

Introduction

This Business Critical Performance Report covers **four** main performance areas that are profiled in the following pages and are current critical performance drivers for the Council, in terms of impact and financial stability.

For ease of navigation, to get to the first profile page for each area, click on to the page number shown in the contents table below.

Business Critical Performance Report <hr/> Contents	Adults Social Care	Profile Page 3-6
	Childrens Social Care	Profile Page 7-11
	Homeless Prevention	Profile Page 12-17
	Housing Services	Profile Page 18-25

Traffic Lights



= No target set

Evaluation of Performance is aided by the (combination of) interpretation of data in graphs, commentary from the service area and an assessment of performance via a traffic light of Red, Amber or Green (RAG). This report contains all for each indicator.

It's not always appropriate for Performance Indicators (PIs) to have a target set; some PIs just measure uncontrollable volume, for example, where it would not be appropriate to set a performance target; but most PIs will have a target for the year set at the start of each financial year. When no target is set, this is known as a "Data only" PI.

Where targets are set, they need to be stretching, but realistic and achievable. They should not be aspirational.

Traffic lights are based upon -

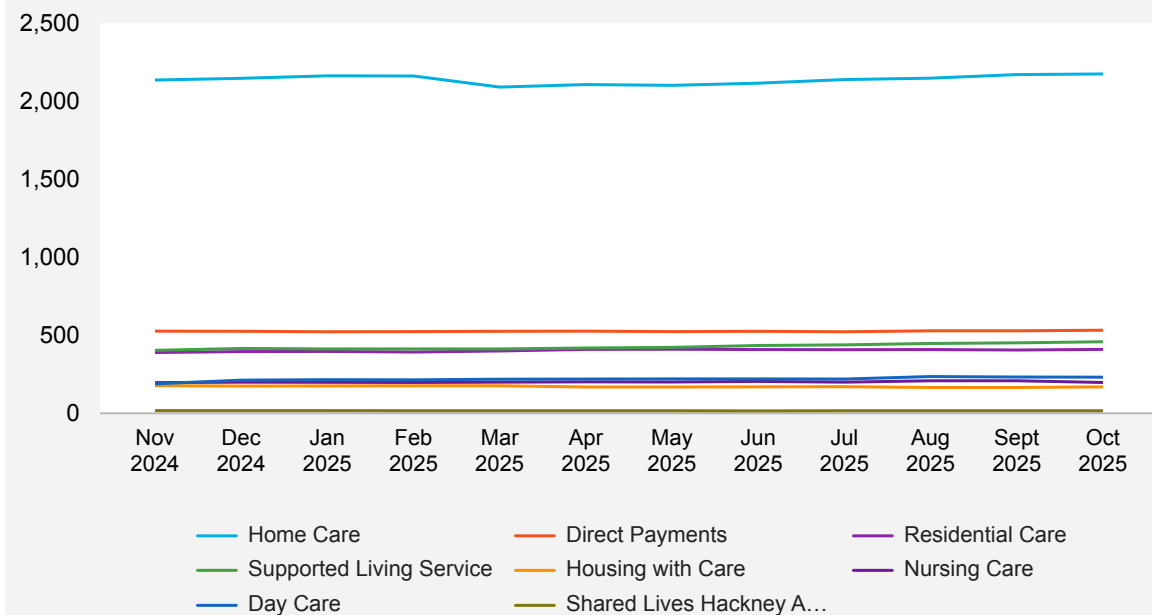
An assessment against achievement of the target (the target needs to be clear when set if it is a target to be achieved for the year as a whole or a target to be achieved by the end of the year).

Or if a Data Only PI, an assessment of the PI as to whether the latest data period is good news or not for the Council.

	Target PI	Data only PI
Red	Over 10% off target. If target is an end year point; assessment that out turn will be over 10% off target.	Data causes concern, or significant risk to the Council. Data shows a trajectory of significant worsening. Data is an outlier of poor performance when benchmarked against comparable authorities.
Amber*	Within 10% of target. If target is an end year point; assessment that out turn will be within 10% of target.	Data causes some concern or risk to the Council. Data may show a trajectory of getting worse. Data may be some way off comparable authorities, when benchmarked.
Green	At or exceeding target. If target is an end year point; assessment that target point will be achieved or exceeded.	Data causes no issues or risk to the Council.

* A small number of PIs may be "Absolute PIs" - where no Amber will apply. That is where mandatory compliance targets are in place, and missing the target will result in regulatory action. These PIs can only be Green or Red.

ASC funded packages of care by their type

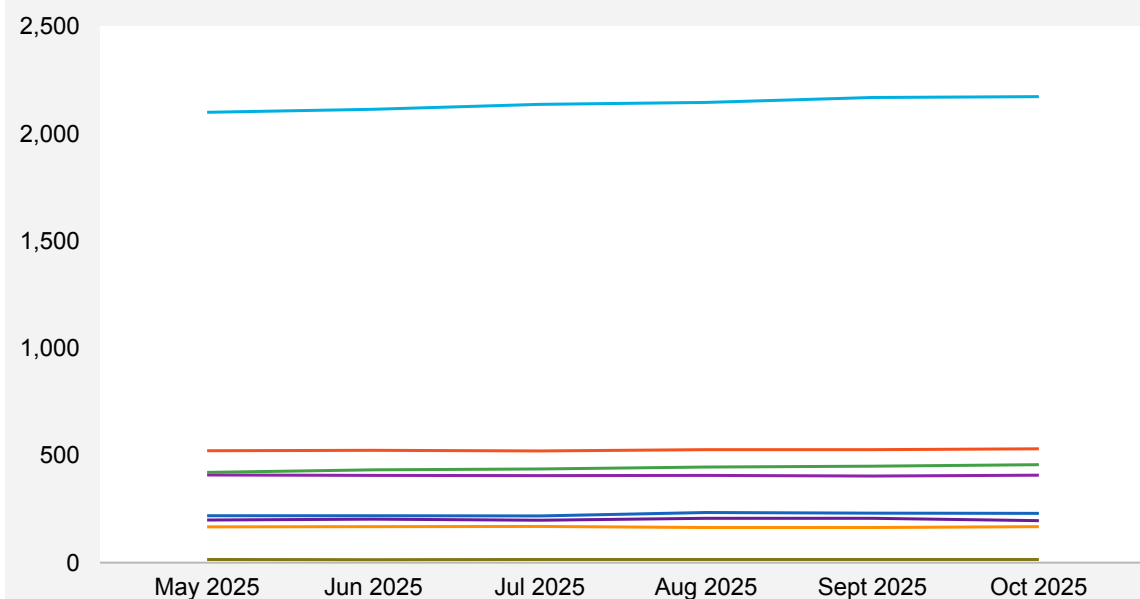


Commentary

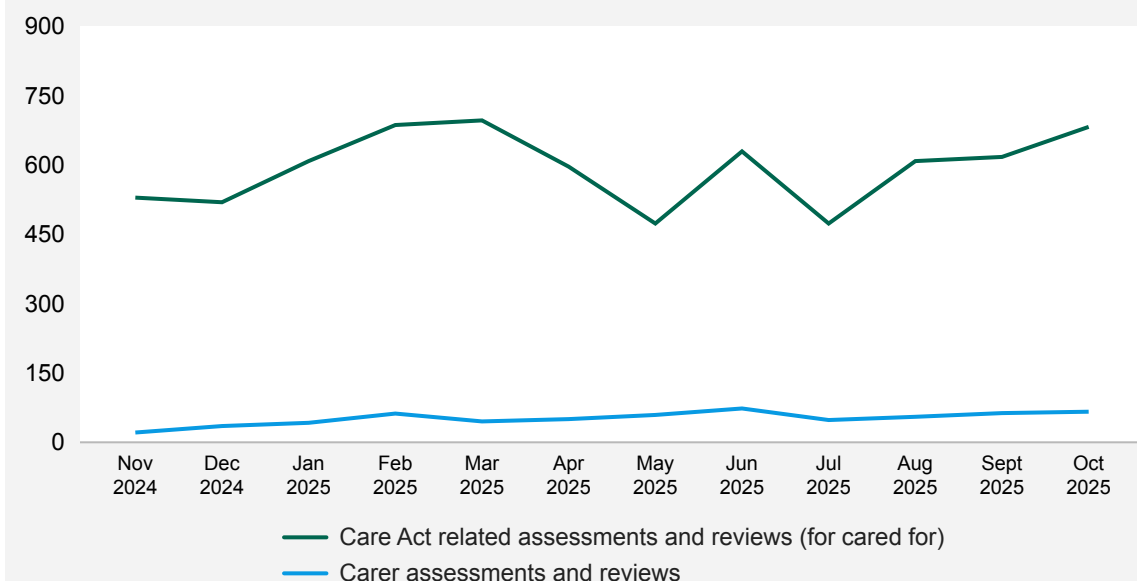
In the recent 12 month period there was a continued increase in demand for personal care, supported living and nursing placements. The demand for residential placements has remained stable and more residents are supported to remain in the community. On the 31 March 2024 the proportion of Hackney residents supported to live in the community was 81% which was better than the average for London (79.6%).

Note: ASC funded packages of care by type; residential care, nursing care, supported living, housing with care, home care, day care, shared lives and direct payments. This will track demand for services.

Latest 6 months view



Completed and awaiting a care assessment



Commentary

Care act related assessments and reviews (for the cared for) include care act assessments, care act reviews and OT assessments and reviews.

Care act activity has increased over the recent 12 months with a 37% increase in completed assessments and reviews compared to the previous period.

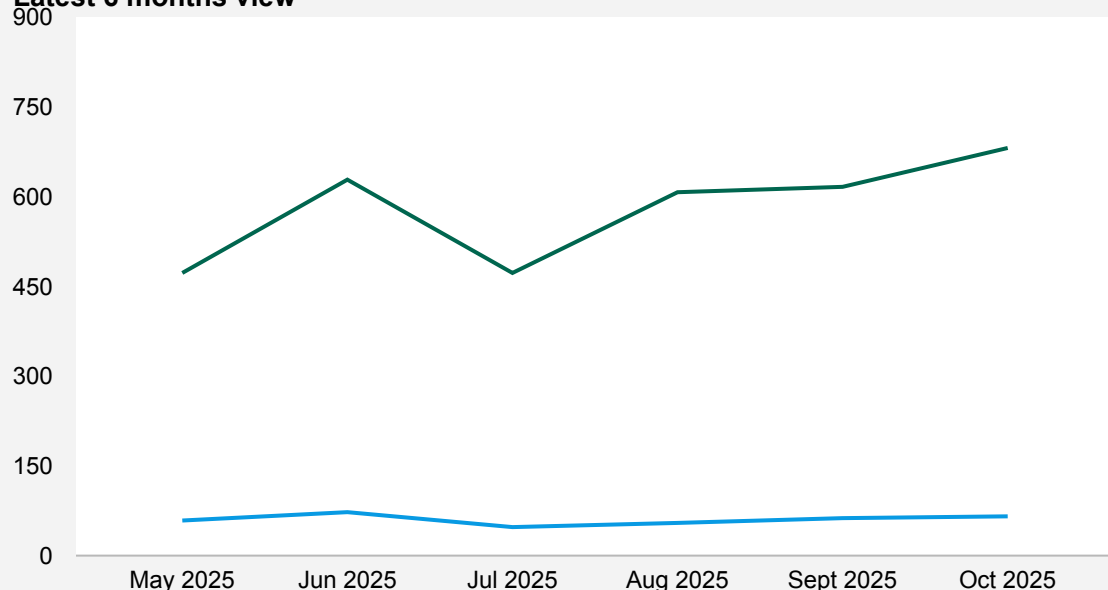
Current demand for care act assessments is greater than the department's capacity to conduct them therefore the number of people awaiting the completion of their assessment is increasing month on month.

The growing number of residents in receipt of support is also creating additional demand for annual reviews, further impacting on social work capacity to meet the department's statutory duties. Adult Social Care has launched a carers strategy which aims to increase the number and quality of individual carers assessments and reviews completed, moving away from joint assessments with the cared for person.

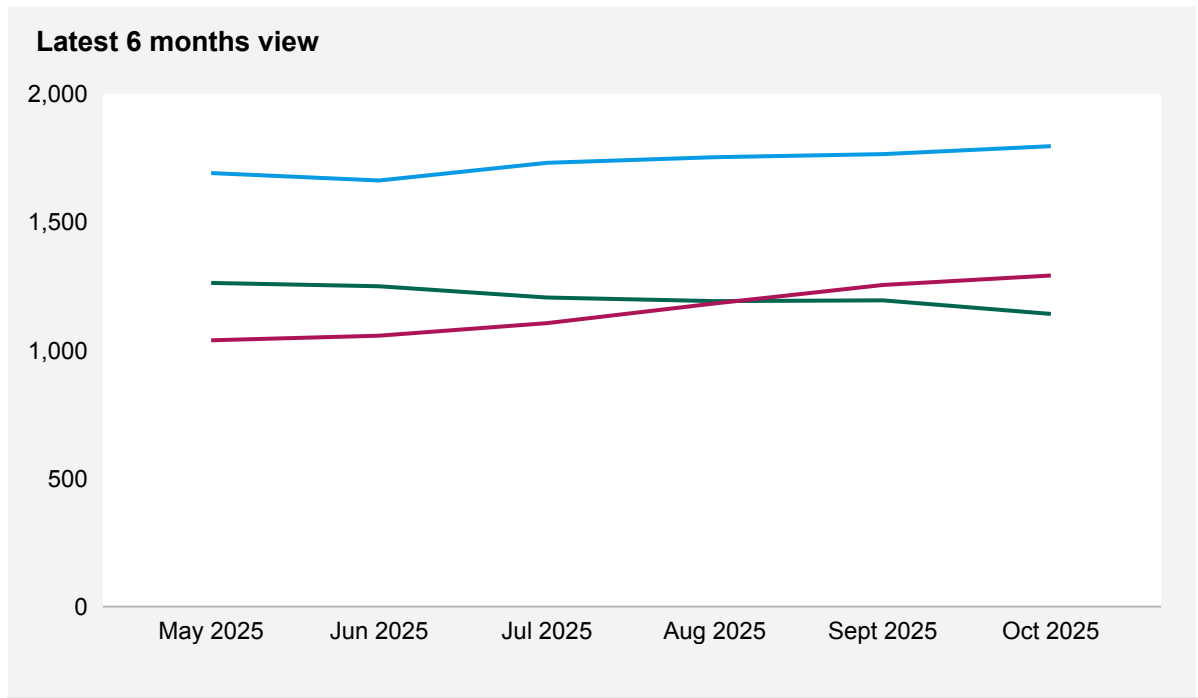
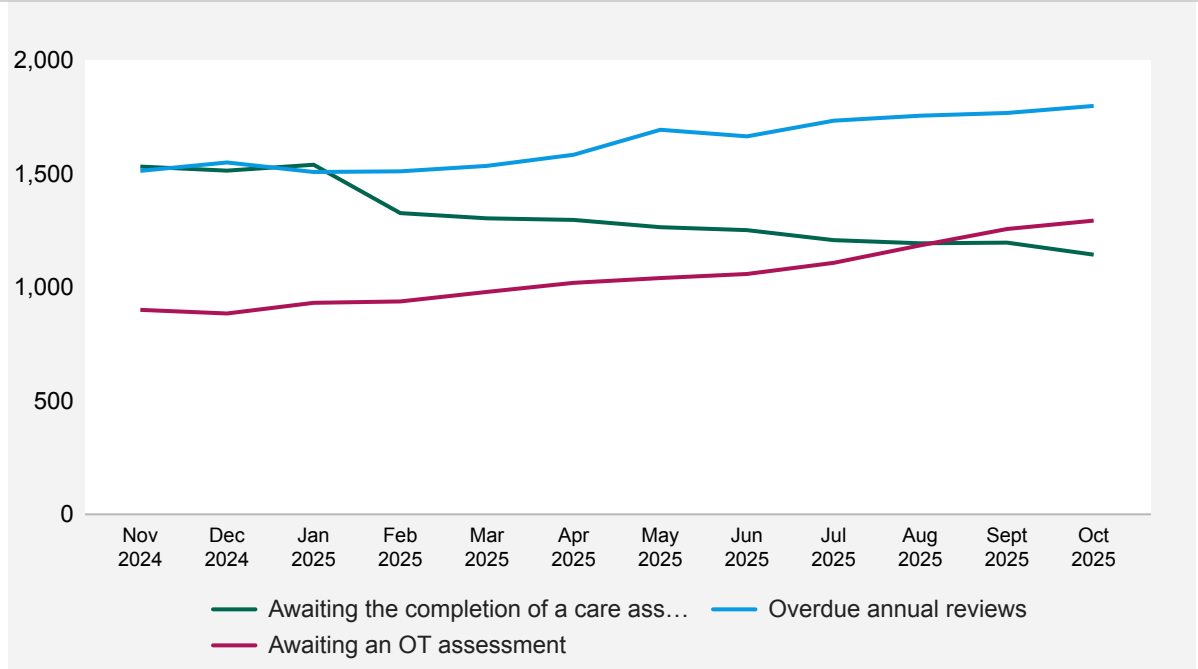
Note

Completed care act assessments, reviews, carer assessments and reviews during the period. This tracks throughput of work.

Latest 6 months view



Number awaiting assessments, and overdue annual reviews



Commentary

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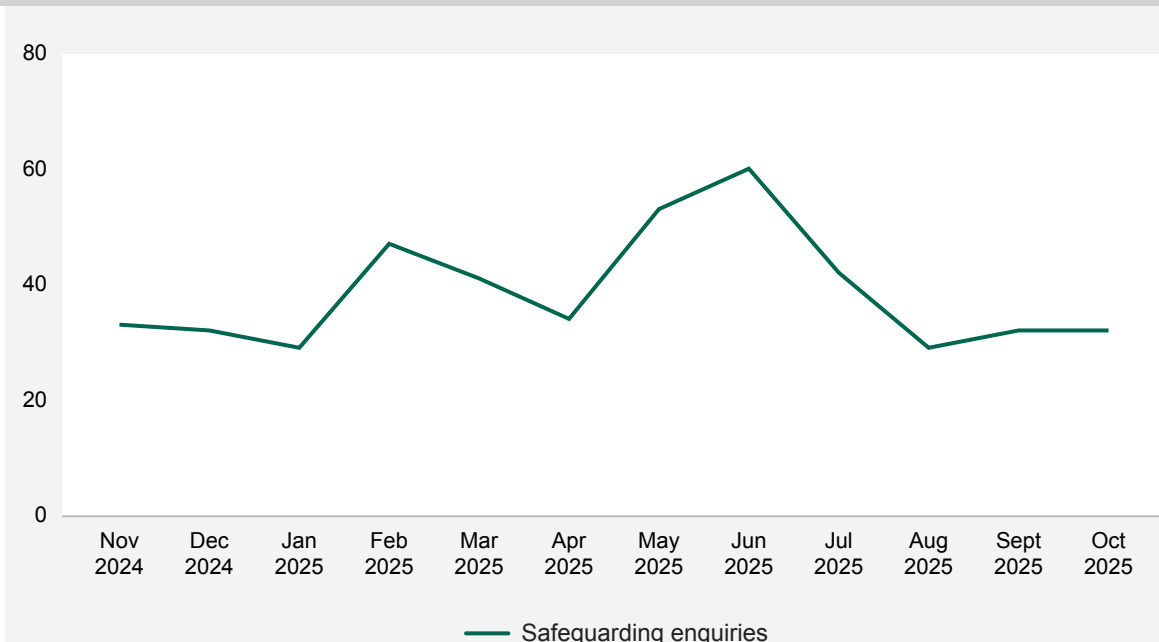
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Note

Completed care act assessments, reviews, carer assessments and reviews during the period. This tracks throughput of work.

Number of safeguarding enquiries



Commentary

The average number of safeguarding enquiries completed each month during the last 12 months was 38. There was a significant reduction in completed safeguarding enquiries from February 2024 which directly relates to improved practice such as how cases of self neglect are managed by Adult Social Care and the introduction of weekly safeguarding panels to support social workers with decision making.

The changes to practice has enabled social workers to act upon more safeguarding concerns and conclude cases at a faster rate leading to a significant reduction in the number of open safeguarding cases.

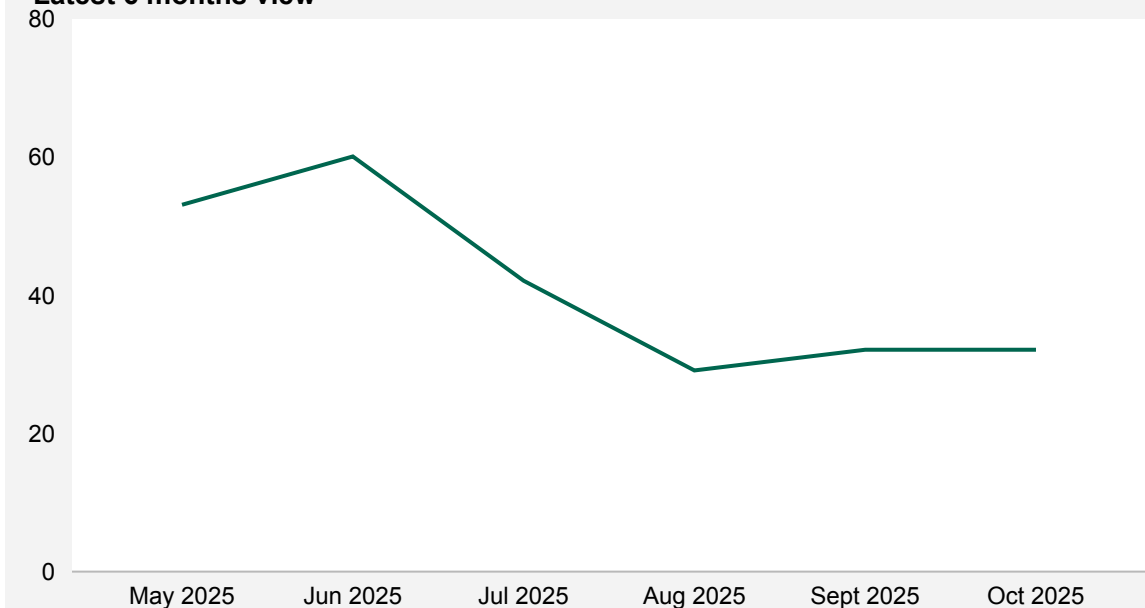
Notes

Safeguarding enquiries (deciding whether any action should be taken and if so what and by whom) completed during the period.

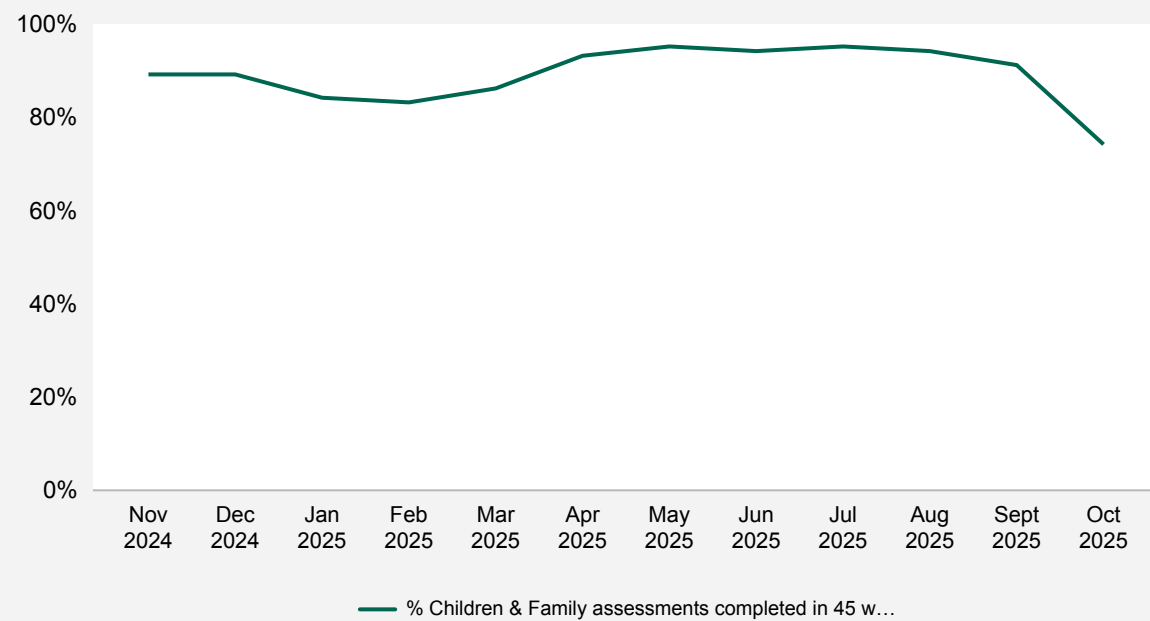
The enquiry is a part of the safeguarding process which relates to the duty of the Local Authority to make enquiries, or have others do so, if an adult may be at risk of abuse or neglect. This tracks throughput of work and case complexity.

Most safeguarding concerns raised do not lead to an enquiry.

Latest 6 months view



Percentage of children and family assessments completed in 45 days

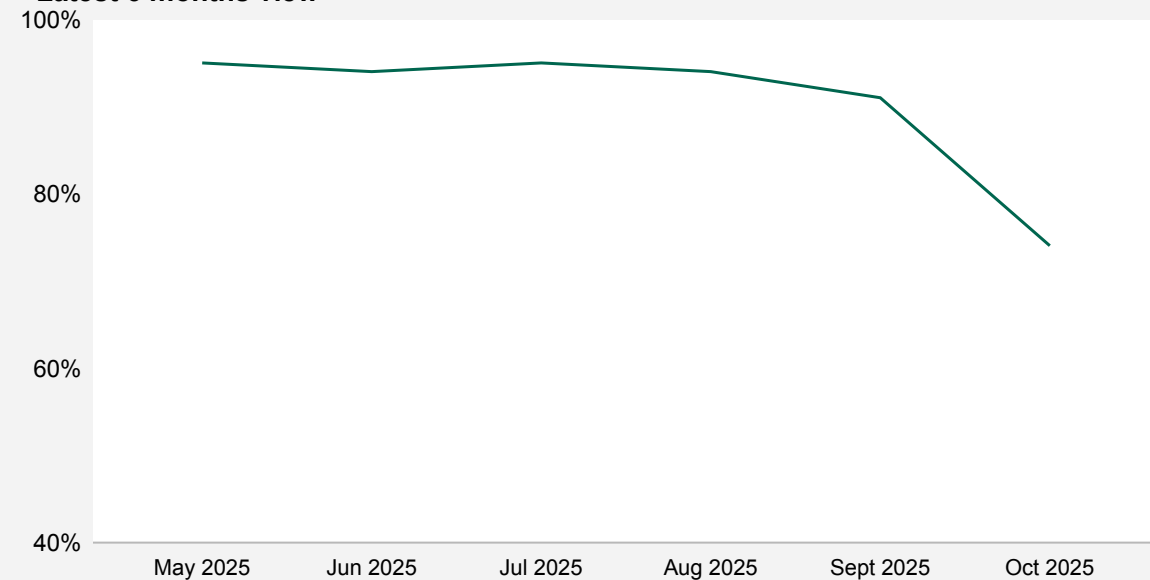


Commentary - Quarterly position as at September 2025

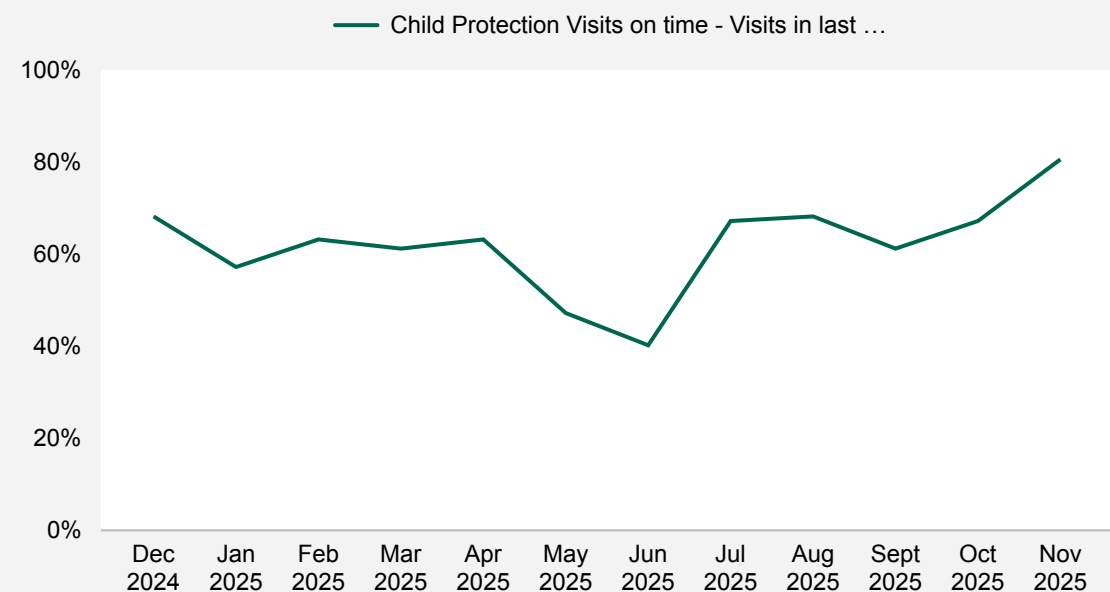
There has been a significant increase in the number of assessments being completed within 45 working days from 69% in 2022-23, 82% in 2023-24, and 91% for 2024-25. From April to Sept 2025 it was 90%.

The performance is now above statistical neighbours average of 85% and National Average 86% for 2024-25. This has been achieved through proactive leadership, weekly Management Oversight Meetings and stabilising the workforce in our Assessment Service

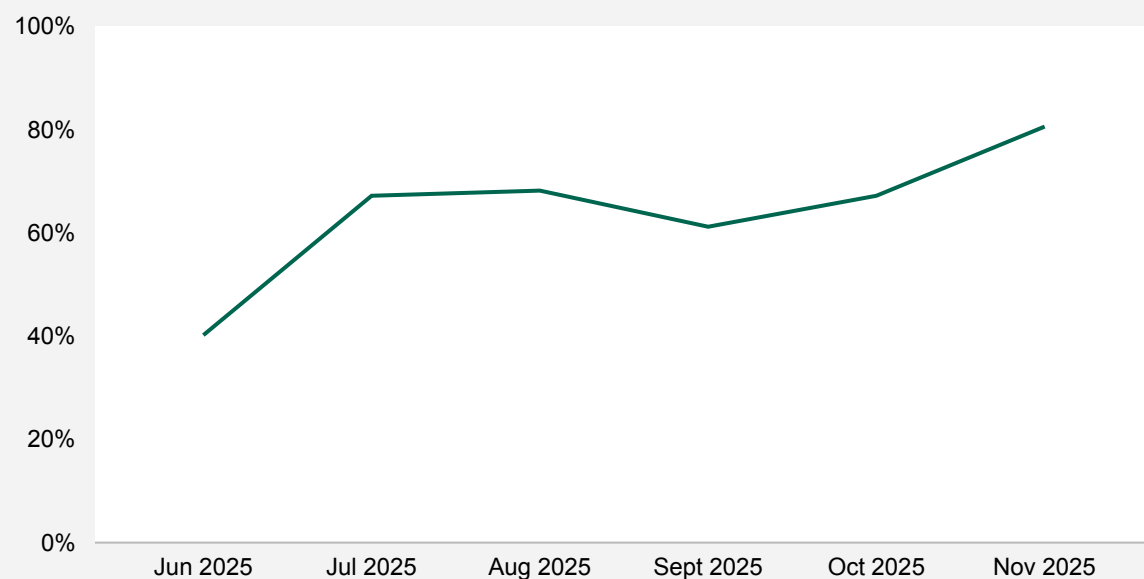
Latest 6 months view



Child protection visits on time - visits in the last 10 working days



Latest 6 months view



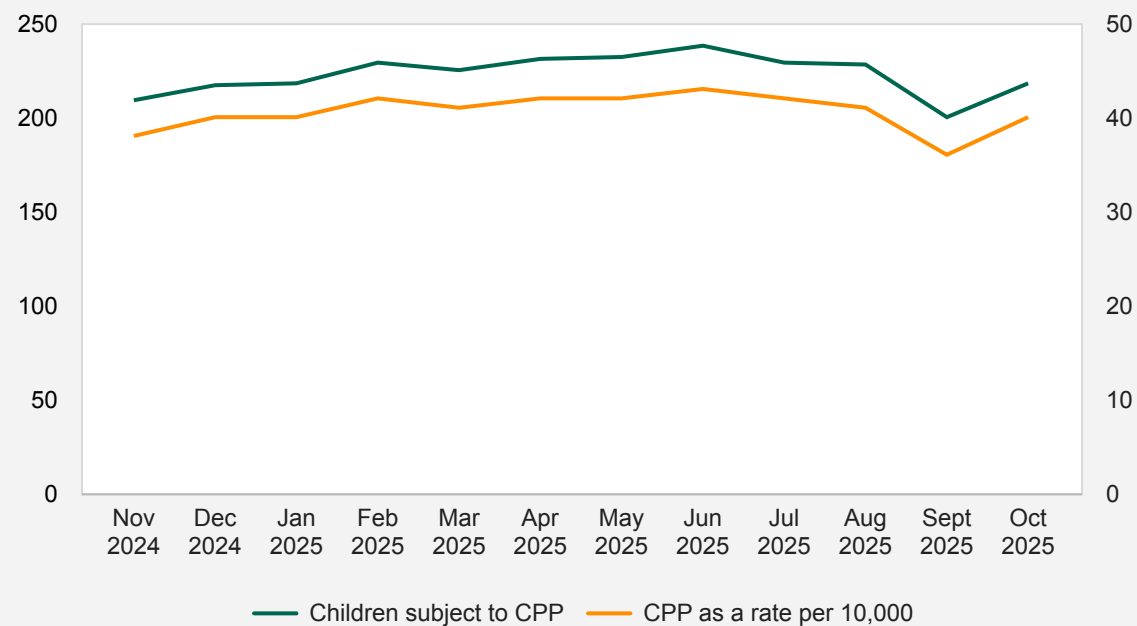
Commentary

There is recording of visits monitored to ensure all children are seen in a timely way in accordance with their plans. There is urgent escalation to the Head of Service if this is not happening, with identification of alternative practitioners where there are gaps in staffing and a monthly performance monitoring meeting if there are regular or persistent issues with recording.

There are also a small number of families supported through child protection plans where there are difficulties in gaining entry to the family home within statutory timelines. Actions to address these delays are monitored at a Head of Service level at monthly 'Frustrated Access' meetings.

From November, the visits data will be extracted five working days after the report run date, to pick up the latest recorded visits.

Number of children subject to Child Protection Plans (CPP)

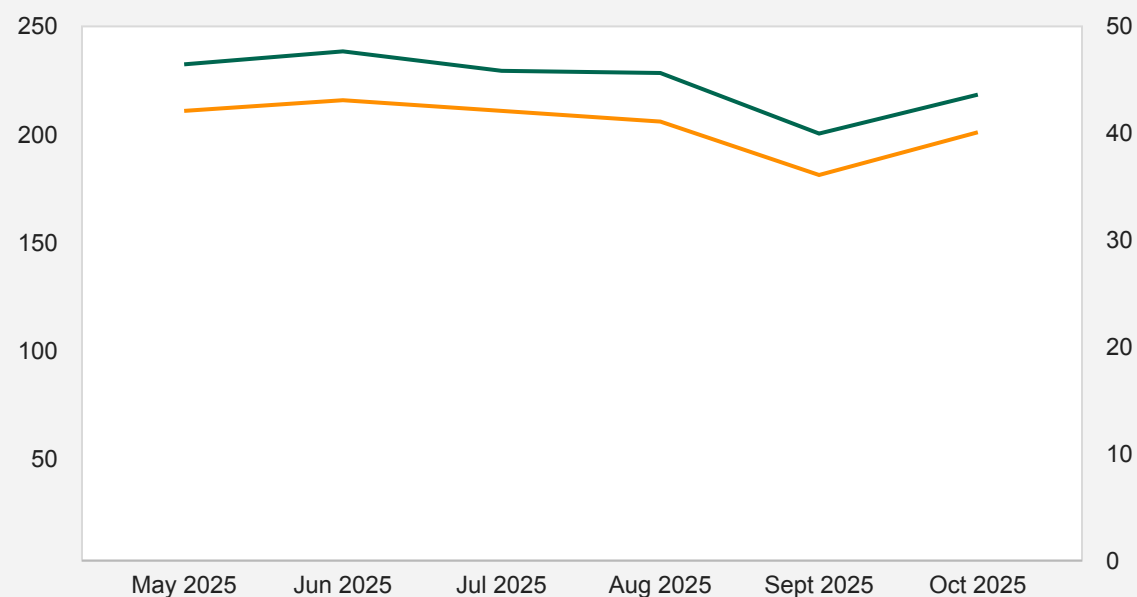


Commentary

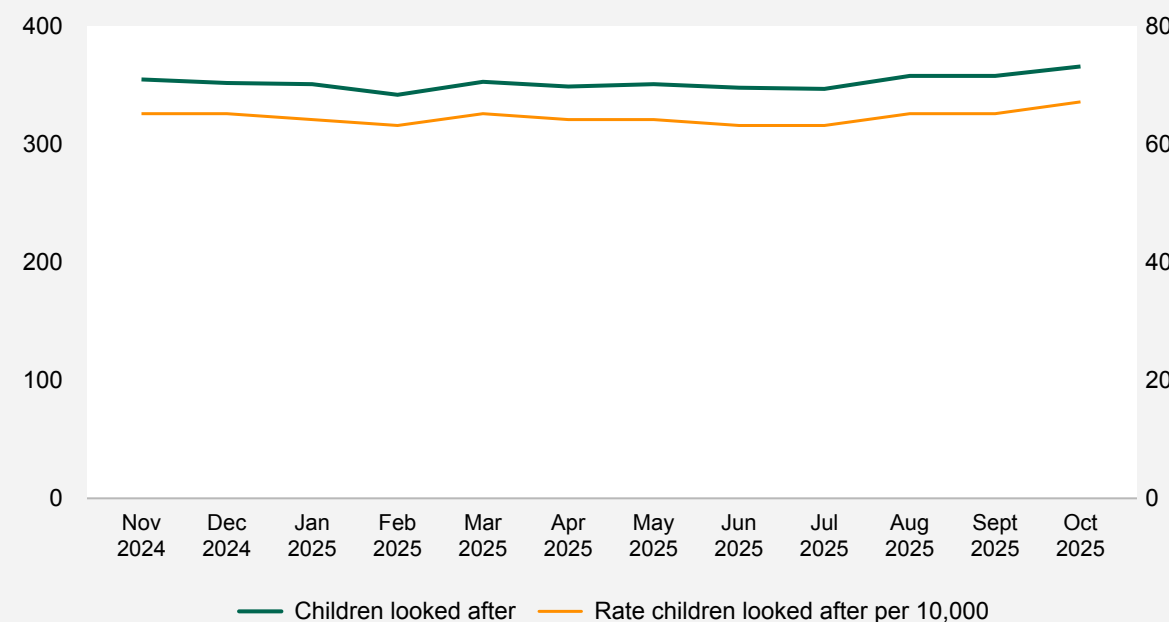
The number of children supported on Child Protection Plans has risen from 181 (rate of 33) at the end of March 2023 to 225 (rate of 41) at the end of March 2025.

The number and rate varies according to the need presented. The current number has fallen to 218 (rate of 40). The rate is in line with statistical neighbours (40) and the national average (41), as at 31st March 2025

Latest 6 months view



Number of Children Looked After (CLA)



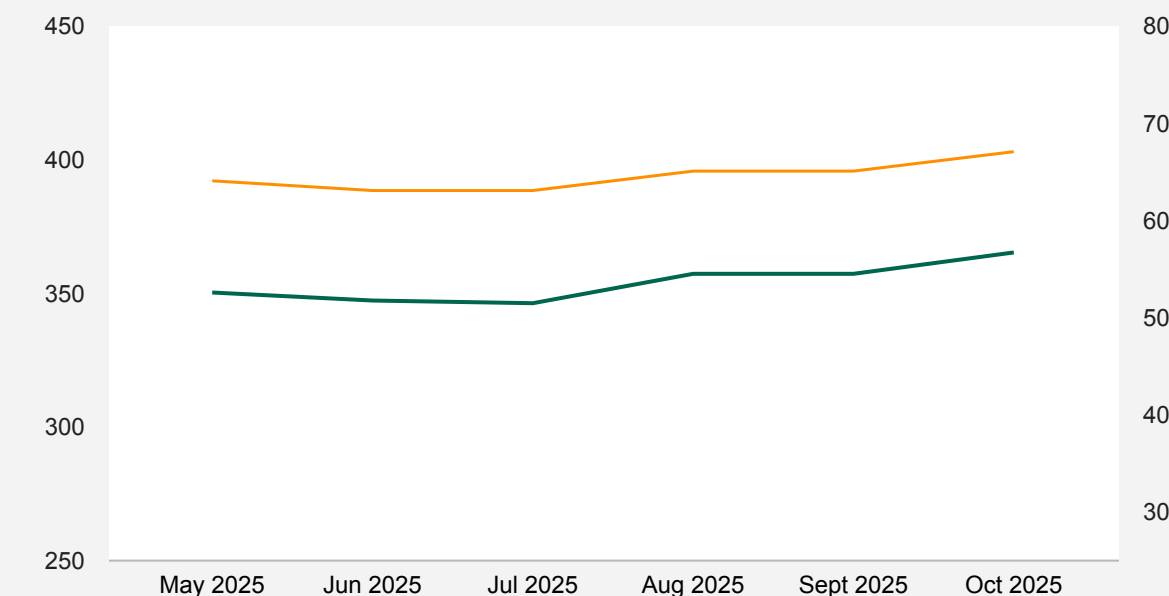
Commentary

As of the end of October 2025, we were supporting 365 children, down from a peak of 470 in November 2020.

The current rate is 67 per 10,000 children. This rate is below statistical neighbours (69) and the national average (70) as at 31st March 2025.

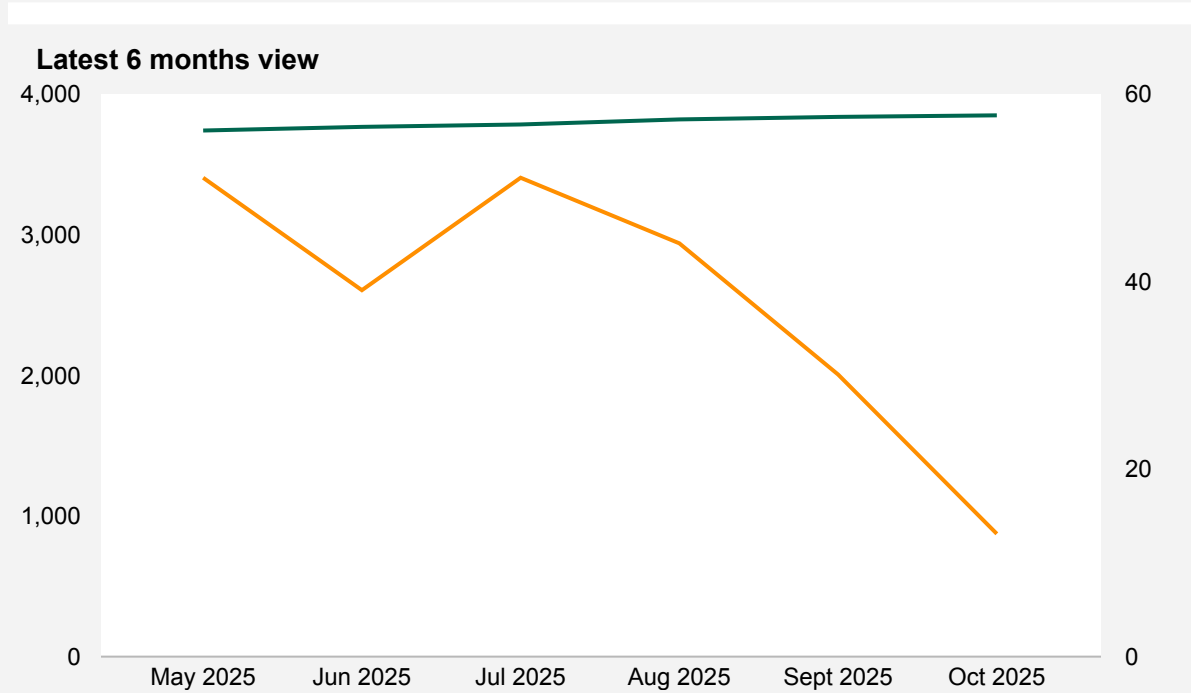
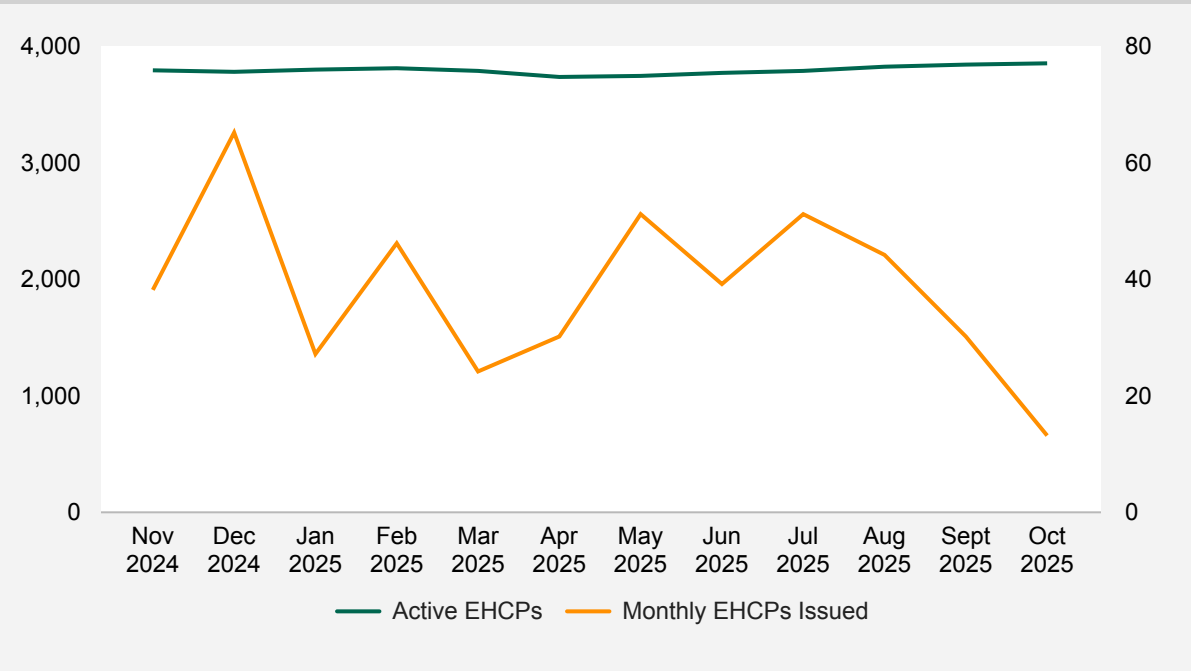
We believe numbers of children looked after increased as a result of family stressors related to Covid-19 lockdowns, with them subsequently stabilising, with a renewed focus across the service on ensuring the right children come into care at the right time.

Latest 6 months view





EHCP caseload monthly numbers (supporting SEND)



Commentary

The number of Hackney residents with an EHCP rose from 3,243 in 2023 to 3,473 in 2024, equivalent to 4.35% of 0 to 24 year olds, which is the second highest among statistical neighbours and the 13th highest across England.

In the year to January 2024, 333 new EHCPs were issued to Hackney residents, equivalent to 0.42% of all 0 to 24 year olds. This is below the England average, placing Hackney in the bottom quartile of all local authorities in England. A larger than average proportion of Hackney's EHCP cohort is over 16 year olds. In particular, 20 to 25 year olds make up 11.8% of Hackney's EHCP cohort, almost double the England average of 6.2%. As these large older groups age out of the cohort, the overall cohort size may become more in line with the England average.

Hackney continues to have a large and relatively old EHCP cohort compared to both statistical neighbours and England averages. However, the rate of new EHCPs issued in the year to January 2024 fell below the England average. The percentage of Hackney school pupils with an EHCP, particularly in mainstream schools, is continuing to increase, following the England trend, keeping Hackney in the top quartile of all England local authorities.

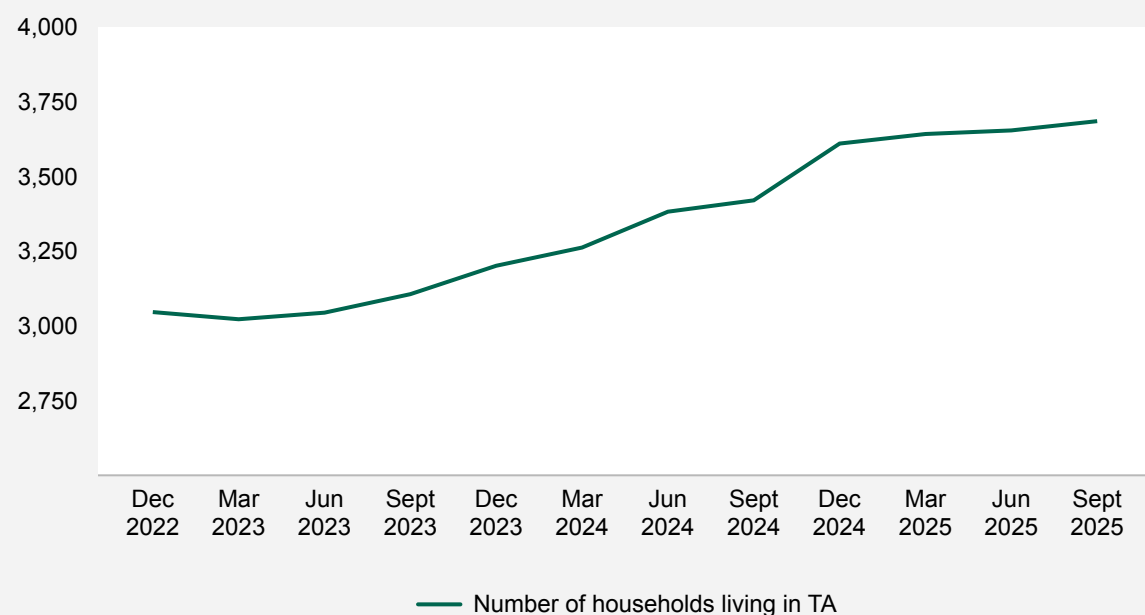
Prevalence and primary need – School population (2024) Hackney's mainstream schools have large SEND cohorts, with a particularly high incidence of speech, language and communication needs. The percentage of pupils with an EHCP across all Hackney schools has seen year-on-year increases, reaching 5.6% in 2024 and placing Hackney in the top quartile of all local authorities in England.

The proportions of state-funded mainstream primary and secondary schools with an EHCP are both high. At 5.1%, the percentage of primary school pupils with an EHCP is the 4th highest in England. Similarly, at 4%, the proportion of secondary school pupils in Hackney with an EHCP is the highest among statistical neighbours and 8th highest in England. Over a third (35.4%) of SEND pupils have speech, language, and communications needs as their primary need, which is the 5th largest proportion of all local authorities in England. In contrast, with only 7% of SEND pupils with a specific learning difficulty as their primary need, this was the smallest proportion among statistical neighbours and placed Hackney in the bottom quartile of England local authorities. The proportions of SEND pupils with any kind of sensory or physical primary need all remain below England averages.

The proportion with a physical disability is particularly low, at 1.2%, which is the lowest among statistical neighbours and only half the England average.

Source: Hackney SEND Dashboard Commentary Report. Last Updated: April 2025

Number of Households in Temporary Accommodation - Quarterly view



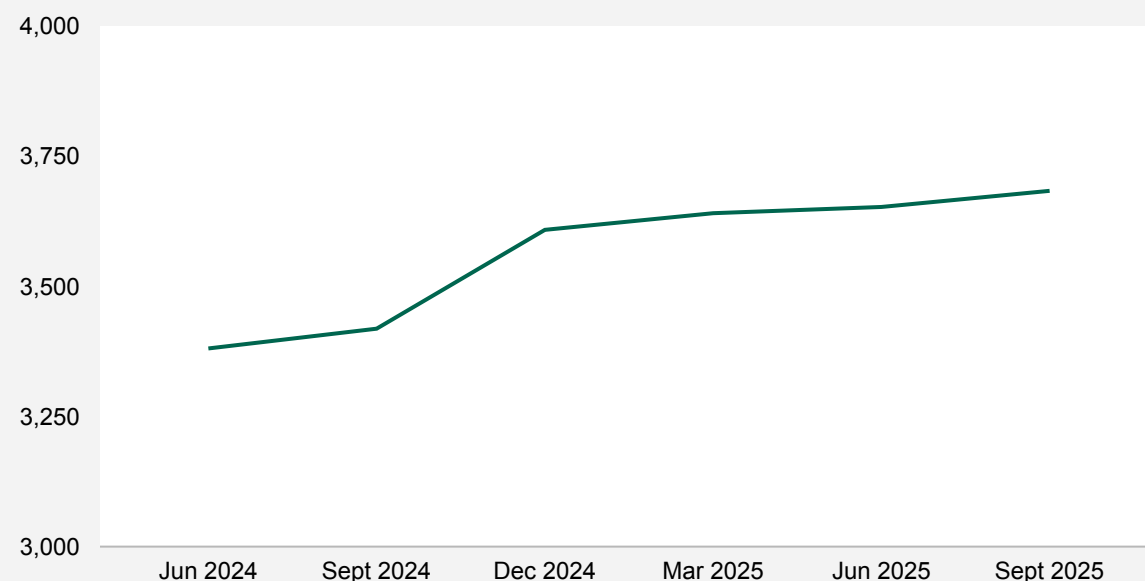
Commentary

Private Rented Sector is shrinking as landlords exit a less profitable regime.

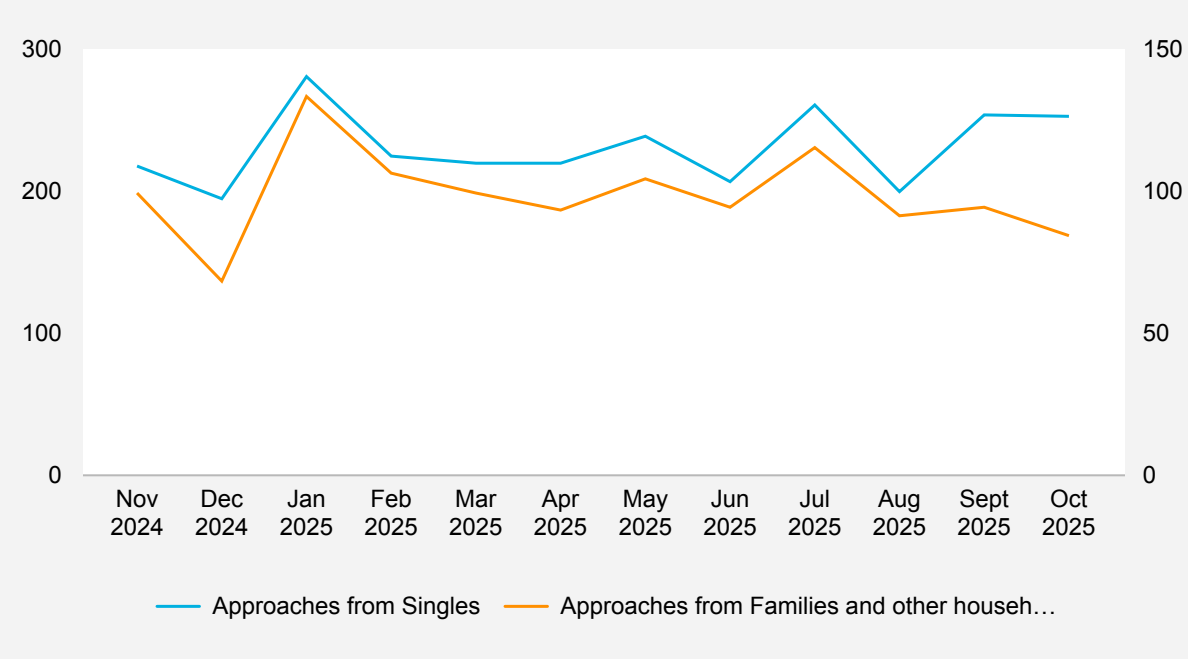
Despite the additional work on homeless prevention, the need for the Council to source more and more units of temporary accommodation is increasing. This need for additional stock is also being driven by the difficulties we have in finding suitable affordable move-on homes for those placed within our temporary accommodation units.


In September 2017, the Council accommodated 2,885 households in TA. Despite a drop off during the COVID lockdown, by September 2025, this had risen to 3,682 households.

Latest six quarters



Number of Homeless approaches from singles and families - Monthly view





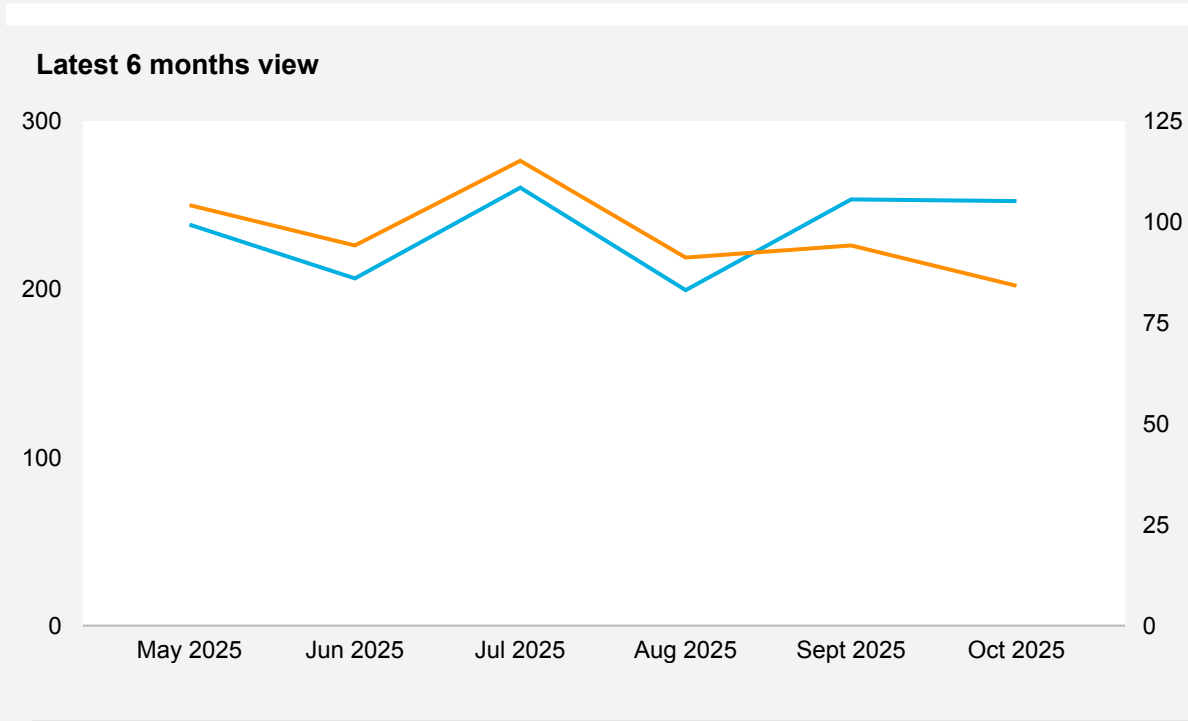
Commentary

The balance between approaches from single households and those from families has changed following the implementation of the Homelessness Reduction Act.

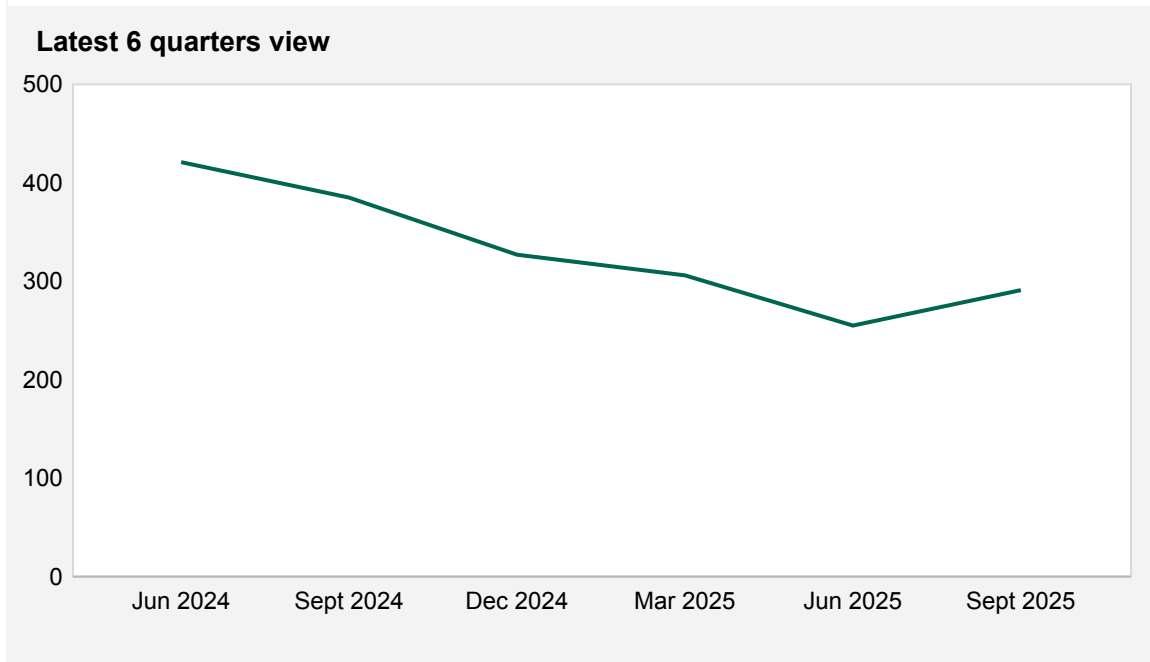
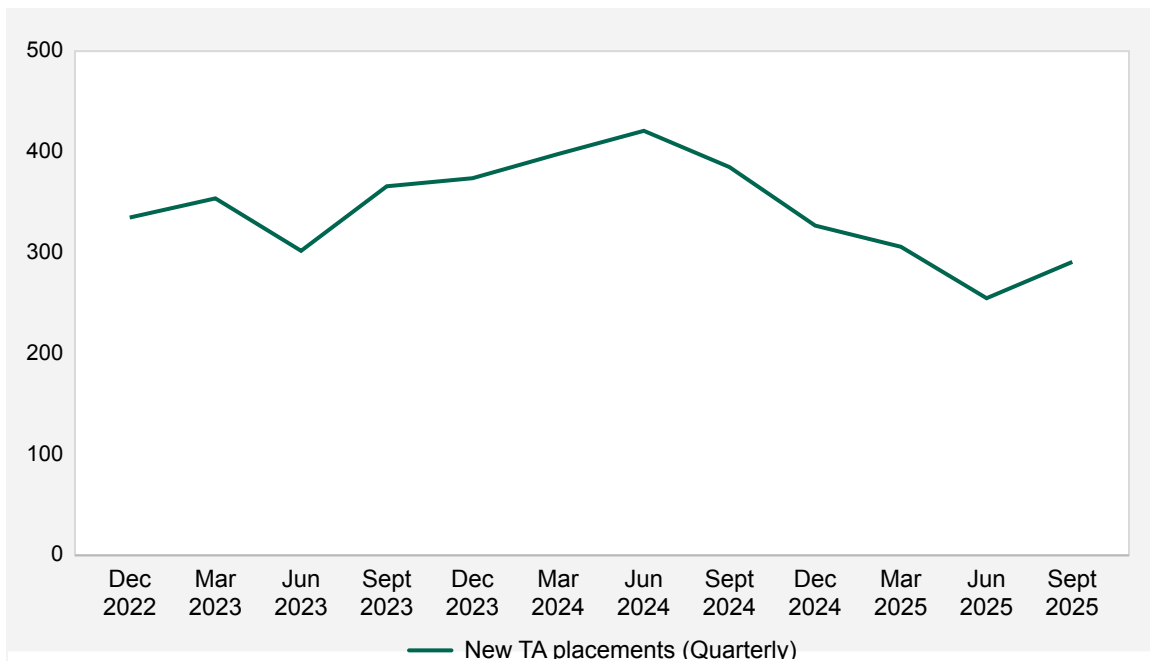
In 2017/18 approaches from single households made up 40% of all approaches.

In 2024/5 this increased to 69% October 2024.

It should be noted that as well as an increase in single people with support needs approaching as homeless, the level and complexity of those support needs has also increased drastically.



Number of new temporary accommodation placements (Quarterly view)

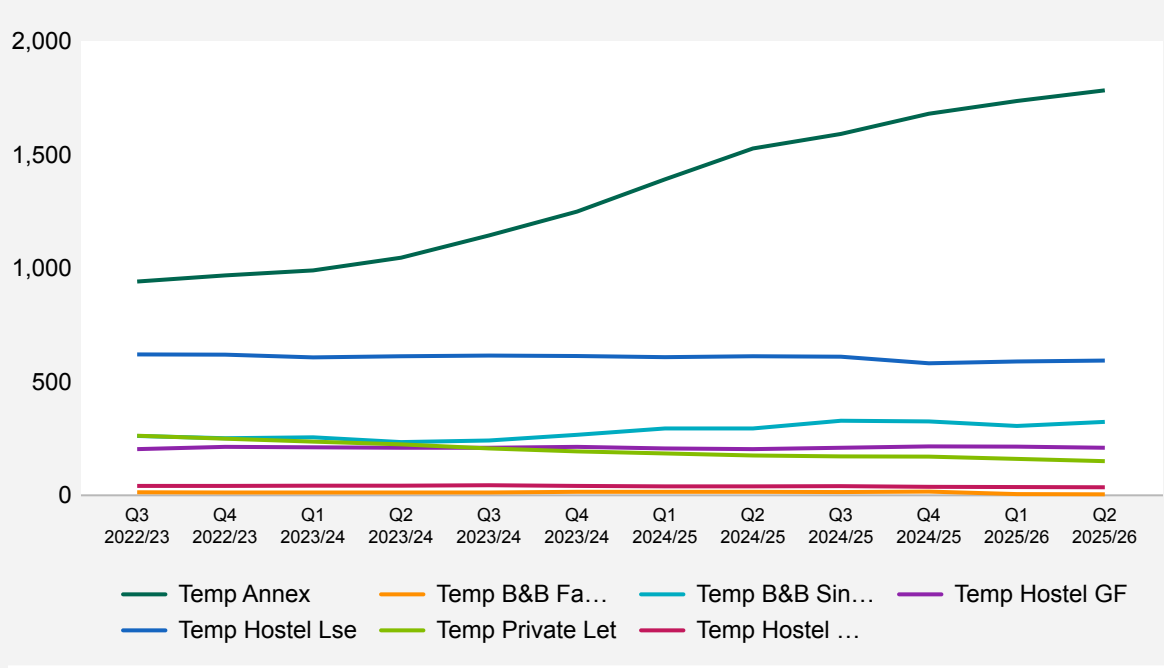


Commentary

The increase in demand for Temporary Accommodation significantly increased expenditure, both in terms of the higher costs of securing new accommodation and in maintaining the stocks we have secured. Net expenditure by the Council on the provision of temporary accommodation reached £21.5 million in 2023/24, 370% more than was spent in 2014/15. Without measures to address the rising demand and to reduce costs, net expenditure could reach £49.7m by 2030.

The Council has developed a Temporary Accommodation Supply transformation programme with governance to urgently focus on the paucity of temporary accommodation and the burgeoning spend. The Council allocations policy was changed in 2020 in part to address the imbalance to those residents in temporary accommodation and increase the number of social housing lets to this cohort - 72% achieved 22/23. A newsletter has been developed for temporary accommodation residents designed to nudge them to continuously look to resolve their homelessness. Two TA move on Money Hub officers are in place, working closely with those residents who are close to bidding successfully for social housing to clear any outstanding arrears to prevent a delayed exit and a smooth transition. A TA move on scheme has been commissioned with Bridges Outcomes Partnerships to assist families in TA to move into privately rented homes

Number of temporary accommodation placements by type of facility (Quarterly view)



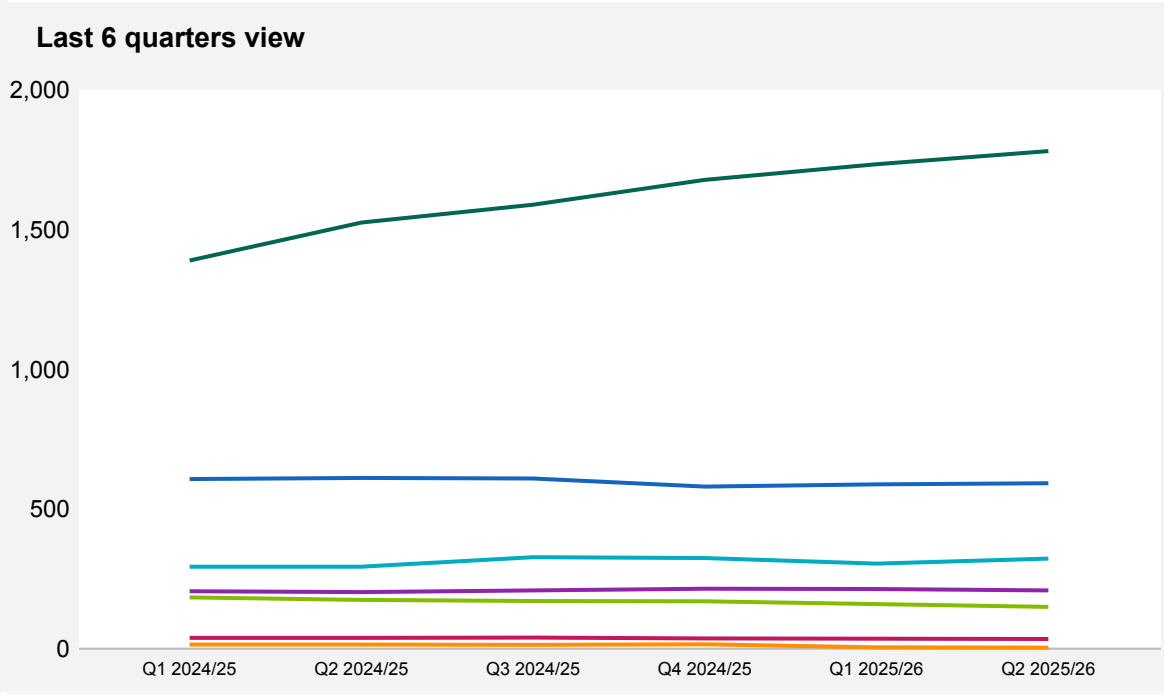
Commentary

Our reliance and usage of nightly paid temporary accommodation is increasing (spot purchasing) which is driving our costs as it is the most expensive form of temporary accommodation.

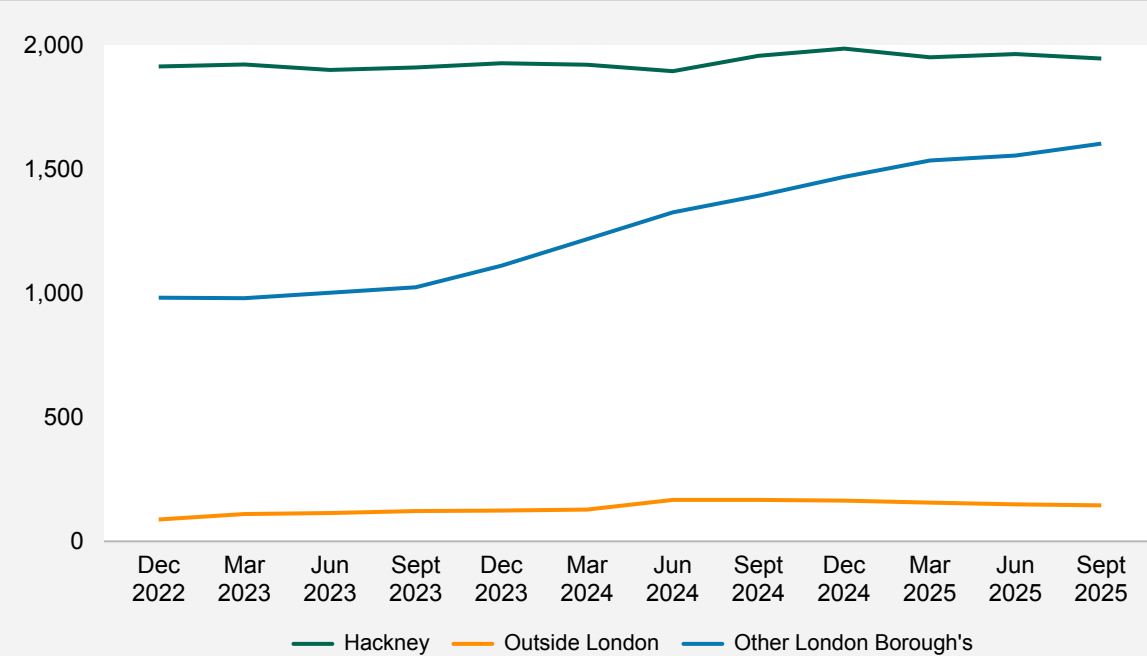
This emergence is due to the amount of temporary accommodation providers leaving the landlord market.

Work is underway to model those TA residents in the most expensive forms of nightly paid TA to establish a series of pathways to move them into more sustainable TA or settled accommodation.

The service has been developing improved IT support frameworks to improve the efficiency of how we manage our TA stock and monitor the needs of residents.



Number of placements in Hackney, Greater London and outside of London (Quarterly view)



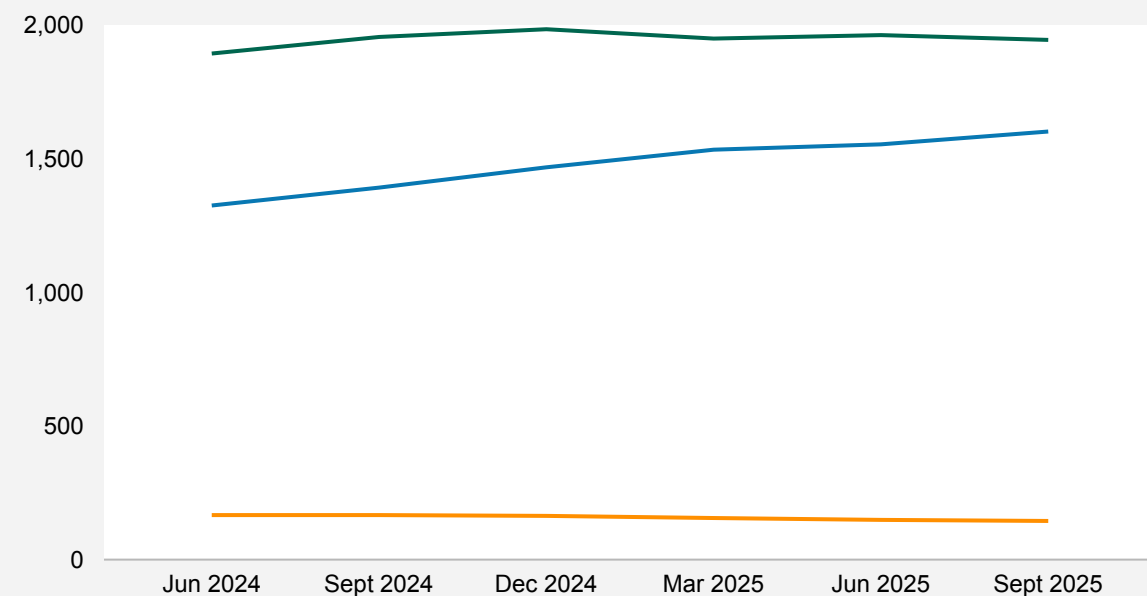
Commentary

Due to the growing shortage of suitable and affordable temporary accommodation in London, along with increasing costs that are impacting our budgets, we have started to procure more accommodation outside of London..

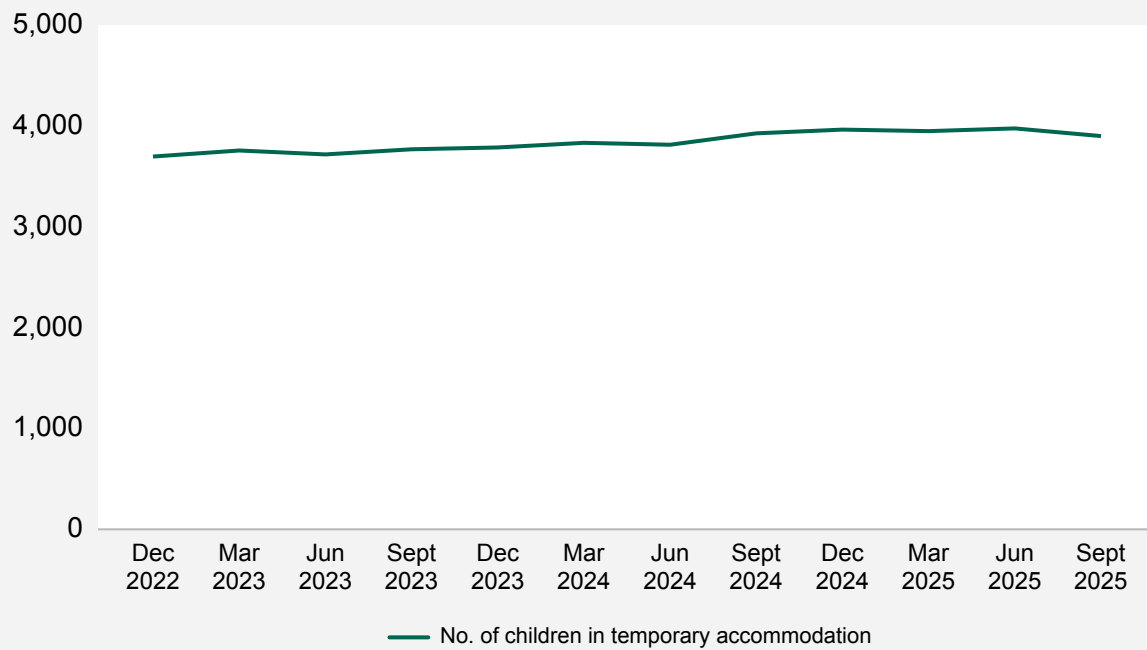
In June 2020, 97 households were placed outside of London, in September 2024 this had risen to 163 households, and latest quarter September 2025 the figure is 141.

The percentage of households in temporary accommodation placed within the borough or outside the borough but still within London has remained almost the same since June 2020.

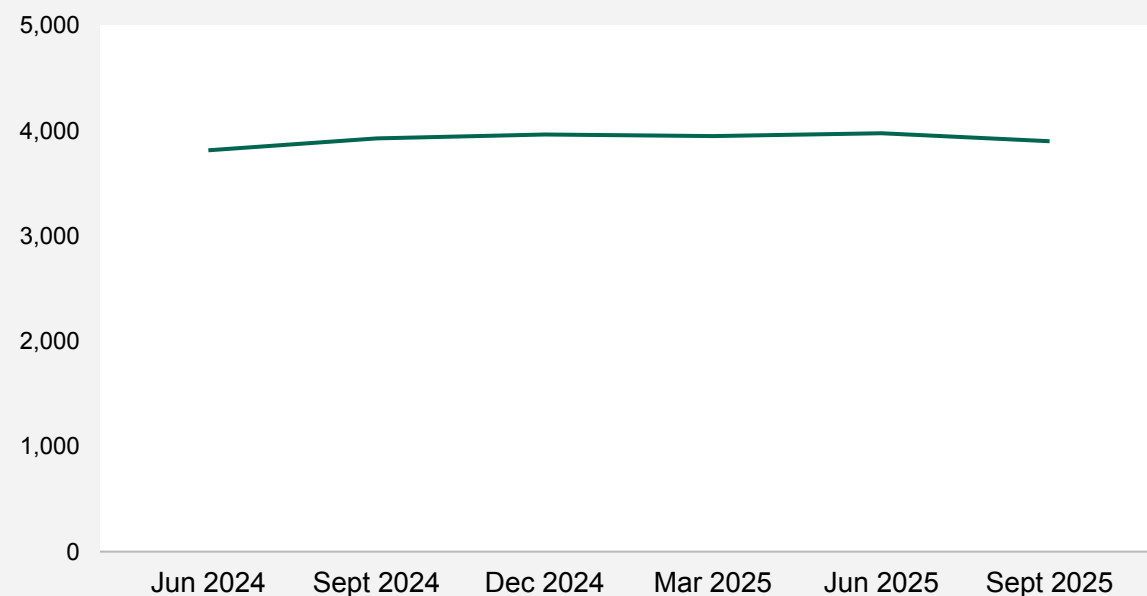
Last 6 quarters view



Number of children in temporary accommodation (Quarterly view)



Last 6 quarters view



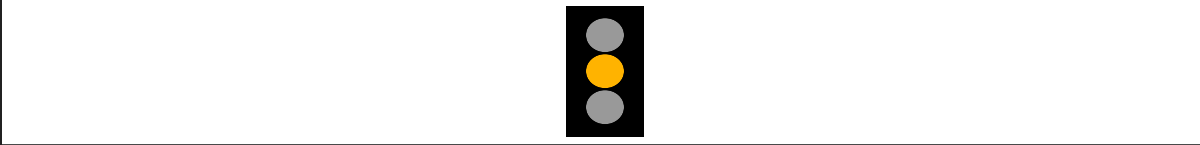
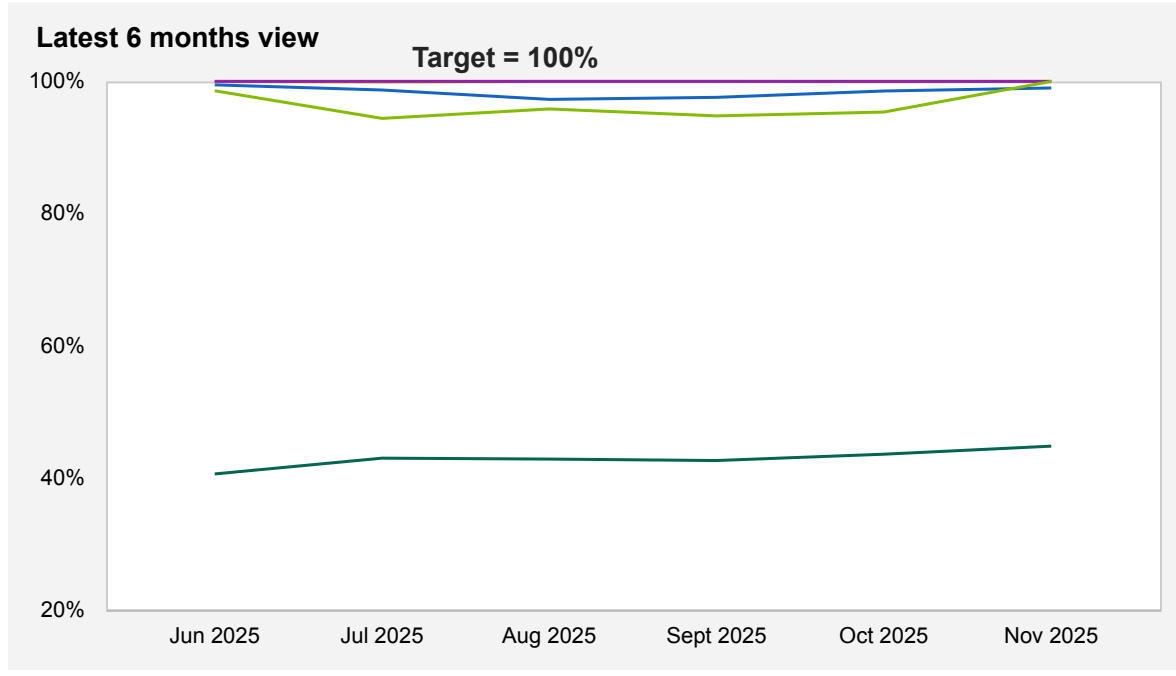
Commentary

Since March 2020 the number of children in Temporary Accommodation has risen from 3,549 to 3,917 in October 2024, an increase of 10%.

Looking at more recent figures, from September 2024 to September 2024 shows only a slight difference of change at 0.7%

The shortage of suitable and affordable accommodation has resulted in families staying in temporary accommodation for much longer periods.

Building safety compliance measures (% completed)



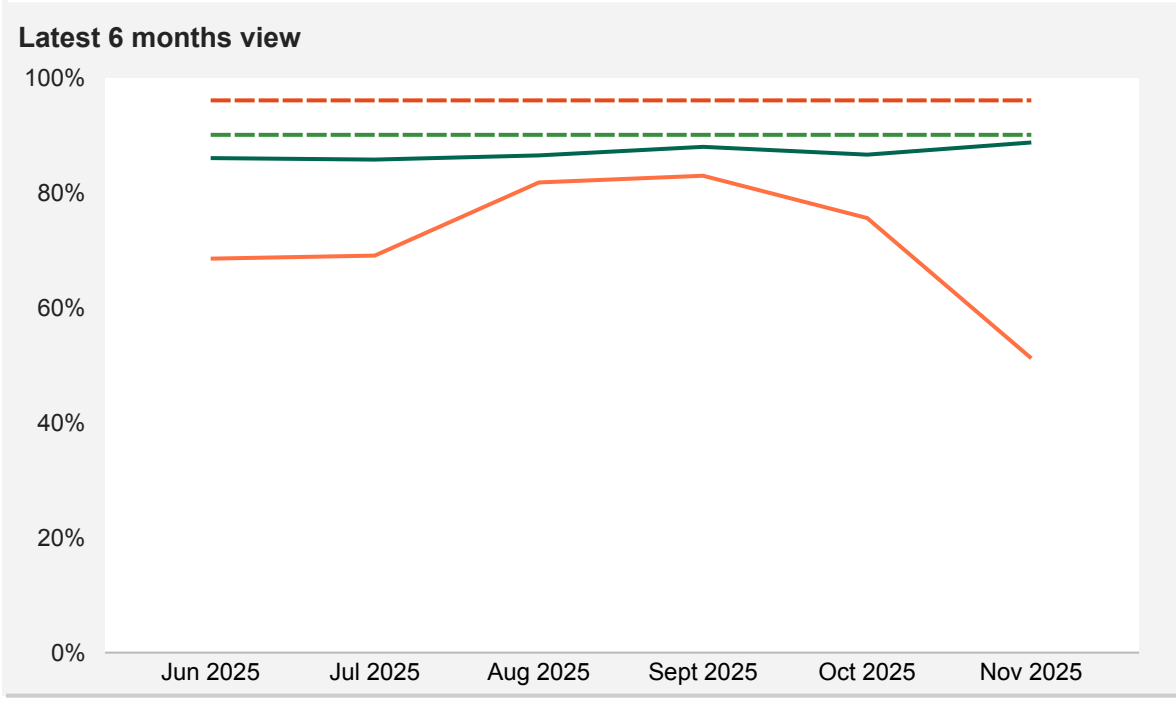
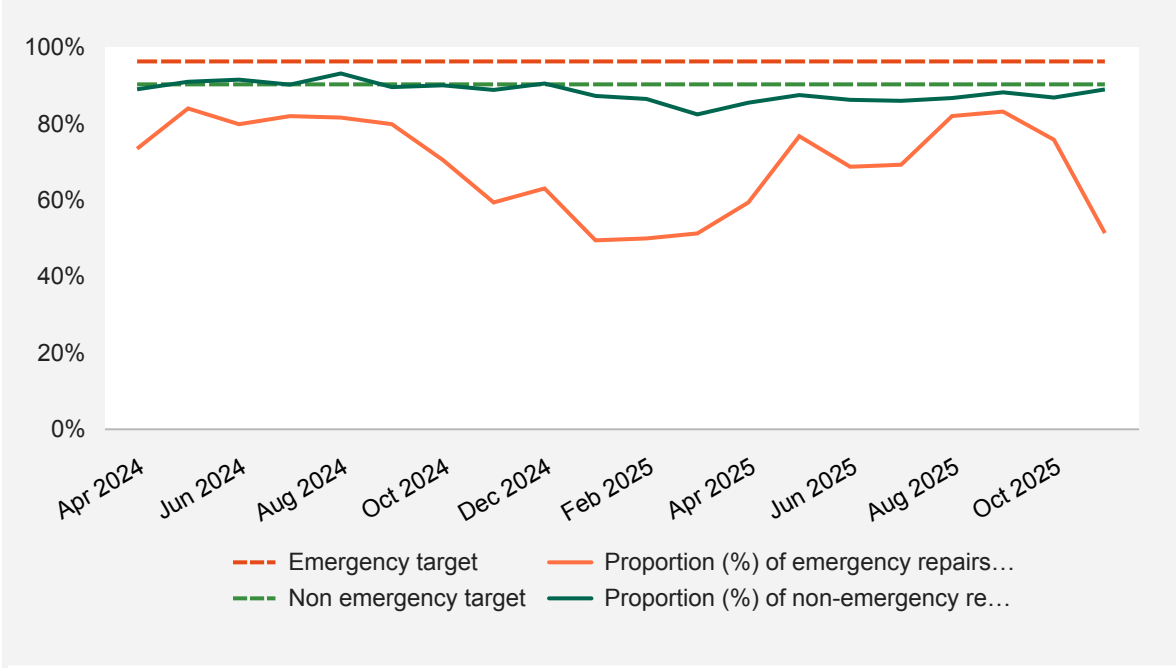
Commentary

Compliance is holding steady across gas, asbestos, fire risk and water safety and we are working through the remediations identified by the certificates. For gas we will be moving towards a nine month surveying programme so that we can avoid having to do gas servicing next winter and focus operatives purely on breakdowns.

Contractor performance on lift safety continues to be an issue. We have escalated the complaint with their directors and are working with them to improve performance whilst exploring other options.

Not being able to gain access for electrical safety checks is a challenge and we are currently updating our no access / forced entry procedure. We are also completing a reconciliation of all existing certificates we hold to understand our true position whilst expanding our use of ServiceSoft to help manage the programme. The programme will also shift from 10 year to 5 year inspections.

Proportion (%) of repairs responded to within agreed timescales

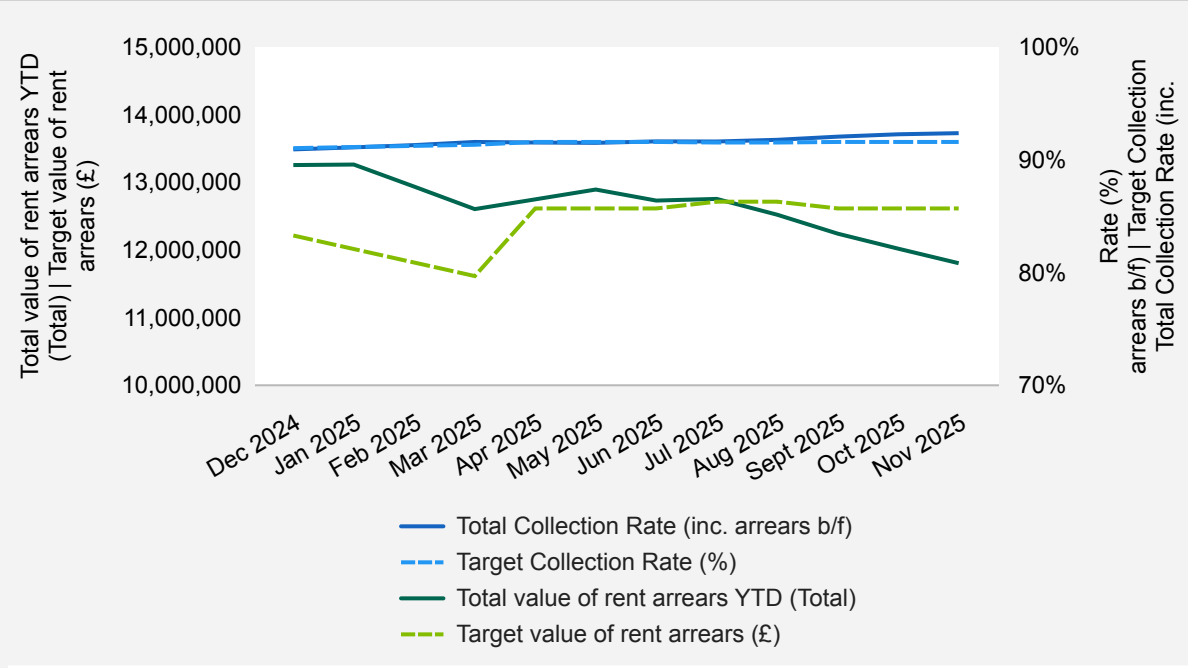


Commentary

We are working hard to improve non-emergency figures. The key will be the mobilisation of Contracts 1 & 2 - both are in the mobilisation phase and recruitment is underway to meet demand. Repairs demand remains high with over 11,172 completed within this month.

High volumes continue of emergency repairs impact our ability to meet demand. We recognise that an IT diagnostic tool will mean that we can accurately prioritise orders to ensure only genuine emergency repairs are raised on this priority. Plans are in place to implement this.

Proportion (%) of rent arrears as a total of rent debt



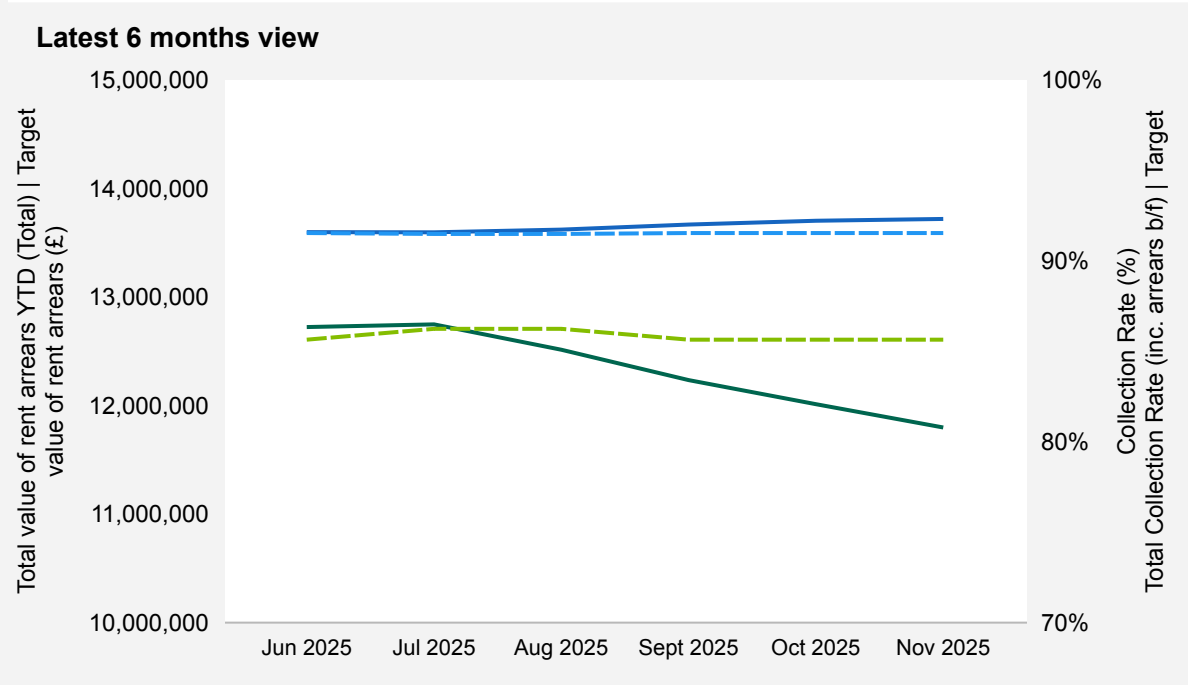
Total value (£) of rent arrears YTD (Total)

Total % of rent arrears collected

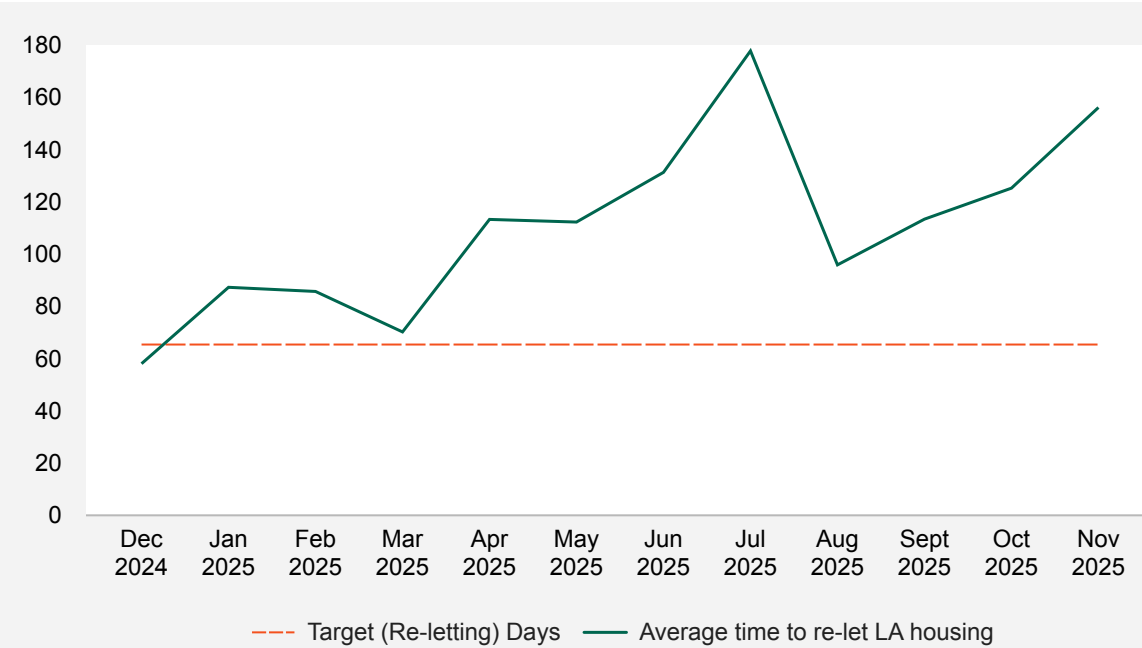
Commentary

October 2025 rent arrears - £12,005,093. The arrears have decreased by £585,131 in 2025/26. Income Services arrears have decreased by £476,463 in 2025/26, whereas TMO arrears have decreased by £108,668.

In October 2025, there were an additional 392 direct rent payments from the DWP (Department of Work and Pensions), compared with September 2025 - 8.1% increase in the last month. In the first 31 weeks of 2025/26, £1,327,788 of debt has moved from current accounts to former tenant accounts. At the same stage last year - as at week 31 2024/25 - it was much lower at £520,982.



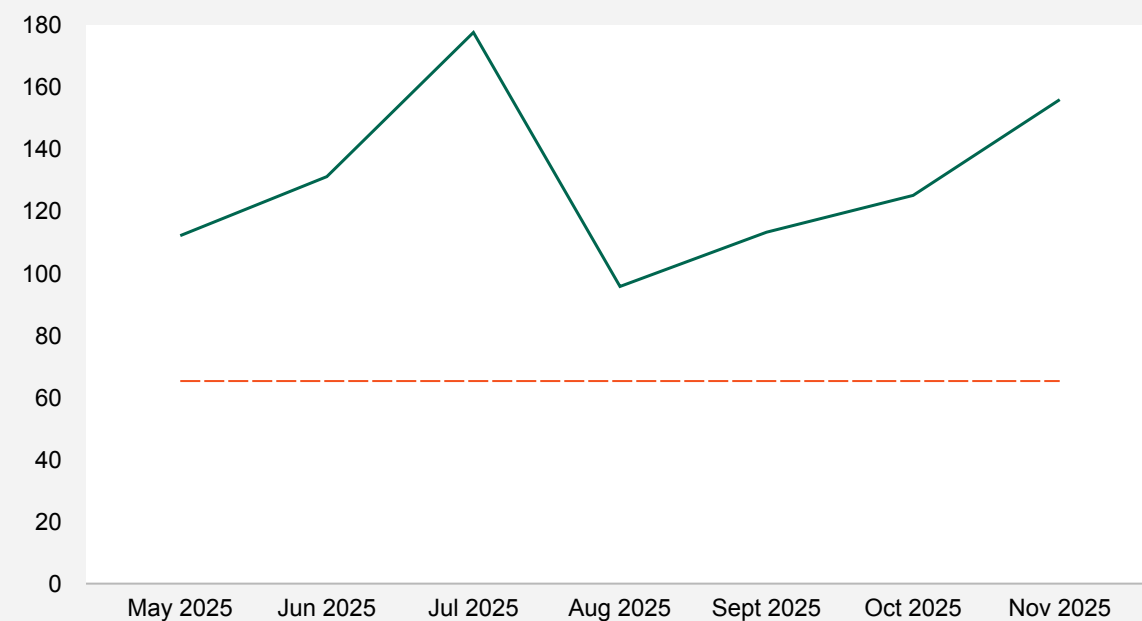
Re-letting target (days) and average time (days) taken to re-let local authority housing (voids)



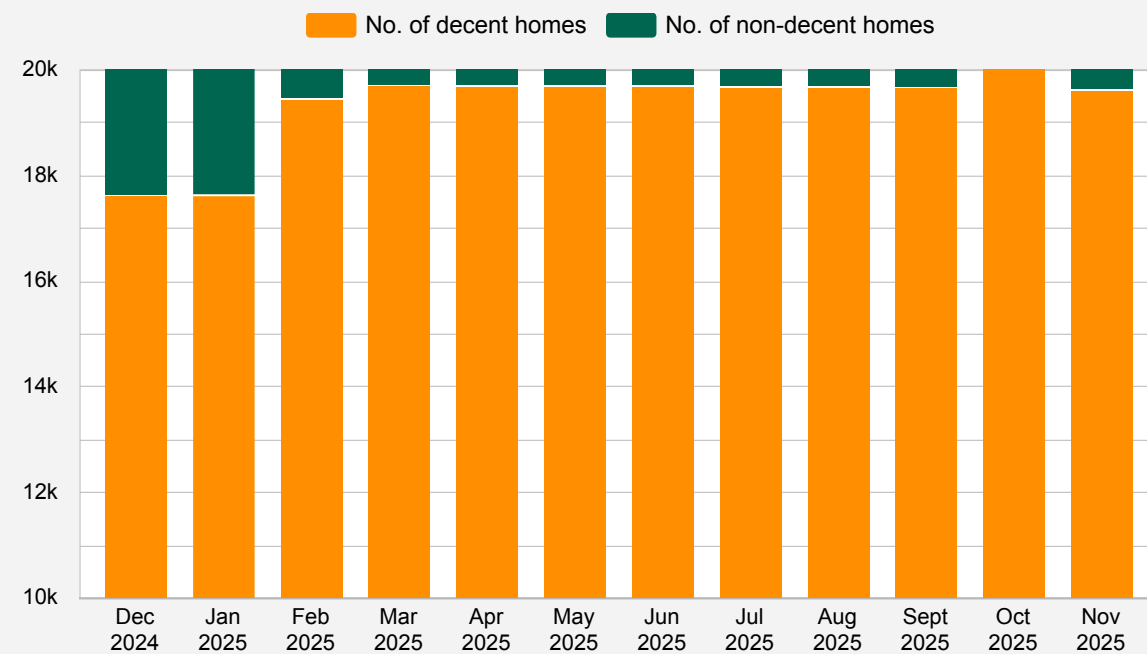
Commentary

The performance impact and status continues to remain above the target, showing a sharp increase from August 2025..

6 months view



Number of decent homes and non decent homes



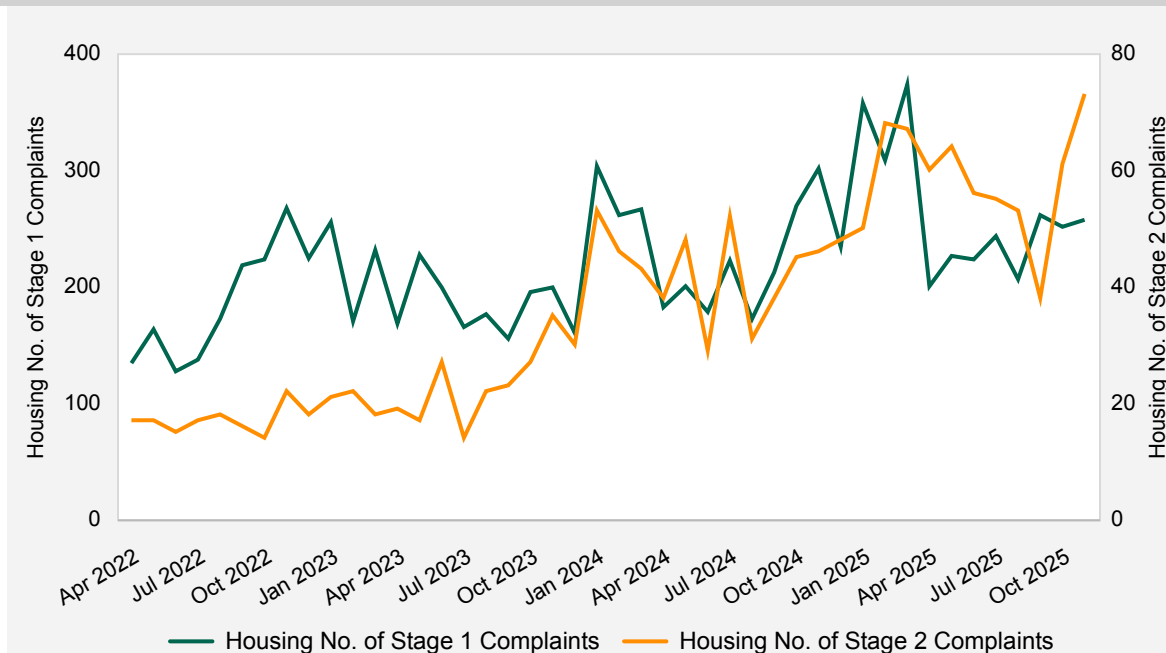
Commentary

A consultant has been appointed to undertake stock condition surveys. They are on target to deliver 20% of stock by end of this financial year, and another 10% by June 2025 (first year of contract). The remaining 70% of stock will follow by June 2027. Our year 1 survey list was prioritised to survey blocks known to be most in need of investment so we expect non-decency figures to be highest this year.

2,955 home and 184 block surveys have been completed, with data processed for 658 homes. Kitchen and bathroom decency failures have been analysed and we are currently working through other data points (e.g. windows, roofs) to understand their impact on decency status.

We have so far identified 67 “severe” issues. 12 of these are homes with active Legal Disrepair claims being managed, the remaining 50 have had remedial works raised with 7 awaiting contact with the resident after being unsuccessful in previous attempts. The remaining 5 are in the process of being triaged, after being sent to the council on December 17th.

Housing Services Complaints - Stage 1 & Stage 2 (Monthly)

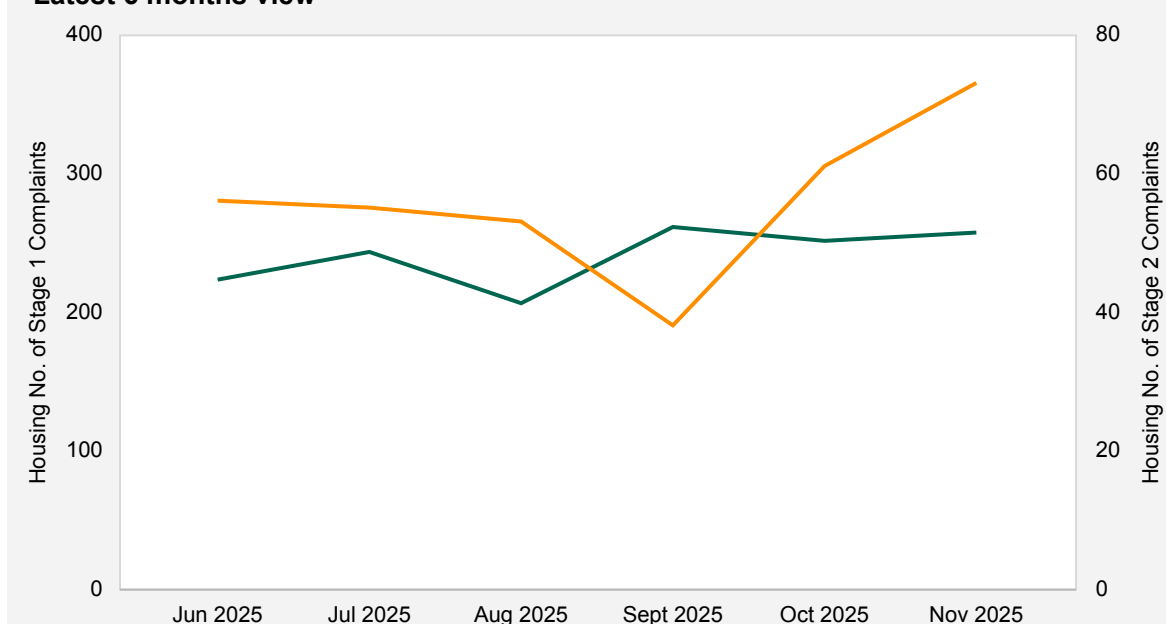


Commentary

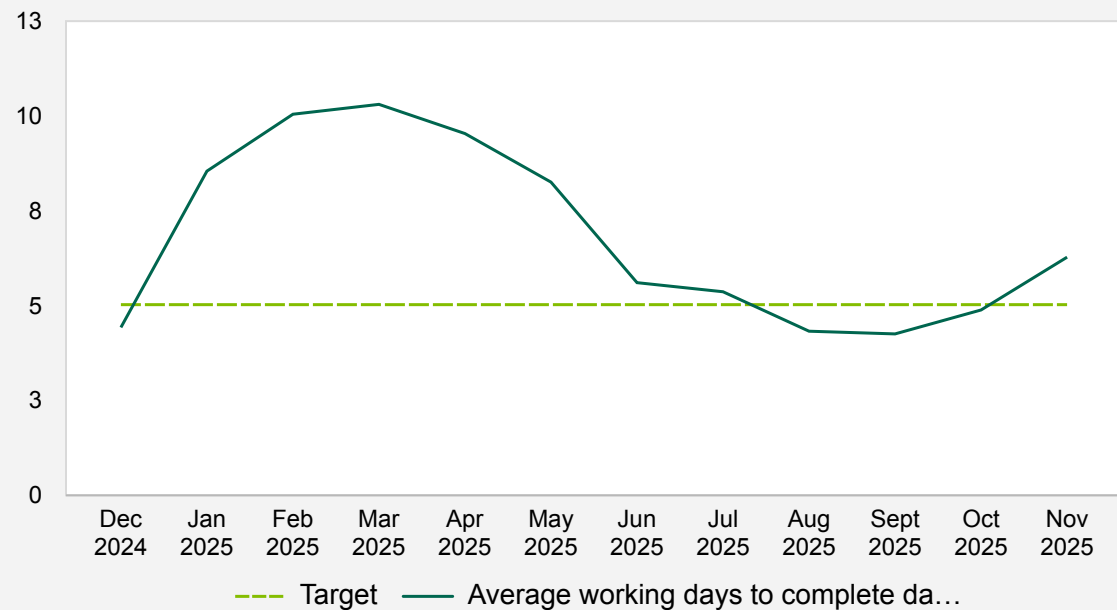
The volume of complaints received continues to increase. Whilst this has roots in actions taken / not taken by Housing officers it should also be noted that the Ombudsman service has been running a significant social media campaign promoting people's right to complain.

The main drivers of complaints remain leaks, lift maintenance and the surveyor inspection process, specifically the gap between the inspection taking place and remedial works beginning. We are in the process of onboarding new contractors to give capacity to resolve this issues more quickly.

Latest 6 months view

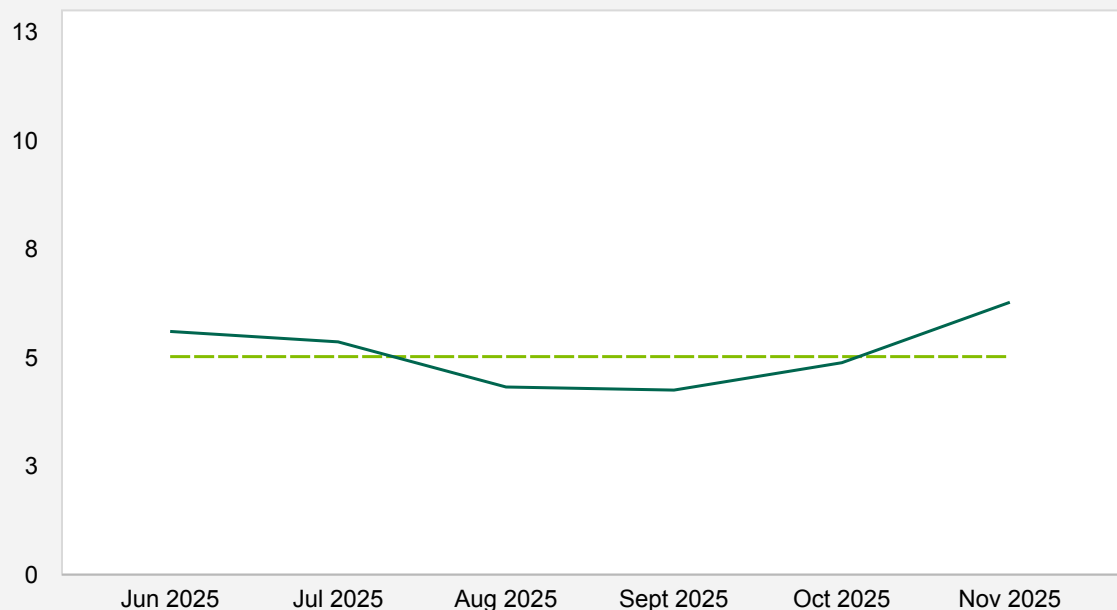


Damp and mould surveys completed (days)

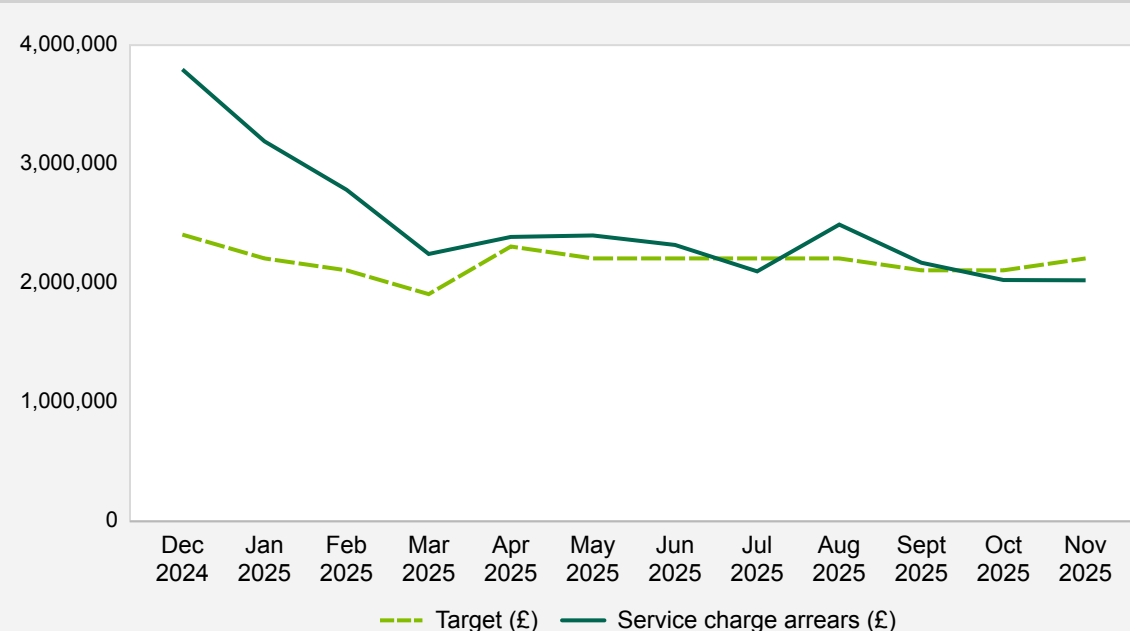


Commentary

We are now consistently completing damp and mould surveys within our 5 day target and moving our focus to improving the speed at which we complete the identified works. To date this has been hampered due to a lack of contractor capacity, to resolve this an additional contractor has been mobilised with another to be mobilised in the new year. Cases are prioritised on the basis of risk taking into account e.g. health conditions of residents. When severe cases are identified we are committing to carry out a wash down within 24 hours to reduce severity, using capacity in our DLO painting team.



Monthly service charge arrears (£) against target (£)



Commentary

The SC arrears for October 2025 are £2,018,497 and the YTD collection rate is 101.63%. The arrears have decreased by £145,478 in the last month - the September 2025 position was £2,163,975.

This is the lowest that the arrears have been since June 2024, when they were £2,017,622.

