local, regional and national factors and require both a change in the economic circumstances and interventions at various levels from a range of agencies to bring about a significant reduction. 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.
45. **Jobs for Haringey** – Good progress has been made in supporting Haringey residents into employment. In Quarter 3 2013/14, 110 people were supported into work, taking the total for the first half of 2013/14 to 257. The annual target of supporting 300 people into employment is on track to be met. Of the people supported into work this year, 56 were **young people** aged 16-24 years old. The target of supporting 65 young people into work by the end of the financial year is also on track to be met.
46. **Haringey HUB** –In quarter 3, 14 people were supported into employment through the HUB taking the total number so far to 24. The number of people registered on the project has increased from 62 to 147. Performance is behind profile, largely because of the challenges involved with supporting this client group and their associated barriers to employment. A number of measures have been introduced to increase performance including:
- A more structured appointment and information awareness system at Apex House
  - Daily outreach at Tottenham and Wood Green Jobcentres
  - A simplified process, agreed with Jobcentre Plus, to evidence and claim job outputs
47. **Apprenticeships** - 127 apprenticeship opportunities were created for Haringey residents aged under-25 in the period March-May 2013, exceeding the target for the year.

## 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.

### Tottenham

48. The **North Tottenham Parking consultation** was completed in August 2013. The consultation programme included a letter drop to all households in the area, focus group meetings, pop-up street events and market research encouraging residents and businesses to give their views. Cabinet approved a number of recommendations in October that will see the introduction of three new Controlled Parking Zone (CPZ) areas, an extended match day area, the introduction of visitor vouchers for residents use on match days and also a number of other changes to improve the operation of the match day scheme.



49. The Council is running a five month **community consultation and engagement programme** called "Tottenham's Future", which commenced in October 2013. This programme includes one-to-one interviews, pop-up street events and the establishment of Community Consultation Groups. This community consultation and engagement programme will include consultation of the emerging Strategic Regeneration Framework, that was considered by Cabinet on 28<sup>th</sup> November. The feedback received during this consultation is shaping the final Strategic Regeneration Framework expected to be considered by Cabinet in March 2014.
50. The five buildings most badly destroyed in the riots have been, or are close to being, fully restored. Aldi supermarket reopened in December 2012. Planning Permission has been agreed for the former Post Office Site and the restoration of River Heights, more commonly known as the Carpet Right Building, is due for completion early 2014.
51. Work is underway on the **Spurs development**. The Sainsbury's supermarket opened in November 2013 bringing 250 jobs to the area. The University Technical College (a partnership between Spurs, Middlesex University and private sector partners that will focus on science, sports and health) will open in September 2014 and is currently undertaking promotional activities to recruit students between 14 and 18 years old. The 56,000 capacity Premier League stadium and hundreds of new homes will follow.
52. **Tottenham Hale** - Gyrotory and bus station works are on target with the Broad Lane switch to complete the change to two way expected to complete by the end of February 2014 and the new bus station complete by September 2014.
53. Work began on 4 November to transform **Tottenham Green** into an excellent public open space surrounded by active civic and cultural uses. Works are due to be completed at the end of April 2014.
54. **High Road West** – Following community consultation on master plan options, a preferred masterplan is being drawn up for the regeneration of the area of Tottenham High Road west of the Tottenham Hotspur stadium. The area has the potential to deliver between 600 and 1600 new homes and between 300 and 600 new jobs.
55. **Transport** - Two-way traffic has been restored to Tottenham High Road and Monument Way as work to dismantle the one-way loop continues. £20m 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. Work has commenced on the new bus interchange due for completion in October 2014. A £72m 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 has been agreed. These improvements are expected to be delivered by 2018.
56. **Tottenham Area Action Plans** - The Council is currently consulting on an Area Action Plan (AAP) for the Tottenham area. This document will provide a spatial strategy and locally specific planning policies to enable a co-ordinated approach to development and growth in Tottenham in the next 20 years, taking into account the other regeneration projects and plans currently being developed for Tottenham.

This, the first consultation for this document, will run from the 17 January until 7 March 2014. Responses received to the consultation will be taken into account when preparing the proposed submission document which will be consulted on in the Autumn 2014.

**57. Site Allocations Development Plan Document** - The Council is also consulting on the early draft of the Site Allocations Development Plan Document (DPD) which sets out the location, scale and time-frame for the most strategic development sites in the borough. It is envisioned that these sites will accommodate the majority of new development in the borough over the next 20 years.

The consultation runs alongside that of the Tottenham AAPs, with the next consultation in October 2014. These documents are due to be adopted in 2015.

**58. Local business**

- Support from the Heritage Lottery Fund will help towards restoring traditional High Road shop fronts to their 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.
- N17 Design Studio – the Council and CHENEL have signed a MOU (memorandum of understanding) with an award winning, globally renowned architects firm, John McAslan and Partners (responsible for the new King’s Cross station and Camden’s Roundhouse amongst many other projects), to open ‘N17 Design Studio’ on Tottenham High Road. As well as being a fully functioning commercial architect’s practice, N17 Design Studio will also provide work placements, work experience opportunities and deliver community outreach activities to local schools. N17 Design Studio will open early 2014.

**59. Harringay Green Lanes** - The 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 highways infrastructure and public realm improvements along the Green Lanes Corridor. Funding has also been secured by the Green Lanes Strategy Group for a ‘Pocket Park’. Construction commenced in July 2013 and is expected to be substantially complete by March 2014.

**60. Haringey Heartlands** - The Council, GLA & National Grid Properties are working together to progress the planning application for outline consent for the site. A new planning application is anticipated that will facilitate the demolition of onsite structure and decontamination prior to marketing of the site to developers in 2014.

**61. Hornsey Town Hall**

- Planning consent was given in July 2013 to secure the residential development permission for the site
- Mountview Academy of Theatre Arts have subsequently procured an Architect led Design Team and plan to submit a new planning application for Spring 2014.
- Mountview should be in a position to occupy the Town Hall from late 2016

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

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

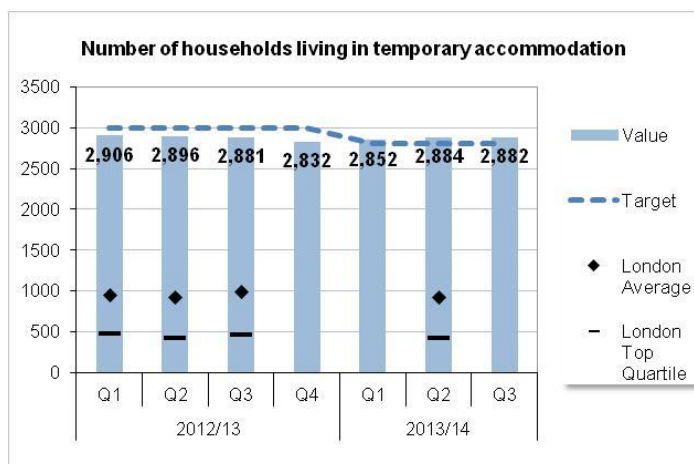
### Key performance indicators and targets for this outcome (to be achieved by March 2014 unless otherwise stated):

- 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 Haringey 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

62. 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.

Fig. 9 Households living in temporary accommodation (Source: Haringey Council)

63. During Quarter 3, the number of households living in temporary accommodation remained fairly static and at the end of the period there were 2,882 households remaining above the target of 2,800 for the year. There has been a 2% increase since April 2013. Haringey's Temporary Accommodation Reduction Plan is currently being updated in line with the new powers provided in the Localism Act to mitigate the impact of welfare reform.



64. In Quarter 3, there was a reduction in homeless applications acceptances from 0.92 per 1,000 population (or 236 acceptances) to 0.76 per 1,000 population (or 197 acceptances). Despite this reduction, in-year acceptances of 2.31 per 1,000 population remain higher than the in-year target (1.58 per 1,000 population or 408 acceptances).

65. The number of homeless acceptances is being affected by a continuing high rate of landlords evicting clients housed in the private rented sector (PRS). Compounding this, the buoyancy of the PRS is making it difficult to source PRS properties as alternatives to accepting homeless applications. Officers are continuing to review the tools and measures used to access the PRS.

66. The Council continues to be successful in licencing 'additional' Houses in Multiple Occupation (HMO) as part of the HMO Scheme currently running in Haringey ward. 144 licences have now been issued in response to applications from landlords and following enforcement action. This is

well above the annual target of 100, and work will continue to ensure that licenses are issued to all properties requiring a licence.

67. In the year to December 2013 the council re-licensed 13 out of 17 (80%) applications received from expired HMO licensees across the borough, the target for the year is to re-license 90% of expired licenses. All licenses expiring during the year will be pursued and enforcement action will be taken when applications for renewal are not made.

## Outcome 4: A better council

### Overall Assessment

The following areas are performing well:

- Call centre telephone answering
- Timely processing of planning applications

The following areas require further focus:

- Delayed transfers from a hospital to a community setting

For more detailed performance highlights see paragraphs 68 to 75 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.

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

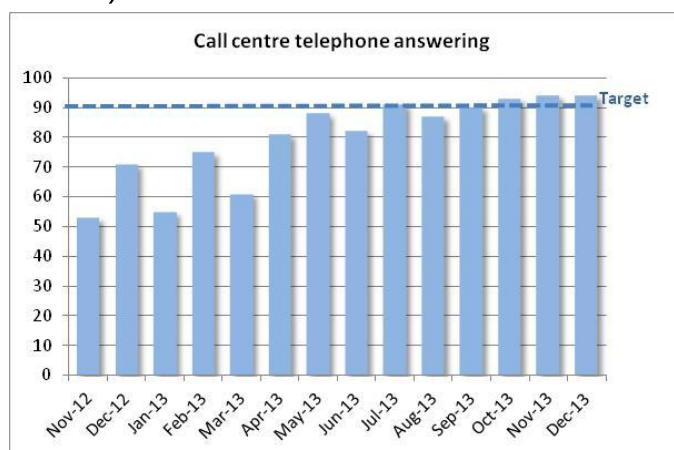
- Increase the proportion of calls answered to 90% (call centre)
- Increase the proportion of calls dealt with first time to 82% (call centre)
- Increase the proportion of complaints upheld by the Ombudsman where no fault was found following investigation to 70%
- Reduce waiting times at Customer Services 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

68. Performance has improved across all customer service indicators in quarter 3.

69. The percentage calls to the call centre answered was above the target of 90% for each of the months in quarter 3, bringing the in-year performance to just below the target.

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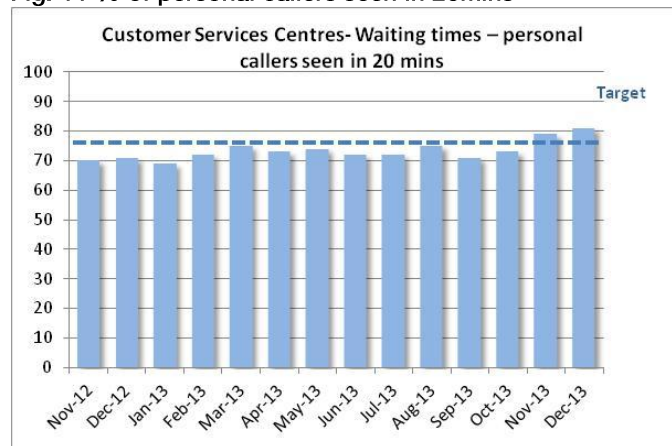
Fig. 10 % of call centre calls answered (Source: Haringey Council)



70. The percentage of callers to the Customer Service Centres seen within 20 minutes increased to 77%, bringing the in year performance to 74% which is just below the 75% target.

71. 90% of call centre calls were resolved first time against a target of 82%.

Fig. 11 % of personal callers seen in 20mins



**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.

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

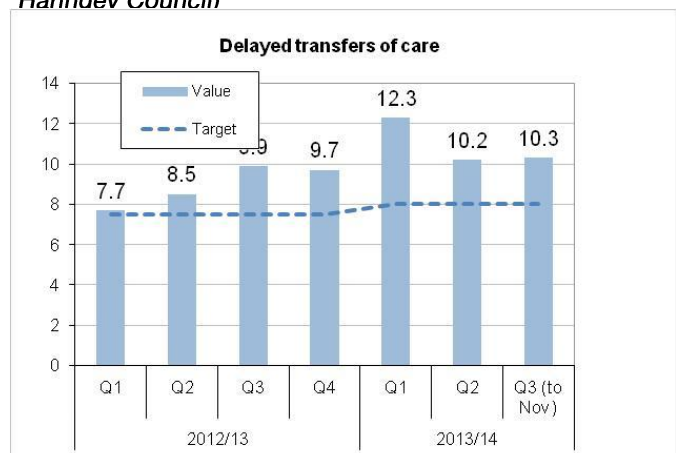
- Reduce the percentage of Principal roads where maintenance should be considered to 7%
- Increase the percentage of minor planning applications processed within 8 weeks to 65%
- Increase the percentage of other planning applications processed within 8 weeks to 80%
- Increase the percentage of major 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%
- Reduce the rate of delayed transfers of care to 8.0 per 100,000 population

72. Timely processing of all types of **planning application** was above target in Quarter 3, taking the year to December position above target for each indicator.

73. The Council is performing on target for **council tax collection** with 82.1% of the tax due for the year collected in the year to December 2013 against a target of 82%.

74. **Delayed transfers of care** was 10.3 per 100,000 adult population in quarter 3, which remains above the target of 8.0.

Fig. 12 Delayed transfers of care (Source: Frameworki, Harinaev Council)



In Haringey, around 80% of delays continue to be attributable to NHS and 20% to Social Care, in comparison to the national position where 60% of delayed transfers are attributable to the NHS and

33% to Social Care, with the remaining 7% being attributable to both.

Adult Social Care are working in collaboration with the Clinical Commissioning Group (CCG), both operationally and strategically, to reduce delays with the introduction of Winter Pressures planning.

75. Provisional data shows that 34% household waste was recycled in Quarter 3. This is lower than the cumulative year to date figure of 34.9% due to expected seasonal variation in green waste, which reduces over the winter months. The projection for the end of the year indicates that the council is on course to achieve the target of 35.4%.

Fig. 13 Recycling rate (Source: Haringey Council)

