

# **Hackney Council's Corporate Plan**

2008/09 – 2011/12

February 2008



INVESTOR IN PEOPLE

---

## Introduction

In the past year a step change in performance took Hackney beyond delivering just an improving, competent level of service towards excellence with a 3\* improving strongly rating from the Audit Commission. The Commission said "*Hackney has a record of improvement in its priority areas and in contributing effectively to wider community outcomes. Performance indicators for the last year show one of the highest rates of service improvement in London and a top quartile improvement rate nationally*". Hackney Council is also providing clarity of vision and leadership for the area which will see the borough take full advantage of its legacy opportunities as a host borough for the 2012 Games.

Value for money is at the heart of what we do. Since 2002, balanced budgets without recourse to service reductions and no new borrowing have seen the third lowest Council Tax rises in London with rates frozen in 2006 and 2007, as they will be again in 2008. Alongside this we invested in the services that are important to Hackney residents, funded by achieving some of the highest Gershon efficiency savings in the country.

We have achieved better scores for our services every year since 2002. This year our Benefits, Housing and Use of Resources CPA scores moved up. In addition, Performance Indicators for the last year show one of the highest rates of service improvement in London and top quartile improvement rate nationally.

### Key achievements this year include:

- A CPA 3\* rating and judged to be 'improving strongly' (both improved from last year); with improvements to the benefits, use of resources and housing elements of the score.
- Partnership with police: Crime fell faster than anywhere in London.
- Third of five new academies opened – and GCSE results up 73% in five years
- Joint top inner London performer for benefits processing.
- Top prize in London's 'sustainable Transport Awards'.
- Four Green Flag Parks, two leisure centres 'commended' and one receiving 'highly commended' against the national quality award QUEST.
- The Children and Young People service consolidated their 'good' JAR rating and Ofsted inspectors were "impressed by strong and effective leadership".
- Adult Social Care Services received a "promising", two star rating being awarded a "good" judgement against all seven of the outcomes areas, with CSCI commenting on the "strong political and senior management leadership".
- Woodberry Down, one of the largest housing regeneration projects in the UK, selected by the Government as one of the seven core national demonstration projects for mixed communities.

As a result of these and many other achievements, resident satisfaction has been transformed. In 2000, Hackney Council had the lowest satisfaction rating ever recorded by MORI for any organisation. In the last three years overall satisfaction has increased by 19% points, and of the London boroughs Hackney now has by far the largest proportion of residents (48%) that think that the way the Council runs things has got better over the last 3 years – 12% points ahead of the next placed borough.

## Achievements in the last year

### Leadership, vision and delivery

Since 2002, Hackney has enjoyed consistent political leadership, with Mayor Jules Pipe CBE re-elected in May 2006 for a second term. The resultant strong leadership, sound management and clear, shared vision to 'make Hackney a better place' has been the driving force behind the turnaround in the borough.

"Hackney has strong and effective management and provides good community leadership which is continuing to improve civic pride". Audit Commission February 2008

Hackney Council has harnessed the passionate pride felt in the area by local residents with the 'I Love Hackney' campaign. The campaign has captured the imagination of local people, with 60,000 lapel badges taken by local people and worn by everyone from schoolchildren to older people. Ben Page, Chairman, Ipsos MORI Social Research Institute said "The innovative branding builds on local pride and its links to the famous New York campaign of 30 years ago remind visitors and residents of the Borough's vibrant, inner-city character".

### A better borough with a better Council

Our investment, together with a 'customer first' attitude, has taken the quality of Council services offered to a higher level. We opened new modern facilities for our cashiers, parking, planning and building control services. At the same time we extended the opening times of customer service centre and began opening on Saturdays so that our residents can contact us at times that suit them. Our new computer system for the registrar's service helped us to reduce the time people wait for an appointment to register a birth from 23 days in April to 11 days in September and the time to wait for an appointment to give notice of marriage or civil partnership from 15 days to 6 days.

Benefits processing times improved radically, taking on average 20 days to process and pay a benefits application, much faster than the Government target of 30 days. Despite having more than 25 times the number of residents, we jointly hold the top spot with the City of London for being the fastest Councils to process and pay new benefits claims in inner London. A new team was put in place to make sure that more than 50% of claims are turned around in an average of only ten days.

Our Choice Based Lettings programme launched in September 2006 proved a big success in aligning our lettings plan and resident need, with a total of 177,355 bids from residents in its first year.

We were reaccredited with the new harder Investors in People (IiP) standard in July. IiP feedback said we are getting better at managing our people in areas that count – such as appraisals, induction, team meetings and involving staff in service planning.

We have an extremely committed set of staff, confirmed in our most recent staff survey. 92% of staff are committed to help Hackney achieve its objectives compared to an average of 62% for London Boroughs. Furthermore, responses in 94% of questions show improvement on the 2005 satisfaction levels and responses to 90% of the questions show a higher satisfaction than the local authority average.

### A good place to live, work and play

Our tight grip on finances allowed us to invest in more modern homes, schools and public buildings to make Hackney a better place to live. With our chosen development partner we are delivering our ambitious plans for the Building Schools for the Future programme, a £167m vision for all our secondary and special schools, which will rebuild six schools and renovate a further three. In

addition, three of five new academies are now open. Mossbourne Academy received an 'outstanding' Ofsted inspection, and Petchey Academy in Dalston and the Bridge Academy in Haggerston have made a huge addition to the education offer in the borough. These new academies are creating an additional 1,800 school places all with the highest level of modern facilities.

Our social care services for Adults have been externally validated again as a "promising", two star service and was awarded a "good" judgement against all seven of the outcomes areas, with CSCI commenting on the "strong political and senior management leadership" and highlighted our good partnership working with the PCT and others.

The £1billion regeneration of the Woodberry Down estate, the largest of its type in Europe, was selected by Government as one of the seven core national demonstration projects for mixed communities on account of its largely self-funding business model.

The London Fields Lido, London's only heated Olympic-sized outdoor swimming pool re-opened in spring (having been closed between January & March to enable further improvement works to be completed) and by the end of the year it had received over 100,000 visits since first opening in October 2006. The Lido has recently been 'highly commended' by Sport England's QUEST rating, while two other leisure centres in the borough were commended. The Lido has also had a significant positive impact on the borough's reputation at a national and regional level, attracting positive publicity and stimulating the visitor economy. The Guardian newspaper said "London Fields Lido has transformed south Hackney into a swimmer's paradise".

Clissold Leisure Centre has re-opened, following its four year closure to rectify serious faults with the building. Following wide ranging public consultation, the re-opened centre features improvements to a range of areas including improved accessibility, better reception area, new crèche and a brand new toddler pool. The centre has proved an extremely popular venue with residents – in its first 6 week of operation there have been 33,500 visitors, including 4,500 swims with over 4,500 members choosing to join the new facility.

Almost one quarter of the borough is green and open space (the most in inner London), and we worked hard to achieve 'Green Flag' status for four of our parks.

A popular feature with Hackney's young people, and part of our transformed Youth Service, is the Purple Bus: a mobile unit containing the latest IT equipment that travels around the borough's estates offering young people access to activities from computer training to personal advice. The first bus proved so successful with our young residents that we've added a second.

The six-year Council campaign led by the Mayor to get Hackney connected to the tube map paid off when Hackney became part of the London Overground network in November. This change brings substantial (£200 million) investment in improvements to service levels, better prospects for inward investment as well as easier access to jobs and services for our residents.

## **A safe, clean and green Hackney**

Crime in Hackney has fallen faster than anywhere else in London. Hackney Council and the Police together achieved more than a 30% reduction in crime since 2003/4: 7,000 fewer crimes. In the last year, street robberies have fallen by 12%, theft from the person by 20%, residential burglary by 25% and car crime by 22%.

These results owe much to the close co-operation between the Council and Police. We were the second borough in London to introduce neighbourhood policing, consisting of six officers in every ward. Our most recent development sees the neighbourhood police teams co-locating with the Council's area-based enforcement officers - the first model of its kind in the country.

We achieved our statutory recycling targets ahead of schedule and have been achieving rates of over 20% since October 2006. In April 2007, we extended compulsory recycling, extended

collection of plastic & food waste to all street based properties and continued to pilot innovative solutions for estates. We also provided advice on recycling in densely populated areas to the local governments of New York and Beijing. Reducing the borough's carbon footprint, hydroelectricity was procured for all the Council's electricity supplies, also reducing bills by £500,000. Our new fleet of low emission waste collection vehicles is one of the cleanest and greenest fleets in Europe.

Hackney Council won a top prize at the Transport for London 'Sustainable Transport Awards', praised for innovation and commitment to promoting cleaner and healthier ways of travelling. The Council beat strong competition to win 'Best London Borough Travel Plan'.

Over 20% of staff now use a bike when travelling to work, compared to just 6% in 2004, before our 'cycle to work' plan was adopted. We also made our offices greener with a new office opened with a power-saving air cooling system, easy recycling and showers for people who choose to cycle. Even the roof is green!

Clean streets are important to our residents and one of our top priorities. We completely reorganised the street sweeping rota, doubling the number of manual sweeps for every residential street, and undertaken on pre-published days of the week.

## **A good place to grow up**

GCSE results rose for the fifth year in succession with 53% of students gaining at least five A\*-C grades, a three percentage point increase on 2006 and a 73% overall increase in 5 years.

Our Children and Young People's Services consolidated their "good" Joint Area Review, while Ofsted noted the positive impact and rapid improvement in many areas, notably the "value added" in primary schools, being the highest in mainland England.

In 2007 Hackney opened an additional two children's centres, bringing the total to fourteen with another six to open in the coming years.

By bringing local services together, we're able to provide a range of seamless services that are planned, delivered and co-ordinated by professionals around the needs of children and their families.

Teenage pregnancies in Hackney fell for the sixth year in a row with the number of teenage mothers continuing to fall by more than twice the national average.

The Council's Youth Service was praised in the National Youth Agency (NYA) assessment, saying it has made 'great strides'. The NYA study also noted the strength of our partnership arrangements which brought together the Council and such agencies such as the local PCT and the police.

## Getting Better, Faster

Our progress is very encouraging, but we recognise that there is still much to do for Hackney to become one of the best boroughs in London. We also recognise that we cannot continue to try and improve everything at once. We need to focus on delivering the big projects that will change the face of Hackney, and on accelerating performance improvement in priority areas.

We will focus on service improvement from residents' perspective and ensure that we provide services that meet their needs. Our aim is to narrow the gap with the best performing, and to focus on those things that most affect how happy residents are with what we do and with where they live.

We have identified areas for “accelerated” improvement and whilst ensuring we maintain our focus on “continuous” improvement. As part of the accelerated improvement work, we have identified four themes for delivery set out in the table below. These are not new priorities, but the focus is on delivering specific projects to which we have already committed, and delivering on time. These themes form the basis for our integrated service & financial planning, resourcing our priorities.

Modernising the Borough	Modernising customer services	Investing in a safe, clean & green Hackney	Investing in our people
Town centre regeneration <ul style="list-style-type: none"> <li>○ Hackney Central</li> <li>○ Dalston</li> <li>○ Wick</li> </ul> Decent homes <ul style="list-style-type: none"> <li>○ Housing estate regeneration</li> <li>○ Woodberry Down</li> <li>○ Redevelopment of other estates</li> </ul> Voluntary sector property <ul style="list-style-type: none"> <li>○ Building Schools for the Future (will refurbish all other schools)</li> <li>○ Leisure centres</li> </ul>	Support services: increasing responsibility closer to service delivery level <ul style="list-style-type: none"> <li>○ Workforce strategy and new ways of working</li> <li>○ Procurement</li> <li>○ HR processes</li> <li>○ Constitution</li> <li>○ Financial management</li> </ul> Customer services strategy <ul style="list-style-type: none"> <li>○ Culture change for all staff</li> <li>○ Re-designing services from resident point of view</li> <li>○ Focus on improving satisfaction with way services delivered rather than just speed</li> </ul>	Clean streets and residents believing that streets are clean A better-looking environment Tackling low level anti-social behaviour with enforcement Improving parks and green spaces	Raising aspirations in our schools Improving the facilities we offer our young people outside school Helping more of our residents into jobs Benefiting from the Olympics legacy, including sports development and jobs Developing the Council's workforce
<b>Cross-Cutting Themes</b> <ul style="list-style-type: none"> <li>• <u>Equalities</u>: how we understand, and respond to, needs of all our residents in everything we do, and promote greater equality for them</li> <li>• <u>Sustainability</u>: this has impact on how we deliver all of our other priorities</li> </ul>			

## Hackney Council's Storyboard

Hackney Council's storyboard is detailed on the following pages. It set out our aims and ambitions as well as details our key tasks, projects and key performance indicators.

### AIMS AND AMBITIONS

**Making Hackney A Better Place:** To achieve balanced, sustainable communities and neighbourhoods, which celebrate our diversity and share in London's growing prosperity and enable a good quality of life for all.

The Mayor's priorities for the Council are:

1. Improving services and increasing opportunities for all, raising the life chances of the most disadvantaged:
  - A Safer, Cleaner, Greener Hackney
  - Children and Young People
  - Affordable, Decent Homes
2. Making sure the Council is high performing and efficient
3. Providing effective community leadership and involving the whole borough in what we do

### WHAT DID WE ACHIEVE IN 2007/08?

#### Achieved

- The Audit Commission rated the Council as "improving strongly" and increased its overall CPA score from 2\* to 3\*. Improved scores were recorded for Use of Resources, Benefits & Housing.
- Agenda set for the Borough-wide estate renewal programme and the Woodberry Down regeneration programme. Woodberry Down Masterplan successfully developed with resident consultation and approved by the Planning Sub-Committee.
- Crime fell faster than anywhere in London. The Community Safety Team, working with the Metropolitan Police, introduced joined-up enforcement services in Shoreditch.
- The Children and Young People service consolidated their 'good' JAR rating and Ofsted inspectors were "impressed by strong and effective leadership".
- Adult Social Care Services received a "promising", two star rating being awarded a "good" judgement against all seven of the outcomes areas
- GCSE results up 3 percentage points
- Clissold Leisure Centre was re-opened in December 2007.
- Four Green Flag Parks, two leisure centres 'commended' and one 'highly commended' by Sport England's QUEST quality award
- Dalston Regeneration Project on track with work on-site underway.
- Third of five new academies opened. The Building Schools for the Future (BSF) and Academies programmes achieved all target milestones.
- Thirteen Phase I Children's Centres were built and delivering services.
- Service First Accommodation Programme: Construction began on the new Customer Service Centre following the opening on schedule of the Annex at 2 Hillman Street in September 2007. The contract for the refurbishment of Stoke Newington Assembly Rooms on course for 2008.
- Service First: Hackney Service Centre (HSC) opening hours extended to 8-8 weekdays. HSC answered 90% of calls made, responding to 81% at first point of contact.
- Joint top inner London performer for benefits processing
- Joint visiting team established from April 2007.
- A Citizens' e-Panel was established to allow the Council to engage more fully with the community.
- 2012 Games: Continued success with a joint agreed approach to the Hackney Wick Master Plan. Began delivery of the programme of projects to achieve Hackney's priorities as a host borough.
- Top prize in London's 'sustainable Transport Awards'
- Draft Regeneration Delivery Framework prepared.

#### Not Achieved

- 2\* assessment of Hackney Homes. Re-assessment to take place in 2008.

## OUR RESOURCES

Directorate	Budgeted Expenditure (£m)	Budgeted Income (£m)	Net Cost of Service (£m)	Establishment (FTEs)
Legal & Democratic Services	8.862	(8.839)	0.023	72.0
Chief Executive's	27.101	(21.261)	5.840	75.0
Customer & Corporate Services	28.361	(25.335)	3.026	239.6
Children & Young People*	64.447	(9.927)	54.520	580.0
Community Services	149.211	(51.015)	98.196	1,216.0
Finance & Resources	493.517	(421.318)	72.199	513.1
Neighbourhoods & Regeneration	124.073	(71.001)	53.072	1,036.7
Housing Revenue Account	165.613	(165.613)	0.000	63.8
<b>TOTAL</b>	<b>1061.185</b>	<b>(774.309)</b>	<b>286.876</b>	<b>3,796.2</b>

\*Establishment figure excludes Learning Trust and School Staff

## OUR PRIORITIES FOR 2008/09-2011/12

The Council has identified a series of priority areas where we want to get better, faster and accelerate improvement: (a) Modernising The Borough, (b) Modernising Customer Services, (c) Investing In A Safe, Clean & Green Hackney, (d) Investing In Our People.

Project/Task	Target/Success Measure
<b>1. Modernising The Borough</b>	
<ul style="list-style-type: none"> <li>Proactively direct the delivery of town centre regeneration through Area Action Plans, Masterplans and town centre management initiatives.</li> <li>Maximise the benefits of the Olympic legacy proposals for Hackney Wick through delivery of new employment opportunities, open space and sporting facilities for the Borough.</li> <li>Bring all of Hackney's rented homes up to the Government 'Decent Homes' standard by 2012. The current percentage of non-decent homes is 36.87%.</li> <li>Continue to maximise the delivery of new, high quality, sustainable and mixed tenure housing across the Borough including through the estate renewal programme.</li> <li>Provide a sustainable community of mixed tenure homes, together with the necessary education, health and community facilities in a highly landscaped environment at Woodberry Down Estate.</li> <li>Launch voluntary sector compact</li> <li>Introduce a corporate lettings policy for Council-owned property including voluntary sector lettings policy</li> <li>Complete the Building Schools for the Future and Academies programme by 2012.</li> <li>Increase the usage and quality of the Borough's leisure centres through a strategic approach to facility development</li> </ul>	<ul style="list-style-type: none"> <li>Adopt AAPs and Masterplans for Hackney Central and Dalston.</li> <li>Deliver, in partnership, a Masterplan for Hackney Wick by January 2009.</li> <li>A further 5% more homes made decent by 2008/09. 23,805 homes made decent by 2012.</li> <li>Deliver 1,085 homes, 50% of which are affordable.</li> <li>Provide 4,300 mixed tenure homes by 2015.</li> <li>June 2008</li> <li>Property condition survey complete by September 2008</li> <li>Voluntary sector accommodation strategy in place by March 2009</li> <li>Programme completed by 2012.</li> <li>Usage – see Key Performance Targets section; Quality - achieve 85% on ISPAL quality measure.</li> </ul>

Project/Task	Target/Success Measure
<b>2. Modernising Customer Services</b>	
<ul style="list-style-type: none"> <li>• Deliver improvements to key support services, including workforce strategy and new ways of working, procurement, HR processes, the Council's constitution and financial management</li> <li>• Ensure that residents are provided with services that represent optimal value for money by making the best use of the Council's resources.</li> <li>• Improve residents' access to services through (a) the delivery of the Service First Accommodation programme and (b) the transfer of services into the Single Front Office.</li> <li>• Analyse and improve the customer perception of services provided within Neighbourhoods and Regeneration so that perception reflects evidenced improvements. Focusing upon the planning service develop the customer perception of the service across the range of services provided.</li> <li>• Improve customer care across the Council.</li> </ul>	<ul style="list-style-type: none"> <li>• Increasing responsibility closer to service delivery level</li> <li>• Workforce strategy and new ways of working</li> <li>• Procurement</li> <li>• HR processes</li> <li>• Constitution</li> <li>• Financial management</li> <li>• Achieve a score of 3 for Use of Resources in the new CAA assessment by 2009/10.</li> <li>• Customer Service Centre completed by December 2009</li> <li>• Service Transfer plan on track and Hackney Service Centre taking 80% of calls by volume.</li> </ul> <p>Within the planning service:</p> <ul style="list-style-type: none"> <li>• Enhance the customer experience and promote the service through focused mediation and effective communication/consultation. March 2009.</li> <li>• Research and develop the customer engagement strategy influencing future service provision. Strategy completed in summer 2009</li> <li>• Better understand and benchmark current customer perception through use of holistic survey technique. March 2010</li> <li>• Improve satisfaction with the service against the old BV11 measure with an improvement from 39% 2006 to 50% by March 2010.</li> <li>• Improved customer satisfaction and increased compliance with customer care standards.</li> <li>• Achieve Chartermark by December 2009.</li> </ul>
<b>3. Investing in a Safe, Clean &amp; Green Hackney</b>	
<ul style="list-style-type: none"> <li>• Help deliver a well maintained, sustainable public realm with a high quality street environment in Hackney and a safer accessible road network through the implementation of the Street scene Capital Programme.</li> <li>• Provide a joined-up, visible and uniformed presence on our streets and estates taking action on abandoned vehicles, fly tipping, graffiti and anti-social behaviour by April 2009. (Enforcement Strategy).</li> </ul>	<ul style="list-style-type: none"> <li>• Achieve top quartile performance by 2010 for National Indicators 168, 169, 47, 48 and 195.</li> <li>• Achieve a 5% reduction in non compliance by April 2009.</li> </ul>

Project/Task	Target/Success Measure
<ul style="list-style-type: none"> <li>• Fully implement the Hackney Safer and Cleaner statutory Partnership Plan to reduce crime, fear of crime, drug misuse and anti social behaviour measured by a reduction in crime and further reduce crime in the Borough.</li> <li>• Improve the integrated waste, recycling and street cleansing services by implementing the delivery of the Waste and Recycling Strategy beyond 2008.</li> <li>• Continue to invest in Hackney's parks and open spaces, delivering significant benefits for the borough including new and restored community facilities, enhanced parks and green spaces and an improved infrastructure.</li> </ul>	<ul style="list-style-type: none"> <li>• Reduction in overall crime of 30% over three years.</li> <li>• See Key Performance Targets section (NIs 192, 195)</li> <li>• Green Flag status awarded to 6 parks (from the current level of 4) in 2008/09.</li> <li>• Restoration of: (a) Clissold House &amp; Park, (b) the White Lodge, Stables &amp; Glasshouse at Springfield Park, (c) heritage features at Abney Park Cemetery;</li> <li>• Completion of Phase Two improvements to Shoreditch Park</li> </ul>
<b>4. Investing In Our People</b>	
<ul style="list-style-type: none"> <li>• Improve educational attainment for children and young people, particularly those who are looked after.</li> <li>• Increase provision of universal youth services and secure a wide range of activities for young people within half a mile of their homes.</li> <li>• Reduce worklessness and realise local economic growth and employment opportunities for those most excluded from the labour market.</li> <li>• Effectively manage the delivery of the programme of projects to achieve Hackney's priorities as a host borough for the 2012 Games.</li> </ul>	<ul style="list-style-type: none"> <li>• Key Performance Targets.</li> <li>• Key Performance Targets</li> <li>• Reduction of 3% in claimants and economic activity increased above 55%.</li> </ul> <p>By March 2011</p> <ul style="list-style-type: none"> <li>• Successful legacy deal on media centre to ensure a long term hi-tech high quality employment base in the Wick</li> <li>• New hub building on South Marsh to greatly diversify and intensify community sporting use on the Marshes</li> <li>• Met volunteering/jobs targets ensuring Hackney fills its share of the wider targets for beneficiaries from the host boroughs</li> <li>• 3 east London cultural festivals (one a year) with significant involvement from the major cultural providers in all the host boroughs</li> </ul>
<b>5. Equalities</b>	
<ul style="list-style-type: none"> <li>• Achieve Level 5 of the Equalities Standard for Local Government by March 2010</li> </ul>	<ul style="list-style-type: none"> <li>• Key Performance Targets.</li> </ul>
<b>6. Sustainability</b>	
<ul style="list-style-type: none"> <li>• Reduce energy use across Council operations and consequently the volume of carbon emissions generated by Council operations.</li> </ul>	<ul style="list-style-type: none"> <li>• Key Performance Targets</li> </ul>

## KEY PERFORMANCE INDICATORS

<b>Getting Better, Faster - accelerated improvement</b>
<b><i>Modernising the borough</i></b>
CS6. Leisure centre usage
Local indicator: Subsidy per leisure centre user
<b><i>Modernising Customer Services</i></b>
NI.14 Avoidable contact – the average number of customer contacts per resolved request
CCS4a :% of Hackney Service Centre calls answered
CCS5: % of Hackney Service Centre calls answered in 20 seconds
CCS4b: % of Hackney Service Centre enquiries resolved at first point of contact
CCS7:% of customers satisfied with the Hackney Service Centre
CCS1a: % of complaints to the Council responded to within 15 days
<b><i>Investing in a Safe, Clean &amp; Green Hackney</i></b>
NR7. Number of GBH & ABH offences excluding those flagged as Hate Crime and trident incidents, as recorded by the MPS Performance Information Bureau (stretch)
NR10. Number of Trident incidents - Gun Crime (stretch)
NR8 Number of repeat victims of domestic violence (Stretch)
<b><i>Investing in our People</i></b>
NI 117 (formerly CYP4) % of 16-18 year olds not in education, employment or training (stretch)
NI148 – Care leavers in employment, education or training
CYP1a. % of pupils achieving level 5+ in English, maths & science at KS3 (stretch)
CYP1b. % of pupils of Turkish/Kurdish/Turkish Cypriot heritage achieving Level 5+ in English, Maths and Science at KS3 (stretch)
CYP1c. % of Caribbean heritage pupils achieving Level 5+ in English , Maths and Science at KS3 (stretch)
CYP2a. % of pupils achieving Level 2+ in KS1 Reading (excluding Turkish/Kurdish/Turkish Cypriot/Caribbean heritage pupils) (stretch)
CYP2b. % of Turkish/Kurdish/Turkish Cypriot pupils achieving Level 2+ at KS1 reading (stretch)
CYP2c. % of Caribbean heritage pupils achieving Level 2+ in KS1 Reading (stretch)
CYP3a. % of schools in Hackney achieving National Healthy School Status (stretch)
NR11. Number of lone Parents assisted into sustained employment (stretch)
NR12. Number of residents in receipt of incapacity related benefits for a minimum of 6 months, assisted into sustained employment (stretch)
<b><i>Equalities</i></b>
BV2a Equalities Standard achieved
<b><i>Sustainability</i></b>
NI 185. CO <sup>2</sup> reduction from Local Authority operations

<b>National Indicators contained within our Local Area Agreement (draft submission Jan 08).</b>
NI 1. % of people who believe people from different backgrounds get on well together in their area ( <i>Place survey</i> )
NI 5. Overall satisfaction with the area ( <i>Place survey</i> )
NI 13. Migrant English language skills and knowledge
NI 15. Serious violent crime rate
NI 16. Serious acquisitive crime rate
NI 17. Perceptions of anti-social behaviour ( <i>Place survey</i> )
NI 19. Rate of proven offending by young offenders
NI 30. Re-offending rate of prolific and priority offenders
NI 38. Drug related (A class) offending rate
NI 39. Alcohol-harm related hospital admission rates
NI 40. Drug users in effective treatment
NI 50. Emotional health of children (survey)
NI 54. Services for disabled children (survey)


NI 56. Obesity among primary school age children in Year 6
NI 80. Achievement of a Level 3 qualification by the age of 19
NI 110. Young people's participation in positive activities
NI 111. First time entrants to the Youth Justice System aged 10 – 17
NI 116. Proportion of children in poverty.
NI 120. All-age all cause mortality rate
NI 139. People over 65 who say that they receive the information, assistance and support needed to exercise choice and control to live independently ( <i>Place survey</i> )
NI 141. Number of vulnerable people achieving independent living
NI 149. Adults in contact with secondary mental health services in settled accommodation
NI150. Adults in contact with secondary mental health services in employment
NI 151. Overall employment rate PSA 8
NI 154. Net additional homes provided
NI 155. Number of affordable homes delivered (gross)
NI 158. % Decent council homes
NI 163. Working age population qualified to at least Level 2 or higher
NI 166. Average earnings of employees in the area
NI 186. Per capita CO2 emissions in the LA area
NI 191. Residual household waste per head
NI 195. Improved street and environmental cleanliness (levels of graffiti, litter, detritus and fly posting)
NI 198. Children travelling to school – mode of travel usually used
<b>Mandatory (DCSF) National Indicators contained within our Local Area Agreement</b>
NI 72. Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy
NI 73. Achievement at level 4 or above in both English and Maths at Key Stage 2 (Threshold)
NI 74. Achievement at level 5 or above in both English and Maths at Key Stage 3 (Threshold)
NI 75. Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths (Threshold)
NI 83. Achievement at level 5 or above in Science at Key Stage 3
NI 87. Secondary school persistent absence rate
NI 92. Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest PSA 11
NI 93. Progression by 2 levels in English between Key Stage 1 and Key Stage 2
NI 94. Progression by 2 levels in Maths between Key Stage 1 and Key Stage 2
NI 95. Progression by 2 levels in English between Key Stage 2 and Key Stage 3
NI 96. Progression by 2 levels in Maths between Key Stage 2 and Key Stage 3
NI 97. Progression by 2 levels in English between Key Stage 3 and Key Stage 4
NI 98. Progression by 2 levels in Maths between Key Stage 3 and Key Stage 4
NI 99. Children in care reaching level 4 in English at Key Stage 2
NI 100. Children in care reaching level 4 in Maths at Key Stage 2
NI 101. Children in care achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (including English and Maths)

# Appendices

- 1) Cabinet portfolios
- 2) Officer senior management structure
- 3) Strategic risks
- 4) Data Quality in Hackney
- 5) Hackney 2018: story of place – rationale for selection of LAA indicators
- 6) Comprehensive Area Assessment and National Indicator set

## Appendix 1 – Cabinet Portfolios


### Hackney Council Executive

	<p>The Mayor (Jules Pipe CBE) is responsible for the overall corporate strategy, financial management, and delivery of services by the Council. He appoints a Cabinet to support him in making decisions on how our services are delivered.</p>
---	---





### Cabinet

Below is a list of the current Cabinet, and a summary of their portfolios (areas of responsibility).

	<p><b>Deputy Mayor</b> <i>Councillor Jamie Carswell</i></p> <p>Lead responsibility for finance, IT issues, and housing strategy. Also responsible for supporting the Mayor and deputising in his absence.</p>
	<p><b>Customer &amp; Corporate Services</b> <i>Councillor Karen Alcock</i></p> <p>Lead responsibility for customer care, property, legal services, ethical governance, human resources and equalities.</p>
	<p><b>Community Services</b> <i>Councillor Nargis Khan</i></p> <p>Lead responsibility for libraries, parks, and leisure services, adult and social care, health, and voluntary sector issues.</p>
	<p><b>Children's Services</b> <i>Councillor Rita Krishna</i></p> <p>Lead responsibility for all issues relating to children and young people, including education, children's social services and the youth service.</p>

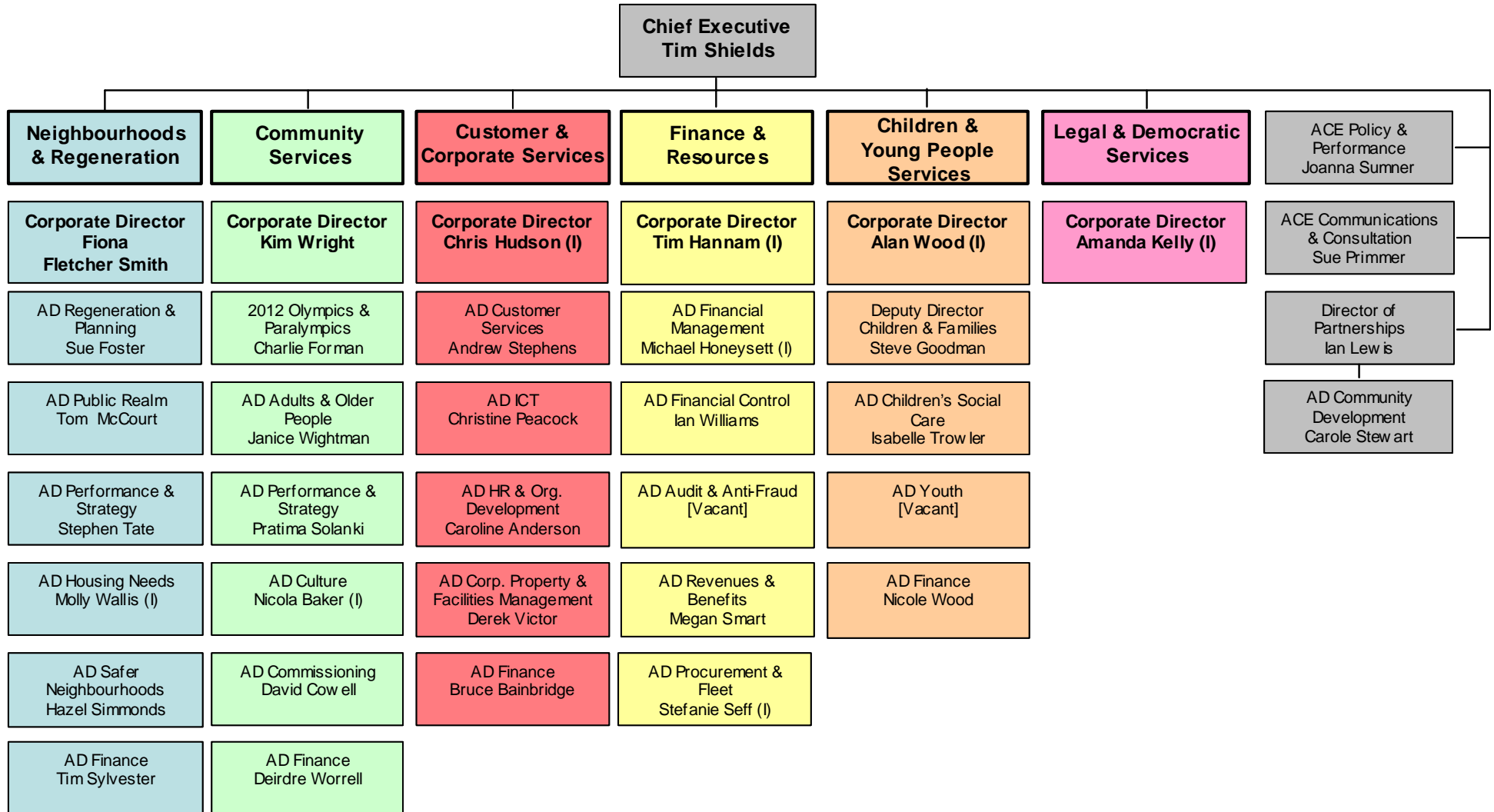
	<p><b>Neighbourhoods</b> <i>Councillor Alan Laing</i></p> <p>Lead responsibility for neighbourhood renewal, issues relating to Hackney Homes, waste management, recycling, street scene and highway infrastructure, environmental health and trading standards, parking, traffic management, and crime and community safety.</p>
	<p><b>Regeneration and Olympic &amp; Paralympic Games</b> <i>Councillor Guy Nicholson</i></p> <p>Lead responsibility for the sustainable regeneration of Hackney's communities, promoting investment and economic development. Also responsible for planning and transport issues, and maximising the opportunities presented by the 2012 Olympic &amp; Paralympic Games.</p>

The Mayor and Cabinet are also supported by four Cabinet Advisers:

	<p><b>Equalities</b> <i>Councillor Sally Mulready</i></p> <p>Responsibility for equalities issues.</p>
	<p><b>Crime &amp; Community Safety</b> <i>Councillor Julius Nkafu</i></p> <p>Responsibility for crime and community safety issues.</p>
	<p><b>Public Health</b> <i>Councillor Sharon Patrick</i></p> <p>Responsibility for public health issues, and partnership work with the Primary Care Trust and NHS.</p>
	<p><b>Environmental Sustainability</b> <i>Councillor Sophie Linden</i></p> <p>Responsibility for the sustainability agenda.</p>

Appendix 2 – Officer senior management structure

## London Borough of Hackney



## Appendix 3 – Strategic risks

### Strategic Risks

Set out below is a high-level summary of the corporate risks taken from the draft Corporate Risk Register to be approved at Audit sub-Committee on 8th April 2008. Detail of the risk, actions taken/planned to mitigate individual risks, timescale and ownership are contained within the Risk Register and are not replicated in full here. Also for brevity some risks have been aggregated. The summary provides the risk context around which the Corporate Plan has been compiled.

<b>Risk Description</b>	<b>Action taken/to be taken to manage the risk</b>	<b>Responsible Officer</b>
<b>Staffing - Recruitment and Retention</b> Continued reliance on agency staff and high vacancy levels and/or failure to attract or retain quality staff necessary to deliver high quality services.	Focus is on actively reducing vacancies, through improved recruitment and has recently entered into a contract with a new supplier. In addition the Council is reviewing its agency agreements.	Assistant Director, Human Resources
<b>Regeneration Projects</b> There are significant regeneration within the borough including: Woodberry Down, Dalston and borough-wide Estate Regeneration schemes. Risks around these schemes include obtaining agreements with developers, property values, project management, and resourcing.	The following are in place: a robust procurement methodology for agreements with developers; agreements have a flexible mix of tenures to assist in reflecting market changes; the 2008/09 budget strengthens the in-house regeneration capacity; and active pursuit of alternative resources, such as the Growth Area Fund	Director of Neighbourhoods & Regeneration
<b>Housing Inspection</b> - Failure by Hackney Homes to achieve a 2 star rating for the housing service would not secure government funding to enable the Decent Homes strategy to be delivered	Council and Hackney Homes (HH) have agreed the focus for improvement. Regular monitoring and reporting of progress to HH Board/ Hackney Management Team. Practical assistance has been provided by the Council to address the strategic issues raised in previous inspections.	Director of Neighbourhoods & Regeneration / Chief Executive
<b>Building Schools for the Future</b> - That the programme fails to deliver on the rebuilding and remodelling of secondary schools, or that the final outcomes do not meet requirements of stakeholders	Dedicated project team in place to monitor Local Education Partnership and provide high level information/feedback to partners and stakeholders. Project is based on best practice and includes stakeholder/ external challenge.	Director Children's and Young People Services/ Chief Executive
<b>Corporate Governance</b> – Risk around lack of compliance/understanding with procedures.	Schemes of delegations are being reviewed. A revised Constitution and Financial Procedure Rules are in place. More focussed training will be rolled out.	Borough Solicitor/ Director of Finance and Resources
<b>Reputation Management</b> – Risk that perceptions about the Council's performance/image do not reflect relative levels of performance and the huge service improvements.	Key activities are already taken place including active press engagement, key stakeholders involvement and positive media coverage.	Assistant Chief Executive Communications

Risk Description	Action taken/to be taken to manage the risk	Responsible Officer
<p><b>Service First</b> – The project covers estate renewal and re-modelling of customer services. The infrastructure risks are that it is not on time, within budget or fails to deliver the desired outcome. Service risk is that desired improvements to customer services are not achieved.</p>	<p>Active project management processes are in place. There is regular reporting to officer and Members groups on progress, challenges and risks. Resources are in place to cover forecast costs with appropriate levels of contingencies. Single front office performance is the subject of regular reporting.</p>	<p>Director of Customer and Corporate Services/Chief Executive</p>
<p><b>Demand-led services</b> - There are increases in demand which are adding to resource pressures in both Children's and Adult Care Services. In Children's key pressure is around disabled services reflecting increases in numbers/ complexity of disabled children's cases. In Adult services pressures arise from ageing clients and carers; increasing numbers of clients transitioning from children's care and a general awareness/demand for support packages.</p>	<p>The current budget reflects the need to invest in priority service areas. Each directorate has strategies for managing demand which also provide better outcomes for clients. The medium term financial strategy also reflects the on-going pressures in these services.</p>	<p>Director of Children's and Young People/ Director of Community Services</p>
<p><b>Pension Fund</b> - General market volatility poses risk to investment returns which underpin Fund performance and ability to meet future liabilities without additional financial burdens on taxpayer.</p>	<p>The Pension Fund investment strategy is reviewed regularly. The current financial strategy ensures that the base budget anticipates changes to contribution levels.</p>	<p>Director of Finance and Resources</p>
<p><b>Comprehensive Performance Assessment/Comprehensive Area Assessment</b> - Changes in the methodology for assessing a Council's score may result in a reduction to the overall score undermining the success of year on year improvements with the consequent impact on reputation.</p>	<p>Currently managed via reporting and targeting within directorate management teams and groups. Further developments and changes to CPA and CAA are actively assessed and appropriate measures taken.</p>	<p>All Directors and HMT</p>
<p><b>Olympics and Paralympics</b> - Two significant risks arise for Hackney from the granting of the games to London in 2012. Failure to exploit the regeneration legacy and the difficulty in delivering key services in the run up to and during the Games itself.</p>	<p>The Council has a dedicated Olympic team in place with an emphasis on the legacy. 24 projects underpin the preparations for 2012, progress on which is regularly reported to HMT. Specific plans for dealing with the disruption/additional service requirements arising from the Games are being developed in services that are likely to be impacted on most from 2012 e.g. Highways and Parking</p>	<p>Head of Olympics Team/ All Directors and HMT</p>

## Appendix 4 – Data Quality in Hackney

The Council needs reliable, accurate and timely information with which to manage services, inform users and account for performance. We make many often complex decisions on priorities and use of resources. Good quality data is the essential ingredient for reliable performance and financial information to support decision making.

This Corporate Plan makes clear our commitment to 'Making Hackney a Better Place' and in order to achieve this we have to ensure a culture of Getting It Right First Time. That commitment has to be evident in the systems behind our services too. That is data used must be fit for purpose and represent our activity in an accurate and timely manner. At the same time there must be a balance between the use and importance of the information and the cost of collecting the required data to the necessary level of accuracy.

Having data of the required quality allows the Council and its partners to make informed decisions that will work towards 'Making Hackney a Better Place'. We therefore have developed and implemented a Data & Information Quality Policy to ensure we have the necessary components in place.

We routinely use data to manage our services, make decisions, inform Members, set targets and benchmark our performance over time or compared to others.

We are accountable to local people and elected members and we use performance data to keep stakeholders informed of how our services are progressing and as a means of evidencing improvements to external bodies and government.

The systems and processes we employ need to be capable of producing reliable data and performance information, with staff equipped and trained to ensure systems are used effectively.

The Council is committed to producing data that is of a consistent high quality.

Quality data essentials are:-

- Accurate – data is captured as close to the point of activity as possible. – adequate data input controls are in place
- Reliable - consistent data collection processes are established
- Timely – data can be produced on time as/when required
- Complete – clear data requirements – matched to collection processes – audit trail available
- Valid - data conforms to definitions - and is of auditable quality
- Relevant – data is appropriate for the purpose for which it is used

Clear standards have been established in the Authority to ensure all data and information is of the highest quality. These standards apply to data capture, input, processing and storing as well as to the production of performance indicators and information.

- Responsibility – all staff have responsibility for data quality.
- Policy – processes and systems are developed in line with Hackney's Data and Information Quality Policy.
- Communication – guidance, procedures and data requirements will be up to date and communicated to staff via newsletters, procedure guides and intranet staff pages.
- Systems – are appropriate and regularly tested to ensure data is reliable with user guides available. Any new databases are designed in line with DQ policy to ensure data integrity and security. Business continuity plans are in place.
- Training – relevant training to be provided for staff to ensure systems are used efficiently, consistently and effectively.

- Checks - all data is subject to effective checking and management review within directorates before being reported to HMT, members, shared with partners, published externally or used to make decisions.
- Standards - all national standards and local requirements for securing data quality must be complied with (e.g. checklists/pro-forma's completed and returned).
- PIs - Performance Indicators should have clear audit trails available which support the indicator and validate performance data.
- Local PIs - all Performance Indicators adopted locally to be supported with a clear definition and a system in place for collection and reporting which provides an audit trail.
- Covalent – all key PIs are recorded timely and accurately on the performance management database system, with a named lead and responsible officer.
- Recommendations - to improve data quality will be responded to and implemented wherever possible and appropriate.

## Appendix 5 – Hackney 2018: Story of place (Draft indicators January 2008)

### Introduction

Over the period September to November 2007, Hackney held a series of medium term scenario planning events involving the Mayor and Cabinet, the Hackney Management Team and members of the Team Hackney Board (the LSP for Hackney) including the PCT, the police and the VCS.

The vision for Hackney 2018 produced at this exercise has subsequently been discussed and tested throughout the local strategic partnership, Team Hackney, and at a partnership event in December 2007; which saw 100 members discuss the vision and LAA indicators together.

Through these events, and the evidence used to support them, our vision of Hackney in 2018 is:

**A prosperous, cosmopolitan, aspirational, working borough - a unique borough, with safe, strong and cohesive communities and a shared sense of citizenship, pride, social responsibility and environmental consciousness.**

**This is a Hackney that is characterised by a greater prosperity and opportunity for all of Hackney's residents – both those living here today and those that will arrive in the future – a Hackney that continues to take pride in its diversity, with a social cohesion that grows stronger.**

All of our discussions have been structured around our existing Community Strategy themes that we will continue to focus on over the next ten years:

1. Tackling worklessness, creating pathways to work, and promoting employment opportunities
2. Improving educational outcomes and raising aspirations
3. Providing mixed, affordable, high quality, attractive housing
4. Building safe and cohesive communities
5. Promoting health and wellbeing, supporting independent living and reducing health inequalities
6. Building a sense of citizenship and pride in Hackney and its environment, and working towards a carbon neutral borough

Within these themes we have highlighted four areas for which we need to develop interventions, starting now, that are of a different scale to what we're currently doing if we are to achieve the vision for Hackney in 2018. These are:

- Tackling worklessness
- Addressing the housing gap
- Enhancing the education trajectory
- Environmental sustainability

Our Local Area Agreement will reflect the vision for Hackney 2018 and target those themes which require action over the next 3 years and will be underpinned by:

- **Engagement in partnership** to ensure that people are able to influence decision making and feel a valued part of the community including the further promotion of community leadership through a strong involvement of, and commitment to, a thriving third Sector within Hackney.
- **Image and reputation** continuing the work to improve the Hackney sense of place and to raise aspirations, not just in how we can deliver, but through changing the perspective on what is possible, from succeeding at school, to getting a good job to buying your own home.
- **Better, more joined up local services** to pursue our partnerships commitment to Hackney's Public Sector Promise to provide local services that are based on an understanding of and are responsive to local needs, and are coordinated intelligently and delivered effectively and efficiently.

## 1. A working borough (tackling worklessness and creating pathways to work and employment opportunities)

Hackney has the third lowest employment rate in the UK (at 59%), after Tower Hamlets (53%) and Newham (58%), and the borough's employment rate for women has declined since 2002.

Only 67% of Hackney's working age population (96,900 out of 140,000) are economically active. This is significantly lower than either London (75%) or the rest of Britain (79%), and this gap is even greater in relation to women (only 57% of Hackney's female working age population is economically active, compared to 74% nationally).

Unemployment is higher in Hackney (at 12%) than across London (8%) or Britain (5%), and an estimated 5.5% of Hackney's working age population are claiming JSA (compared to 2.6% nationally). However, a much higher proportion of Hackney's working age population are claiming long-term benefits, including Incapacity Benefits (9.4% in Hackney, compared to 6% for London) and Lone Parent benefits (5.4%, compared with 3% for London). Overwhelmingly, mental and behavioural difficulties are the most common reasons for being in receipt of incapacity benefit (cited by 48% of claimants). More than 36% of Hackney's workless have never worked – some 20,000 working age people (Census 2001).

Low levels of employment and economic activity are important factors explaining poverty and deprivation in the borough. Even for those in employment, lack of skills often means that earnings are below average. Hackney residents are likely to earn £51pw less than the London average.

Supporting enterprise and access to jobs is a key theme of Hackney's current 2005-2015 Community Strategy. Hackney has a much lower job density (0.7) than London (0.9) or Britain (0.8) and this ratio of jobs to working age population has declined slightly across both Hackney and London since 2000. Increasing local employment opportunities (including better paid jobs) and creating pathways to work, including job related training, were identified as key to helping residents get jobs by 70% of respondents to the 2004 Household Survey.

### NI Indicators

- NI 13 Migrants English language skills and knowledge
- NI 80 Achievement of a Level 3 qualification by the age of 19
- NI 110 Young people's participation in positive activities
- NI 150 Adults in contact with secondary mental health services in employment
- NI 151 Overall employment rate PSA 8
- NI 163 Working age population qualified to at least Level 2 or higher
- NI 166 Average earnings of employees in the area

### Current Stretch Targets

- Percentage of 16-18 year olds not in education, employment or training in the LB Hackney, (NI 117).
- Number of LB Hackney residents who are Lone parents, assisted by LAA funding into sustainable employment.
- Number of LB Hackney residents who have been in receipt of incapacity related benefits for a minimum of 6 months, assisted by LAA funding into sustainable employment.

## 2. An aspirational borough (high levels of education, skills and aspirations)

### *School places and reputation*

Evidence suggests that the number of Hackney residents choosing to send their children to secondary schools within the borough is increasing though the number educated outside the borough remains high and there has been a focus on increasing the number of places available in Hackney. Three of the five new academies are now open with the fourth due to open in 2009 and the fifth in 2010. Since 2004 the total number of places available at secondary transfer has increased from 1590 to 1680 – an increase of 90 places. The number of places will increase further to 1860 in 2009 with the opening of The City of London KPGM Academy and to 2040 in 2010 with the opening of Skinner's Academy.

### *Educational achievement*

The Learning Trust has identified improving Key Stage 2 results as Hackney's greatest challenge in raising education achievement. There has been an aggregate improvement of 6 points from last year to this, but Hackney remains at the bottom of the national league table for this age group, although we do well in terms of the "value added" by schools. Our focus on increasing the percentage of students gaining at least five A-C GCSEs has resulted in a 23 percentage point increase in 5 years – twice as much as the national improvement rate of 11.7 – now at 54% of pupils and up 3% from 2006. The new mandatory national indicator includes English and Maths in this score where previously any combination of GCSE subjects could make up the 5 A-Cs. On this we currently score 41.7%, up 5.5 from 2006. The national average is just over 45%.

### *Absences and Exclusions*

The percentage of both fixed period and permanently excluded pupils is relatively high in Hackney compared to both the national picture and Hackney's statistical neighbours. Unauthorised absences at primary school are also high, and significantly worse than either our statistical neighbours or the national average. Secondary school absence rates are higher but are closer to the national average.

### *Socioeconomic characteristics*

Entitlement to free school meals is often used as a proxy indicator for child poverty. Hackney has the 5<sup>th</sup> highest percentage of pupils eligible for free school meals in London: 39% of primary school pupils and 38% of secondary school pupils in Hackney's maintained schools are eligible. Analysis of primary school performance in Hackney suggests a strong correlation between performance and the percentage of pupils eligible for free school meals<sup>1</sup>.

### *Looked after children / care*

Hackney has a far higher proportion of children looked after by the local authority than the London or national average (90 per 10,000, compared with 72 and 55 respectively), and a higher proportion of children and young people on Child Protection registers (32 per 10,000, compared with 29 and 24 respectively).

A higher percentage of Hackney's looked after children attain at least 1 GCSE (45% compared with 36% for London). Whilst there is still a long way to go in terms of promoting greater equality of outcomes between looked after children and their peers, this represents a 25% increase on the percentage of looked after children gaining any GCSEs in 2000, so it is heading in the right direction. 67% of care leavers in Hackney are in education, training or employment.

### *ESOL*

54% of primary school pupils have a first language other than English, but there is not currently any evidence to support a correlation between this and educational achievement in Hackney.

---

<sup>1</sup> Strategic Policy and Research (February 2007)

### *Ethnicity*

Hackney's children are from diverse ethnic backgrounds: 39% Black (21% Black African, 15% Black Caribbean, 3% Black Other), 18% White (14% White English), 14% Asian (6% Bangladeshi, 6% Indian, 1% Pakistani), 9% Turkish/Kurdish, 8% Mixed Background (PLASC 2007).

### Mandatory DCSF indicators

- NI 72 Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy PSA 10
- NI 73 Achievement at level 4 or above in both English and Maths at Key Stage 2 (Threshold)
- NI 74 Achievement at level 5 or above in both English and Maths at Key Stage 3 (Threshold)
- NI 75 Achievement of 5 or more A\*-C grades at GCSE or equivalent including English and Maths (Threshold)
- NI 83 Achievement at level 5 or above in Science at Key Stage 3
- NI 87 Secondary school persistent absence rate
- NI 92 Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest PSA 11
- NI 93 Progression by 2 levels in English between Key Stage 1 and Key Stage 2 PSA 11
- NI 94 Progression by 2 levels in Maths between Key Stage 1 and Key Stage 2 PSA 11
- NI 95 Progression by 2 levels in English between Key Stage 2 and Key Stage 3 PSA 11
- NI 96 Progression by 2 levels in Maths between Key Stage 2 and Key Stage 3 PSA 11
- NI 97 Progression by 2 levels in English between Key Stage 3 and Key Stage 4 PSA 11
- NI 98 Progression by 2 levels in Maths between Key Stage 3 and Key Stage 4 PSA 11
- NI 99 Children in care reaching level 4 in English at Key Stage 2 PSA 11
- NI 100 Children in care reaching level 4 in Maths at Key Stage 2 PSA 11
- NI 101 Children in care achieving 5 A\*-C GCSEs (or equivalent) at Key Stage 4 (including English and Maths) PSA 11

### NI Indicators

- NI 13 Migrants English language skills and knowledge
- NI 19 Rate of proven re-offending by young offenders PSA 23
- NI 45 Young offenders engagement in suitable education, employment or training
- NI 54 Services for disabled children PSA 12
- NI 80 Achievement of a Level 3 qualification by the age of 19
- NI 110 Young people's participation in positive activities
- NI 111 First time entrants to the Youth Justice System aged 10 – 17
- NI 116 Proportion of children in poverty PSA 9

### Current Stretch Targets

- Percentage of pupils in the Borough of Hackney achieving level 5+ in English, Maths & Science (EMS) at KS3
- Percentage of pupils in LB Hackney who achieve level 2+ in Reading at KS1
- The percentage of schools and Pupil Referral Units in Hackney achieving Healthy School Status in the National Healthy School Program
- NI 117 Percentage of 16-18 year olds not in education, employment or training in the LB Hackney.

### 3. A Hackney that has mixed, affordable and attractive housing

Hackney is a growing borough, and the number of households has increased by 36% over the past 25 years and it is anticipated that a further 9000 households will be living in the Borough by 2015. This means that despite being the third most densely populated LA area nationally in 2001, a further 30,000 people are likely to be living in the borough by 2015. These levels of densification highlight the increased importance of ensuring adequate social infrastructure, well-designed homes and good design and management and quality of the public realm.

Overcrowding has substantial adverse effects on life chances, notably through reducing educational achievement and adverse health consequences. Hackney had the 3<sup>rd</sup> highest level of severe overcrowding in the country in 2001, and the rate of increase in the numbers of overcrowded applicants on the housing list is growing. Over 50% of new social rented homes now have 3 or more bedrooms to help tackle overcrowding.

Since 2001, nearly 1000 new homes have been built per year in Hackney, the bulk of this (c.70%) in the private sector. Overall completions of new homes are likely to remain at over 1100 p.a. to 2015. This means that the Borough looks set to exceed London Plan Target for additional homes between 2001 and 2015. However, the proportion of Council housing has decreased dramatically since 1981 (from 60% to 20%), and the overall social rented sector is likely to fall as a proportion of all households to around 45% by 2015. At the same time, rapidly rising house prices (the borough had the 5<sup>th</sup> highest rise in house prices in London in 2006, at 14%) mean that Hackney is the 8<sup>th</sup> least affordable borough for young working households. Developments such as the Olympics and new Tube line suggest that even with a slowdown in house price rises nationally; affordability is likely to remain a significant problem locally.

The Council will therefore need to intervene (though use of its own land and planning powers) to achieve the target for affordable homes (50%). The Council and its partners will have to continue working hard to counter current trends towards increasing polarisation in the borough between those on low and high incomes, both through securing an increase in affordable housing provision (notably more affordable LCHO) and through making the best possible use of existing resources, including the Borough's social rented sector.

Rising housing costs are likely to lead to higher homelessness over the next 5 years as lower income persons are priced out of the market. Hackney homeless families are more than 6 times as likely to be single parents as two parent families, and over 40% of the heads of homeless households are aged 16 to 24. The great majority of priority homeless are in workless households.

#### NI Indicators

- NI 139 People over 65 who say that they receive the information, assistance and support needed to exercise choice and control to live independently
- NI 141 Number of vulnerable people achieving independent living
- NI 149 Adults in contact with secondary mental health services in settled accommodation
- NI 154 Net additional homes provided
- NI 155 Number of affordable homes delivered (gross)
- NI 158 % decent council homes

#### 4. Safe and cohesive communities (creating safe and cohesive communities, reducing inequalities and avoiding polarisation)

Whilst crime rates are high in Hackney, the trend over the past six years has been one of improvement. Rates of burglary, criminal damage, robbery, theft and handling all declined in 2006/07 compared to the previous year. Only drug offences rose against 2005/06.

Despite these improvements, Hackney continues to fare worse than the rest of London for drug offences, robbery, theft, sexual offences and violence against the person

In the 2006/07 Public Attitudes Survey, residents identified Hackney's top 4 problems as drugs Vandalism, graffiti and other deliberate damage to property or vehicles, rubbish and litter as well as 'teenagers hanging around on the streets'.

Alongside this Hackney residents' priorities for the police are responding to emergencies, providing a visible patrolling presence, tackling gun crime, tackling drug dealing and use and tackling dangerous driving

##### NI Indicators

NI 1	% of people who believe people from different backgrounds get on well together in their area
NI 5	Overall/general satisfaction with local area
NI 15	Serious violent crime rate
NI 16	Serious acquisitive crime rate
NI 17	Perceptions of anti-social behaviour PSA 23
NI 19	Rate of proven re-offending by young offenders PSA 23
NI 38	Drug-related (Class A) offending rate PSA 25
NI 39	Alcohol-harm related hospital admission rates PSA 25
NI 40	Drug users in effective treatment PSA 25
NI 45	Young offenders engagement in suitable education, employment or training
NI 110	Young people's participation in positive activities
NI 111	First time entrants to the Youth Justice System aged 10 – 17

##### Current Stretch Targets

- Number of GBH and ABH offences excluding those flagged as Hate Crime and Trident incidents, as recorded by the MPS Performance Information Bureau.
- Reduction in number of Trident incidents
- Number of repeat victims of domestic violence.
- Number of Domestic Violence Sanction Detections

## 5. A healthy borough (promoting health, healthy lifestyles, independent living and reducing health inequalities)

Despite recent improvements in life expectancy, particularly for women, men in Hackney still have a life expectancy almost two years less than the national average of 76.9 years. Lower life expectancy disproportionately affects children born into poverty and vulnerable groups such as drug users, the homeless, the disabled and those with serious mental health problems.

Circulatory diseases and cancer together account for nearly two thirds of deaths and are the primary causes of premature mortality. Hackney is in the bottom 20% of LAs nationally for both cancer mortality and circulatory disease mortality in the under 75s. Death from heart disease under the age of 75 is 37% more likely for men and 50% more likely for women living in Hackney than in England as a whole, and it disproportionately affects those on low incomes.

Between 1998 and 2004, Hackney's under-18 conception rate fell by 10%, and the under-16 conception rate fell by 21%. Nonetheless, Hackney continues to have more than twice the rate of terminations of unwanted pregnancies than the national average and one of the highest rates of teenage pregnancies in the country. Teenage pregnancy disproportionately affects young women from disadvantaged backgrounds, care leavers, homeless young people, those excluded from schools, truants, the children of teenage mothers, and those involved in crime.

Hackney has unusually high rates of mental illness. 1 in 10 children at any one time has a mental health problem and this figure is 1 in 6 for adults. Up to 1 in 4 consultations with a GP concern a mental health issue. Hackney also has 3 times more admissions to hospital for schizophrenia than the rest of England. Suicide is the leading cause of death among young men, though male suicide rates in Hackney have been reduced over the past decade. Mental health problems are the key driver affecting suicide rates.

Although Hackney has a similar prevalence rate to the rest of the UK for diabetes, it has a significantly higher death rate from diabetes-related complications. This suggests that diabetes ought to remain a high local priority, but there are no indicators in the new national set relating to diabetes.

### NI Indicators

- NI 39 Alcohol-harm related hospital admission rates PSA 25
- NI 40 Drug users in effective treatment PSA 25
- NI 50 Emotional health of children
- NI 54 Services for disabled children PSA 12
- NI 56 Obesity among primary school age children in Year 6
- NI 110 Young people's participation in positive activities
- NI 116 Proportion of children in poverty PSA 9
- NI 120 All-age all cause mortality rate PSA 18
- NI 139 People over 65 who say that they receive the information, assistance and support needed to exercise choice and control to live independently
- NI 141 Number of vulnerable people achieving independent living
- NI 149 Adults in contact with secondary mental health services in settled accommodation
- NI 150 Adults in contact with secondary mental health services in employment
- NI 151 Overall employment rate PSA 8
- NI 158 % decent council homes

## Current Stretch Targets

- Reduction in rate of infant mortality
- Percentage of women known to be smokers at time of delivery
- Percentage of new mothers known to initiate breast feeding
- Number of vulnerable women supported to present early
- The percentage of schools and Pupil Referral Units in Hackney achieving Healthy School Status in the National Healthy School Program
- The proportion of smokers among people with their smoking status recorded within the LB Hackney, (a proxy for smoking prevalence)
- Number of people aged 16 and over on a LB Hackney GP list, with a smoking status recorded in the last 15 months.

## **6. A socially responsible borough (with a strong sense of citizenship and pride in Hackney; environmentally conscious and carbon neutral)**

Hackney's forthcoming Climate Change Strategy, will pull together a more comprehensive picture of action required to reduce the carbon footprint of the Council and reduce CO2 emissions across the borough. As of 1 May 2007, all electricity procured by the Council for Hackney's Schools, street lights, libraries and council offices is hydro-electric. Progress reports from Hackney Homes show an overall improvement in energy efficiency of almost 20% since March 2006.

Hackney's Housing Strategy 2004-07 includes a commitment to tackling fuel poverty and the current LAA includes a target on tackling fuel poverty for private sector housing for older people.

However, the Council does not currently have data on local attitudes to climate change.

Closing the gap between the worst and best areas in the borough and between social housing and private housing, was identified as a key medium-term priority. Improving street and environmental cleanliness (levels of graffiti, litter, detritus and fly posting) is central to this. Despite improvements, in the 2006/07 residents survey, 38% of Hackney residents felt that rubbish and litter were a 'very big' problem in Hackney compared with an average of 23% across the other London boroughs.

Satisfaction with Hackney's recycling services has risen from 40% in 2000/01 to 67% in 2006/07, and recycling rates have increased from 1.4% of household waste to 14% over the same period. However, overall levels of household waste per head have also increased, so that recycling and composting have not led to an overall reduction in the amount of household waste the Council is dealing with.

## NI Indicators

- NI 1 % of people who believe people from different backgrounds get on well together in their area
- NI 5 Overall/general satisfaction with local area
- NI 186 Per capita CO2 emissions in the LA area
- NI 191 Residual household waste per head
- NI 195 Improved street and environmental cleanliness (levels of graffiti, litter, detritus and fly posting)

## Current Stretch Targets

BVPI 89 - Proportion of residents that are satisfied that the local authority has kept public land it controls free of litter and refuse, as measured by the Local Government User Satisfaction Survey

## Appendix 6 – Comprehensive Area Assessment and National Indicator set

### Background

Comprehensive Area Assessment (CAA) will replace Comprehensive Performance Assessment (CPA) from 2009.

The Audit Commission's stated aim is that CAA will focus on:

- what matters to local people
- outcomes, not processes
- prospects for the future
- resident and partnership views

CAA will focus on engagement with communities by:

- concentrating on what local people care about most
- giving significant weight to intelligence gathered on resident views
- assessing the quality of involvement of local people by local services
- providing information about CAA to the public.

The new CAA framework will have four elements:

### **Area risk assessment (or “the prospects for the area and the quality of life for local people”)**

Questions proposed as basis for this:

- *how well does the partnership understand and assess the needs of its communities now and in the future?*
- *does it use this understanding to inform its local priorities?*
- *does the partnership organise itself and ensure it has the capacity to deliver these priorities?*
- *has it secure and effective arrangements to identify and manage the risks to achieving successful outcomes?*
- *are improved outcomes likely to be achieved?*

These questions will be answered through considering progress towards LAA targets, the set of national indicators, views of users and stakeholders, self-assessment, briefings from government office and inspection findings.

### **Use of Resources judgement**

This will continue to be assessed annually. Police authorities and primary care trusts will also have a use of resources assessment. The judgement will include elements of the defunct corporate assessment, but without the input from peer chief executives and members that was a feature of corporate assessment.

### **Direction of travel judgement**

This will continue to be assessed annually. Councils will receive a direction of travel statement that assesses the rate of improvement and the likelihood that improvement will continue.

### **Report of performance against the national indicator set**

The Audit Commission will report on performance against the new set of national performance indicators. (which are detailed below)

### **2. Timetable**

April 2008 - new national indicators launched  
June 2008 - new style Local Area Agreements signed off  
February 2009 - last round of CPA results published  
Early 2009 - final CAA methodology published  
October 2009 - first publication of CAA results

### **3. Major changes**

CAA will consider performance by local public services in a Local Area Agreement area, i.e. it is **about an area**.

There will be **no overall score** for an area, rather there will be separate scores for use of resources and direction of travel, plus a traffic light rating for specific issues for each area, plus performance against indicators, all brought together in one place, probably reported via a website, and possibly a leaflet. Inspections will only take place in specific restricted circumstances, though there's still some debate about whether there continues to be a rolling programme of inspections, or inspections only where risks have been identified.

#### 4. National Indicator set

Outcome	National Indicators
<b>Stronger communities</b>	NI 1 % of people who believe people from different backgrounds get on well together in their local area PSA 21 NI 2 % of people who feel that they belong to their neighbourhood PSA 21 NI 3 Civic participation in the local area PSA 15 NI 4 % of people who feel they can influence decisions in their locality PSA 21 NI 5 Overall/general satisfaction with local area CLG DSO NI 6 Participation in regular volunteering CO DSO NI 7 Environment for a thriving third sector CO DSO NI 8 Adult participation in sport DCMS DSO NI 9 Use of public libraries DCMS DSO NI 10 Visits to museums or galleries DCMS DSO NI 11 Engagement in the arts DCMS DSO NI 12 Refused and deferred Houses in Multiple Occupation (HMO) license applications leading to immigration enforcement activity HO DSO NI 13 Migrants English language skills and knowledge HO DSO NI 14 Avoidable contact: The average number, of customer contacts per received customer request
<b>Safer communities</b>	NI 15 Serious violent crime rate PSA 23 NI 16 Serious acquisitive crime rate PSA 23 NI 17 Perceptions of anti-social behaviour PSA 23 NI 18 Adult re-offending rates for those under probation supervision PSA 23 NI 19 Rate of proven re-offending by young offenders PSA 23 NI 20 Assault with injury crime rate PSA 25 NI 21 Dealing with local concerns about anti-social behaviour and crime by the local council and police PSA 23 NI 22 Perceptions of parents taking responsibility for the behaviour of their children in the area HO DSO NI 23 Perceptions that people in the area treat one another with respect and dignity HO DSO NI 24 Satisfaction with the way the police and local council dealt with antisocial behaviour HO DSO NI 25 Satisfaction of different groups with the way the police and local council dealt with anti-social behaviour HO DSO NI 26 Specialist support to victims of a serious sexual offence PSA 23 NI 27 Understanding of local concerns about anti-social behaviour and crime by the local council and police HO DSO NI 28 Serious knife crime rate HO DSO NI 29 Gun crime rate PSA 23 NI 30 Re-offending rate of prolific and priority offenders HO DSO

Outcome	National Indicators
<b>Safer communities</b> (continued)	NI 31 Re-offending rate of registered sex offenders PSA 23 NI 32 Repeat incidents of domestic violence PSA 23 NI 33 Arson incidents HO DSO NI 34 Domestic violence – murder PSA 23 NI 35 Building resilience to violent extremism PSA 26 NI 36 Protection against terrorist attack PSA 26 NI 37 Awareness of civil protection arrangements in the local area CO DSO NI 38 Drug-related (Class A) offending rate PSA 25 NI 39 Alcohol-harm related hospital admission rates PSA 25 NI 40 Drug users in effective treatment PSA 25 NI 41 Perceptions of drunk or rowdy behaviour as a problem PSA 25 NI 42 Perceptions of drug use or drug dealing as a problem PSA 25 NI 43 Young people within the Youth Justice System receiving a conviction in court who are sentenced to custody MoJ DSO NI 44 Ethnic composition of offenders on Youth Justice System disposals MoJ DSO NI 45 Young offenders engagement in suitable education, employment or training MoJ DSO NI 46 Young offenders access to suitable accommodation MoJ DSO NI 47 People killed or seriously injured in road traffic accidents DfT DSO NI 48 Children killed or seriously injured in road traffic accidents DfT DSO NI 49 Number of primary fires and related fatalities and non-fatal casualties, excluding precautionary checks CLG DSO
<b>Children &amp; Young People</b>	<p><b>Be Healthy</b></p> NI 50 Emotional health of children PSA 12 NI 51 Effectiveness of child and adolescent mental health (CAMHs) services DCSF DSO NI 52 Take up of school lunches PSA 12 NI 53 Prevalence of breastfeeding at 6 – 8 weeks from birth PSA 12 NI 54 Services for disabled children PSA 12 NI 55 Obesity among primary school age children in Reception Year DCSF DSO NI 56 Obesity among primary school age children in Year 6 DCSF DSO NI 57 Children and young people’s participation in high-quality PE and sport DCSF DSO NI 58 Emotional and behavioural health of children in care DCSF DSO <p><b>Stay Safe</b></p> NI 59 Initial assessments for children’s social care carried out within 7 working days of referral DCSF DSO NI 60 Core assessments for children’s social care that were carried out within 35 working days of their commencement DCSF DSO NI 61 Stability of looked after children adopted following an agency decision that the child should be placed for adoption DCSF DSO NI 62 Stability of placements of looked after children: number of moves DCSF DSO NI 63 Stability of placements of looked after children: length of placement DCSF DSO NI 64 Child protection plans lasting 2 years or more DCSF DSO

Outcome	National Indicators
<b>Children &amp; Young People</b> (continued)	<p>NI 65 Children becoming the subject of a Child Protection Plan for a second or subsequent time DCSF DSO</p> <p>NI 66 Looked after children cases which were reviewed within required timescales DCSF DSO</p> <p>NI 67 Child protection cases which were reviewed within required timescales DCSF DSO</p> <p>NI 68 Referrals to children's social care going on to initial assessment DCSF DSO</p> <p>NI 69 Children who have experienced bullying DCSF DSO</p> <p>NI 70 Hospital admissions caused by unintentional and deliberate injuries to children and young people DCSF DSO</p> <p>NI 71 Children who have run away from home/care overnight DCSF DSO</p> <p><b>Enjoy and Achieve</b></p> <p>NI 72 Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy PSA 10</p> <p>NI 73 Achievement at level 4 or above in both English and Maths at Key Stage 2 (Threshold) PSA 10</p> <p>NI 74 Achievement at level 5 or above in both English and Maths at Key Stage 3 (Threshold) PSA 10</p> <p>NI 75 Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths (Threshold) PSA 10</p> <p>NI 76 Achievement at level 4 or above in both English and Maths at KS2 (Floor) DCSF DSO</p> <p>NI 77 Achievement at level 5 or above in both English and Maths at KS3 (Floor) DCSF DSO</p> <p>NI 78 Achievement of 5 or more A*-C grades at GCSE and equivalent including GCSEs in English and Maths (Floor) PSA 10</p> <p>NI 79 Achievement of a Level 2 qualification by the age of 19 PSA 10</p> <p>NI 80 Achievement of a Level 3 qualification by the age of 19 PSA 10</p> <p>NI 81 Inequality gap in the achievement of a Level 3 qualification by the age of 19 DCSF DSO</p> <p>NI 82 Inequality gap in the achievement of a Level 2 qualification by the age of 19 DCSF DSO</p> <p>NI 83 Achievement at level 5 or above in Science at Key Stage 3 DCSF DSO</p> <p>NI 84 Achievement of 2 or more A*-C grades in Science GCSEs or equivalent DCSF DSO</p> <p>NI 85 Post-16 participation in physical sciences (A Level Physics, Chemistry and Maths) DCSF DSO</p> <p>NI 86 Secondary schools judged as having good or outstanding standards of behaviour DCSF DSO</p> <p>NI 87 Secondary school persistent absence rate DCSF DSO</p> <p>NI 88 Number of Extended Schools DCSF DSO</p> <p>NI 89 Number of schools in special measures DCSF DSO</p> <p>NI 90 Take up of 14-19 learning diplomas DCSF DSO</p> <p>NI 91 Participation of 17 year-olds in education or training DCSF DSO</p> <p>NI 92 Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest PSA 11</p> <p>NI 93 Progression by 2 levels in English between Key Stage 1 and Key Stage 2</p>

Outcome	National Indicators
<b>Children &amp; Young People</b> (continued)	PSA 11 NI 94 Progression by 2 levels in Maths between Key Stage 1 and Key Stage 2 PSA 11 NI 95 Progression by 2 levels in English between Key Stage 2 and Key Stage 3 PSA 11 NI 96 Progression by 2 levels in Maths between Key Stage 2 and Key Stage 3 PSA 11 NI 97 Progression by 2 levels in English between Key Stage 3 and Key Stage 4 PSA 11 NI 98 Progression by 2 levels in Maths between Key Stage 3 and Key Stage 4 PSA 11 NI 99 Children in care reaching level 4 in English at Key Stage 2 PSA 11 NI 100 Children in care reaching level 4 in Maths at Key Stage 2 PSA 11 NI 101 Children in care achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (including English and Maths) PSA 11 NI 102 Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stages 2 and 4 PSA 11 NI 103 Special Educational Needs – statements issued within 26 weeks DCSF DSO NI 104 The Special Educational Needs (SEN)/non-SEN gap – achieving Key Stage 2 English and Maths threshold DCSF DSO NI 105 The Special Educational Needs (SEN)/non-SEN gap – achieving 5 A*-C GCSE inc. English and Maths DCSF DSO NI 106 Young people from low income backgrounds progressing to higher education PSA 11 NI 107 Key Stage 2 attainment for Black and minority ethnic groups DCSF DSO NI 108 Key Stage 4 attainment for Black and minority ethnic groups DCSF DSO NI 109 Number of Sure Start Children Centres DCSF DSO <b><i>Make a positive contribution</i></b> NI 110 Young people’s participation in positive activities PSA 14 NI 111 First time entrants to the Youth Justice System aged 10 – 17 PSA 14 NI 112 Under 18 conception rate PSA 14 NI 113 Prevalence of Chlamydia in under 20 year olds DCSF DSO NI 114 Rate of permanent exclusions from school DCSF DSO NI 115 Substance misuse by young people PSA 14 <b><i>Economic Wellbeing</i></b> NI 116 Proportion of children in poverty PSA 9 NI 117 16 to 18 year olds who are not in education, training or employment (NEET) PSA 14 NI 118 Take up of formal childcare by low-income working families DWP DSO
<b>Adult health and wellbeing</b>	NI 119 Self-reported measure of people’s overall health and wellbeing DH DSO NI 120 All-age all cause mortality rate PSA 18 NI 121 Mortality rate from all circulatory diseases at ages under 75 DH DSO NI 122 Mortality from all cancers at ages under 75 DH DSO NI 123 16+ current smoking rate prevalence PSA 18 NI 124 People with a long-term condition supported to be independent and in control of their condition DH DSO NI 125 Achieving independence for older people through

Outcome	National Indicators
<b>Adult health and wellbeing</b> (continued)	rehabilitation/intermediate care PSA 18 NI 126 Early access for women to maternity services PSA 19 NI 127 Self reported experience of social care users PSA 19 NI 128 User reported measure of respect and dignity in their treatment DH DSO NI 129 End of life access to palliative care enabling people to choose to die at home DH DSO NI 130 Social Care clients receiving Self Directed Support (Direct Payments and Individual Budgets) DH DSO NI 131 Delayed transfers of care from hospitals DH DSO NI 132 Timeliness of social care assessment DH DSO NI 133 Timeliness of social care packages DH DSO NI 134 The number of emergency bed days per head of weighted population DH DSO NI 135 Carers receiving needs assessment or review and a specific carer's service, or advice and information DH DSO NI 136 People supported to live independently through social services (all ages) PSA 18 NI 137 Healthy life expectancy at age 65 PSA 17 NI 138 Satisfaction of people over 65 with both home and neighbourhood PSA 17 NI 139 People over 65 who say that they receive the information, assistance and support needed to exercise choice and control to live independently PSA 17
<b>Tackling exclusion and promoting equality</b>	NI 140 Fair treatment by local services PSA 15 NI 141 Number of vulnerable people achieving independent living CLG DSO NI 142 Number of vulnerable people who are supported to maintain independent living PSA 17 NI 143 Offenders under probation supervision living in settled and suitable accommodation at the end of their order or licence PSA 16 NI 144 Offenders under probation supervision in employment at the end of their order or licence PSA 16 NI 145 Adults with learning disabilities in settled accommodation PSA 16 NI 146 Adults with learning disabilities in employment PSA 16 NI 147 Care leavers in suitable accommodation PSA 16 NI 148 Care leavers in employment, education or training PSA 16 NI 149 Adults in contact with secondary mental health services in settled accommodation PSA 16 NI 150 Adults in contact with secondary mental health services in employment PSA 16
<b>Local economy</b>	NI 151 Overall employment rate PSA 8 NI 152 Working age people on out of work benefits PSA 8 NI 153 Working age people claiming out of work benefits in the worst performing neighbourhoods DWP DSO NI 154 Net additional homes provided PSA 20 NI 155 Number of affordable homes delivered (gross) PSA 20 NI 156 Number of households living in Temporary Accommodation PSA 20 NI 157 Processing of planning applications as measured against targets for 'major', 'minor' and 'other' application types CLG DSO NI 158 % decent council homes CLG DSO

Outcome	National Indicators
<b>Local economy</b> (continued)	NI 159 Supply of ready to develop housing sites CLG DSO NI 160 Local Authority tenants' satisfaction with landlord services CLG DSO NI 161 Learners achieving a Level 1 qualification in literacy PSA 2 NI 162 Learners achieving an Entry Level 3 qualification in numeracy PSA 2 NI 163 Working age population qualified to at least Level 2 or higher PSA 2 NI 164 Working age population qualified to at least Level 3 or higher PSA 2 NI 165 Working age population qualified to at least Level 4 or higher PSA 2 NI 166 Average earnings of employees in the area BERR DSO NI 167 Congestion – average journey time per mile during the morning peak PSA 5 NI 168 Principal roads where maintenance should be considered DfT DSO NI 169 Non-principal roads where maintenance should be considered DfT DSO NI 170 Previously developed land that has been vacant or derelict for more than 5 years CLG DSO NI 171 VAT registration rate BERR DSO NI 172 VAT registered businesses in the area showing growth BERR DSO NI 173 People falling out of work and on to incapacity benefits DWP DSO NI 174 Skills gaps in the current workforce reported by employers DIUS DSO NI 175 Access to services and facilities by public transport, walking and cycling DfT DSO NI 176 Working age people with access to employment by public transport (and other specified modes) DfT DSO NI 177 Local bus passenger journeys originating in the authority area DfT DSO NI 178 Bus services running on time DfT DSO NI 179 Value for money – total net value of on-going cash-releasing value for money gains that have impacted since the start of the 2008-9 financial year CLG DSO NI 180 Changes in Housing Benefit/ Council Tax Benefit entitlements within the year DWP DSO NI 181 Time taken to process Housing Benefit/Council Tax Benefit new claims and change events DWP DSO NI 182 Satisfaction of businesses with local authority regulation services BERR DSO NI 183 Impact of local authority regulatory services on the fair trading environment BERR DSO NI 184 Food establishments in the area which are broadly compliant with food hygiene law
<b>Environmental sustainability</b>	NI 185 CO2 reduction from Local Authority operations PSA 27 NI 186 Per capita CO2 emissions in the LA area PSA 27 NI 187 Tackling fuel poverty – people receiving income based benefits living in homes with a low energy efficiency rating Defra DSO NI 188 Adapting to climate change PSA 27 NI 189 Flood and coastal erosion risk management Defra DSO NI 190 Achievement in meeting standards for the control system for animal health Defra DSO NI 191 Residual household waste per head Defra DSO NI 192 Household waste recycled and composted Defra DSO NI 193 Municipal waste land filled Defra DSO

<b>Outcome</b>	<b>National Indicators</b>
<b>Environmental sustainability</b> (continued)	NI 194 Level of air quality – reduction in NOx and primary PM10 emissions through local authority’s estate and operations. PSA 28 NI 195 Improved street and environmental cleanliness (levels of graffiti, litter, detritus and fly posting) Defra DSO NI 196 Improved street and environmental cleanliness – fly tipping Defra DSO NI 197 Improved local biodiversity – active management of local sites PSA 28 NI 198 Children travelling to school – mode of travel usually used DfT DSO