
The Executive

TUESDAY, 4TH JULY, 2006 at 19.00 HRS – CIVIC CENTRE, HIGH ROAD, WOOD GREEN LONDON N22 8LE.

MEMBERS: Councillors Meehan (Chair), Reith (Vice-Chair), Canver, Diakides, Amin, Basu, Haley, Harris, Mallett and Santry

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AGENDA

1. APOLOGIES FOR ABSENCE (if any)

2. URGENT BUSINESS

The Chair will consider the admission of any late items of urgent business. (Late items will be considered under the agenda item where they appear. New items will be dealt with at item 22 below. New items of exempt business will be dealt with at item 25 below).

3. DECLARATIONS OF INTEREST

A member with a personal interest in a matter who attends a meeting of the authority at which the matter is considered must disclose to that meeting the existence and nature of that interest at the commencement of that consideration, or when the interest becomes apparent.

A member with a personal interest in a matter also has a prejudicial interest in that matter if the interest is one which a member of the public with knowledge of the relevant facts would reasonably regard as so significant that it is likely to prejudice the member's judgement of the public interest.

4. MINUTES

To confirm and sign the minutes of the meeting of the Executive held on 13 June 2006.

5. DEPUTATIONS/PETITIONS/QUESTIONS

To consider any requests received in accordance with Standing Orders.

6. MATTERS, IF ANY, REFERRED TO THE EXECUTIVE FOR CONSIDERATION BY THE OVERVIEW AND SCRUTINY COMMITTEE

a) Scrutiny Review of Mobile Phone Masts

Head of Member Services to report that the Overview and Scrutiny Committee at their meeting on 13 March 2005 considered the Scrutiny Review of Mobile Phone Masts. The Scrutiny Review having been endorsed, the report is presented to the Executive meeting for noting and to request the Director of Environmental Services to produce a proposed response for consideration within 6 weeks of the request. The proposed response to include a detailed tabulated implementation action plan.

b) Scrutiny Review of Customer Services

Head of Member Services to report that the Overview and Scrutiny Committee at their meeting on 13 March 2005 considered the Scrutiny Review of Customer Services. The Scrutiny Review having been endorsed, the report is presented to the Executive meeting for noting and to request the Assistant Chief Executive (Access) to produce a proposed response for consideration within 6 weeks of the request. The proposed response to include a detailed tabulated implementation action plan.

7. THE COUNCIL'S PERFORMANCE - APRIL 2006

(Joint report of the Chief Executive and the Acting Director of Finance – To be introduced by the Executive Member for Organisational Development and Performance Management): To set out an exception report on the finance and performance monitoring for April 2006 using the new balanced scorecard format.

8. FINANCIAL PLANNING 2007/8 - 2010/11

(Report of the Acting Director of Finance – To be introduced by the Executive Member for Finance):To set out the key financial planning issues to enable Members to consider the financial strategy for the administration.

9. FINAL LOCAL IMPLEMENTATION PLAN

(Report of the Interim Director of Environmental Services – To be introduced by the Executive Member for Environment and Conservation):To seek approval for the submission of the Final Local Implementation Plan(LIP) to the GLA/Mayor and Transport for London.

10. LOCAL IMPLEMENTATION PLAN FUNDING SUBMISSION 2007/08

(Report of the Interim Director of Environmental Services – To be introduced by the Executive Member for Environment and Conservation): To seek approval for the submission of the Local Implementation plan (LIP) funding submission to Transport for London.

11. HARINGEY YOUTH JUSTICE PLAN 2006/07

(Report of the Assistant Chief Executive (Strategy) – To be introduced by the Executive Member for Crime and Community Safety):To approve the Haringey Youth Justice Plan 2006/07 and note actions contained in the Action Plan.

12. PROPOSED DEVELOPMENTS TO MUSWELL HILL AND COOMBES CROFT LIBRARIES

(Report of the Assistant Chief Executive (Access) – To be introduced by the Executive Member for Community Involvement):To seek authorisation for consultations on building developments to Coombes Croft and Muswell Hill Libraries in line with the Library Strategy agreed by the Council in June 2005 noting and agreeing in principle the funding routes proposed for these developments.

13. REVIEW OF THE CARER'S STRATEGY 2005-08

(Report of the Director of Social Services - To be introduced by the Executive Member for Social Services and Health):To update the Executive on progress to date in implementing the Haringey Carers Strategy and to anticipates the next stage of its development.

14. SOCIAL SERVICES ANNUAL COMPLAINTS REPORT

(Report of the Director of Social Services – To be introduced by the Executive Member for Social Services and Health):To report on the statutory complaints procedure for Social Services for the year 2005/06 and make appropriate recommendations to improve performance.

15. OUR HEALTH, OUR CARE, OUR SAY

(Report of the Director of Social Services – To be introduced by the Executive Member for Social Services and Health):To inform Members of the key points of the Department of Health's White Paper *Our Health, Our Care, Our Say*.

16. REPORT ON MANAGING THE HOUSING MARKET

(Report of the Director of Social Services – To be introduced by the Executive Member for Housing):To set out the main characteristics of the general housing market, and provides a snapshot of the local Haringey market.

17. EMPLOYEE PROFILE ANALYSIS

(Report of the Director of the Chief Executive – To be introduced by the Executive Member for Organisational Development and Performance Management):To advise the Executive of the key workforce statistics for the last financial year, 1 April 2005 to 31 March 2006.

18. DELIVERING THE HR STRATEGY 2004-2007

(Report of the Director of the Chief Executive – To be introduced by the Executive Member for Organisational Development and Performance Management):To advise the Executive of the work that Human Resources have been doing to deliver on the human resources strategy.

19. URGENT ACTIONS TAKEN IN CONSULTATION WITH THE LEADER OF EXECUTIVE MEMBERS

(Report of the Director of the Chief Executive):To inform the Executive of urgent actions taken by Directors in consultation with the Leader or Executive Members.

20. DELEGATED DECISIONS AND SIGNIFICANT ACTIONS

(Report of the Chief Executive): To inform the Executive of delegated decisions and significant actions taken by Directors.

21. MINUTES OF SUB-BODIES

Executive Voluntary Sector Committee – 20 June 2006.

22. NEW ITEMS OF URGENT BUSINESS/MATTERS RAISED BY MEMBERS OF THE EXECUTIVE

To consider any items admitted at item 2 above.

23. EXCLUSION OF PRESS AND PUBLIC

The following item is likely to be the subject of a motion to exclude the press and public as it contains exempt information relating to the business or financial affairs of any particular person (including the Authority holding that information).

24. THE COMMUNITY CARE STRATEGY FOR OLDER PEOPLE: COOPERSCROFT RESIDENTIAL HOME

(Joint Report of the Director of Social Services and the Director of Finance – To be introduced by the Executive Member for Social Services and Health): To inform Members of the progress made in negotiating the disposal of Cooperscroft to the proposed provider, to seek agreement to the detail of the proposed block care contract and to confirm the capital price of the business which will be transferred to the new provider.

25. NEW ITEMS OF EXEMPT URGENT BUSINESS

To consider any items admitted at item 2 above.

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26 June 2006

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TUESDAY, 13 JUNE 2006**

Councillors *Meehan (Chair), *Reith (Vice-Chair), *Canver, *Diakides, *Amin, Basu, Haley, *Harris, *Mallett and *Santry

* Present

Also Present: Councillors Bull, Engert, Hare, Newton, Stanton, Williams and Winskill.

MINUTE NO.	SUBJECT/DECISION	ACTION BY
TEX01.	<p>APOLOGIES FOR ABSENCE</p> <p>Apologies for absence were submitted by Councillors Basu and Haley.</p>	
TEX02.	<p>CHAIRS ANNOUNCEMENTS</p> <p>a. <u>Web Casting of the Meeting</u></p> <p>Our Chair reported that the meeting would be filmed for live or subsequent broadcast via the Council's internet site and that the images and sound recording might be used for training purposes within the Council. While the public seating areas were not generally filmed by entering the meeting room and using the public seating area people were consenting to being filmed and to the possible use of those images and sound recordings for web casting and/or training purposes.</p> <p>b. <u>CPA Inspection Team</u></p> <p>Our Chair welcomed to the meeting members of the CPA Inspection Team.</p>	
TEX03.	<p>MINUTES (Agenda Item 4)</p> <p>RESOLVED:</p> <p>That the minutes of the meetings held on 14 and 21 March 2006 be approved and signed.</p>	HMS
TEX04.	<p>DEPUTATIONS/PETITIONS/QUESTIONS (Agenda Item 5)</p> <p>a. <u>Haringey Federation of Residents Associations</u></p> <p>We received a deputation from the Haringey Federation of Residents Associations, the spokesperson of whom, Dave Morris, addressed our meeting and expressed concern about the final text of the UDP. In particular disquiet was voiced about housing densities and open space deficiencies as outlined in the Federation's formal objections to the modified draft UDP.</p>	

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	<p>Our Chair thanked the deputation for their attendance and indicated that the representations they had made would be considered as part of our deliberations on this matter (see Minute TEX 11 below).</p> <p>b. <u>Mr Mario Petrou</u></p> <p>We received a deputation the spokesperson of whom, Mr. Mario Petrou addressed our meeting and asked that the adoption of the Unitary Development Plan (UDP) by the Council be delayed until after 21 July. After that date legislation would have come into effect which would require full health and environmental impact assessments to be carried out on local and regional development plans. He added that neither the London Plan nor the Regional Spatial Strategy with which the UDP was in general conformity had been the subject of such assessments.</p> <p>Our Chair thanked the deputation for their attendance and indicated that the representations they had made would be considered as part of our deliberations on this matter (see Minute TEX 11 below).</p>	
<p>TEX05.</p>	<p>MATTERS, IF ANY, REFERRED, TO THE EXECUTIVE FOR CONSIDERATION BY THE OVERVIEW AND SCRUTINY COMMITTEE</p> <p><u>Scrutiny Review of Highways and Footpaths</u>(Agenda Item 6 (a))</p> <p>We received a presentation from Councillor Winskill on the Scrutiny Review of Highways and Footpaths which had been endorsed by the Overview and Scrutiny Committee at their meeting on 13 March 2006. Having thanked Councillor Winskill and the other members of the Scrutiny Panel for their Review, we</p> <p>RESOLVED:</p> <p>That in accordance with the revised Overview and Scrutiny Procedure Rules, the Scrutiny Review having been endorsed, the Interim Director of Environmental Services be requested to produce a proposed response for consideration within 6 weeks including a detailed tabulated implementation action plan.</p> <p><u>Scrutiny Review of Teenage Pregnancy</u> (Agenda Item 6 (b))</p> <p>We received a presentation from Councillor Bull on the Scrutiny Review of Teenage Pregnancy which had been endorsed by the Overview and Scrutiny Committee at their meeting on 13 March 2006.</p> <p>In response to a question about paragraph 3.8 of the Review - neighbourhood hotspots - we were advised that the possible correlation between temporary housing and teenage pregnancies had not been investigated but might be worthy of further consideration.</p> <p>Arising from paragraph 5.15 of the Review in relation to the Haringey Teaching Primary Care Trust being a key agency in relation to the delivery of services, clarification was sought of whether the Trust's</p>	<p>D.Env</p>

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	<p>ongoing financial deficits would impact on those services and we asked that this matter be addressed in the response to the Review. Having thanked Councillor Bull and the other members of the Scrutiny Panel for their Review, we</p> <p>RESOLVED:</p> <p>That in accordance with the revised Overview and Scrutiny Procedure Rules, the Scrutiny Review having been endorsed, the Director of the Children's Service be requested to produce a proposed response for consideration within 6 weeks including a detailed tabulated implementation action plan.</p>	DCS
TEX06.	<p>FINANCIAL OUTTURN 2005/06 (Report of the Acting Director of Finance - Agenda Item 7):</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That the service outturn as set out at paragraph 8.1 for revenue and paragraph 8.5 of the interleaved report for capital and the explanation of revenue variances in Appendix A be noted. 2. That the Housing Revenue Account (HRA) outturn set out at paragraph 8.7 of the interleaved report be noted. 3. That approval be granted to the carry forwards set out at paragraph 9.3 of the interleaved report (and Appendix B) for revenue and paragraph 9.5 of the interleaved report (and Appendix C) for capital. 4. That approval be granted to the utilisation of the additional £554,000 balance of usable capital receipts to finance the additional spend on Building Schools for the Future (BSF) preparatory work as set out at paragraphs 8.5 and 8.6 of the interleaved report. 5. That approval be granted to the funding proposals for the additional one-off costs of IS/IT infrastructure arrangements as set out in Section 10 of the interleaved report. 6. That it be noted that the outturn and carry forward for schools was provisional and authority to finalise the carry forward be delegated to the Acting Director of Finance. 7. That authority be delegated to the Acting Director of Finance to prepare the Council's financial statements such that the financial position of the Council was optimised. 8. That it be noted that the Council's Financial Statements for 2005/06 were to be approved by General Purposes Committee. 9. That the treasury management outturn be noted. 	<p>DF</p> <p>DF</p> <p>DF</p> <p>DF</p> <p>DF</p>

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<p>TEX07.</p>	<p>PERFORMANCE REPORT - APRIL 2005 TO MARCH 2006 (Report of the Chief Executive - Agenda Item 8):</p> <p>Arising from consideration of BV215b – Average days to repair street lighting power supply related faults (handled by District Network Operator – currently EDF) concern was expressed about the level of performance. We noted that the issue had been raised with EDF but that a response had not yet been received. Our Chair indicated that he would raise the matter with the Association of London Government.</p> <p>RESOLVED:</p> <p>That the performance information presented in the interleaved report be noted and approval granted to the proposed targets for the next three years.</p>	<p>Leader</p> <p>CE</p>
<p>TEX08.</p>	<p>PROGRAMME HIGHLIGHT REPORT (Report of the Chief Executive - Agenda Item 9):</p> <p>Our Chair agreed to accept the report as urgent business. The report was late because of the need to complete necessary consultations. The report was too urgent to await the next meeting because it contained summaries of key Council projects which had to be reported to the Executive each month.</p> <p>Our Chair indicated that in future reports he wished for each project to be aligned to the Executive Member within whose portfolio it fell.</p> <p>We noted that, with regard to paragraph 8.2.6 - Construction Procurement for Rangemoor Road and Stoneleigh Road projects, the Framework Agreement was now in place and the selection process could continue. We also noted that with regard to paragraph 8.2.8 – European Regional Development Fund projects – confirmation had now been received from the Government Office for London that the project completion date had been extended to 31 March 2007.</p> <p>Arising from our consideration of the financial implications of the Council's corporately significant projects, clarification was sought of what provision was being made for the Hornsey Town Hall. We asked that officers respond direct to Members of the Executive and Councillor Winskill on this point.</p> <p>RESOLVED:</p> <p>That, subject to the forgoing, the report be noted</p>	<p>CE</p> <p>DF</p>
<p>TEX09.</p>	<p>IT IN-SOURCING - BUDGET ISSUES (Report of the Chief Executive - Agenda Item 10):</p> <p>RESOLVED:</p> <p>1. That the completion of the Tech. Refresh project and the</p>	

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	<p>reasons for the In-sourcing project be noted.</p> <ol style="list-style-type: none"> 2. That the emergent financial challenges facing the in-sourcing project and the Council's IT budgets be noted in particular, their direct causes namely – <ul style="list-style-type: none"> • the re-opening of negotiations in December 2005; • the settlement agreement reached with the former supplier; and • the approach adopted by the former supplier as the settlement was reached and subsequently. 3. That the proposed approach to the funding of these budget challenges as set out be noted. 4. That the risks and challenges facing the in-sourcing project and the arrangements that had been put in place to manage those risks be noted. 	
<p>TEX10.</p>	<p>APPOINTMENT OF THE EXECUTIVE PROCUREMENT COMMITTEE AND THE EXECUTIVE VOLUNTARY SECTOR COMMITTEE (Report of the Chief Executive - Agenda Item 11):</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That the Executive Procurement Committee be established in the 2006/07 Municipal Year with the membership, quorum and terms of reference as outlined in Section 8 of the interleaved report. 2. That the Executive Voluntary Sector Committee be established in the 2006/07 Municipal Year with the membership and terms of reference as outlined in Section 9 of the interleaved report. 	<p>HMS</p> <p>HMS</p>
<p>TEX11.</p>	<p>ADOPTION OF HARINGEY UNITARY DEVELOPMENT PLAN (Report of the Interim Director of Environmental Services - Agenda Item 12):</p> <p>Our Chair agreed to accept the report as urgent business. The report was late because of the need to complete necessary consultations. The report was too urgent to await the next meeting because of constitutional and statutory deadlines which had to be met.</p> <p>Arising from our consideration of the report and of the representations made to us earlier by the two deputations particularly in relation to the question of housing densities, we were of the view that densities of above 700 habitable rooms per hectare would be seen as exceptional and would need to be explained or justified to Members. In this respect officers were instructed to write to all Members of the Executive explaining how it was proposed to control density levels.</p> <p>We noted that the issues raised by the Haringey Federation of Residents Associations in relation to Open Space Standards were addressed in the Appendix to the interleaved report.</p>	<p>AD(PE PP)</p>

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	<p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That approval be granted to the Statement of Decisions and Reasons attached at Appendix 1 to the interleaved report which took account of and responded to the representations received during the Unitary Development Plan (UDP) modifications public consultation period. 2. That no further modifications materially affecting the content of the Plan be made and no further consultation, inquiry or other hearing be held. 3. That the Assistant Director Planning, Environmental Policy and Performance (PEPP) in consultation with the Executive Member for Enterprise and Regeneration be authorised to approve appropriate non-material changes required to written text or diagrams or other illustrative matter prior to adoption. 4. That the Council be recommended to adopt the UDP. 	<p>AD(PE PP)</p> <p>AD(PE PP)</p> <p>AD(PE PP)</p> <p>HMS</p>
<p>TEX12.</p>	<p>EXECUTIVE RESPONSE TO THE SCRUTINY REVIEW OF STREET SWEEPING AND CLEANLINESS (Report of the Interim Director of Environmental Services - Agenda Item 13):</p> <p>Our Chair agreed to accept the report as urgent business. The report was late because of the need to complete necessary consultations. The report was too urgent to await the next meeting because of constitutional deadlines which had to be met.</p> <p>We noted that the following bullet point had been omitted from the list of recommendations in Section 2 of Appendix 1 to the Interleaved report -</p> <ul style="list-style-type: none"> • A requirement to sweep the area after large items of dumped rubbish have been collected. <p>RESOLVED:</p> <p>That the proposed response be approved and that the agreed recommendations be incorporated within the Street Scene Business Plan for 2007/08 with progress reported regularly to the Environment Scrutiny Panel.</p>	<p>D.Env</p>
<p>TEX13.</p>	<p>EXECUTIVE RESPONSE TO SCRUTINY REVIEW OF INTERMEDIATE CARE SERVICES (Report of the Director of Social Services - Agenda Item 14):</p> <p>RESOLVED:</p> <p>That approval be granted to the proposed response.</p>	
<p>TEX14.</p>	<p>MENTAL HEALTH STRATEGY 2005 TO 2008 (Report of the Director of</p>	

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	<p>Social Services - Agenda Item 15):</p> <p>We asked that future reports on the implementation of the Strategy address the questions of –</p> <ul style="list-style-type: none"> • The impact of the Haringey Teaching Primary Care Trust's on going financial deficits might have on the development of services. • The impact of the de-commissioning of St. Ann's hospital • The over representation of people from black and minority ethnic communities with mental health needs. <p>RESOLVED:</p> <p style="padding-left: 40px;">That the current position in the implementation of the Mental Health Strategy be noted.</p>	DSS
TEX15.	<p>POLICE AND JUSTICE BILL (CRIME AND DISORDER ACT REVIEW) (Report of the Assistant Chief Executive (Strategy) - Agenda Item 16):</p> <p>RESOLVED:</p> <p style="padding-left: 40px;">That the proposed changes, the timetable and early comments from a Haringey perspective as outlined in the interleaved report be noted.</p>	
TEX16.	<p>IMPLICATIONS OF RESPECT ACTION PLAN (Report of the Assistant Chief Executive (Strategy) - Agenda Item 17):</p> <p>RESOLVED:</p> <p style="padding-left: 40px;">That the report be noted and officers and an action plan be developed and costed to achieve Respect standards.</p>	ACE-S
TEX17.	<p>DFES PRIMARY CAPITAL PROGRAMME (Report of the Director of the Children's Service - Agenda Item 18):</p> <p>RESOLVED:</p> <p style="padding-left: 40px;">That an expression of interest be submitted for Haringey to be considered as a pilot authority for the purposes of the Primary Schools Capital Programme and that a further report be brought back for further consideration once further details emerged as to the nature of the pilot, in particular the financial details of the programme.</p>	DCS
TEX18.	<p>NEW SCHOOL IN HARINGEY HEARTLANDS (Report of the Director of the Children's Service - Agenda Item 19):</p> <p>RESOLVED:</p> <p style="padding-left: 40px;">1. That the opening of a new 11-16 school in Haringey</p>	DCS

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	<p>Heartlands be supported and approval granted to the commencement of the statutory consultation and competition processes.</p> <p>2. That a further report be submitted to our meeting in October setting out a Haringey Council proposal.</p>	DCS
TEX19.	<p>URGENT ACTIONS TAKEN IN CONSULTATION WITH THE LEADER OR EXECUTIVE MEMBERS (Report of the Chief Executive - Agenda Item 20):</p> <p>We noted that with respect to item 1 (2006-07) Connexions Services Contracts, the Leader had approved the action specified in the report on 26 May 2006.</p> <p>RESOLVED:</p> <p>That the report be noted and any necessary action be taken.</p>	
TEX20.	<p>DELEGATED DECISIONS AND SIGNIFICANT ACTIONS (Report of the Chief Executive - Agenda Item 21):</p> <p>RESOLVED:</p> <p>That the report be noted and any necessary action be taken.</p>	
TEX21.	<p>MINUTES OF SUB-BODIES (Agenda Item 22):</p> <p>RESOLVED:</p> <p>That the minutes of the following bodies be noted and any necessary action approved –</p> <p>a) Executive Member Environment and Conservation – 16 March 2006;</p> <p>b) Executive Member Crime and Community Safety – 17 March 2006;</p> <p>c) Procurement Committee – 21 March 2006.</p>	
TEX22.	<p>NEW ITEM OF URGENT BUSINESS - APPOINTMENT OF REPRESENTATIVES TO SERVE ON THE HARINGEY STRATEGIC PARTNERSHIP AND ITS THEME BOARDS (Report of the Chief Executive - Agenda Item 23):</p> <p>Our Chair agreed to accept the report as urgent business. The report was late because of the need to complete necessary consultations. The report was too urgent to await the next meeting because of the need to make appointments before Board meetings which were due to take place before the next meeting of the Executive.</p> <p>RESOLVED:</p>	

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	<p>1. That the Executive Members for Community Involvement, for Crime and Community Safety and for Housing be appointed to serve on the Haringey Strategic Partnership.</p> <p>2. That approval be granted to the following appointments of Members to serve on the Haringey Strategic Partnership Theme Boards indicated –</p> <p>Better Places Partnership - Executive Member for Community Involvement</p> <p>The Enterprise Partnership Board - Councillor Egan</p> <p>Safer Communities Executive Board - Councillor Cooke</p> <p>Children and Young People’s Strategic Partnership Board - Councillor Jones</p> <p>Well Being Partnership Board - Executive Member for Housing and Councillor Dogus.</p>	<p>HMS</p> <p>HMS</p>
<p>TEX23.</p>	<p>TRENTFIELD CARE HOME, 73 TRENT GARDENS, SOUTHGATE N14 (Joint Report of the Acting Director of Finance and the Director of Social Services - Agenda Item 25):</p> <p>Our Chair agreed to accept the report as urgent business. The report was late because of the need to complete necessary consultations. The report was too urgent to await the next meeting because it contained summaries of key Council projects which had to be reported to the Executive each month.</p> <p>This item was the subject of a motion to exclude the press and public from the meeting as it contained exempt information relating to the business or financial affairs of any particular person (including the Authority holding that information).</p> <p>RESOLVED:</p> <p>1. That the Head of Property Services be authorised to dispose of Trentfield, 73 Trent gardens, N14 to Grocola plc for the amount specified in paragraph 8.6 of the interleaved report.</p> <p>2. That in the event of the property not being sold as in 1 above, the property be sold to Ourris Residential Homes Ltd for the amount specified in paragraph 8.6 of the interleaved report.</p> <p>3. That in the event of the property not being sold as in 1 and 2 above, the property be sold to Fairview New Homes Ltd for the amount specified in paragraph 8.6 of the interleaved report.</p>	<p>HP</p> <p>HP</p> <p>HP</p>

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GEORGE MEEHAN
Chair



Scrutiny Review - Mobile Phone Masts

February 2006

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Appendices

A – List of Base Stations on a Ward by Ward basis

B – Documentary Evidence

1. Executive Summary

- 1.1 This Executive Summary outlines the key findings and recommendations contained in the report of the Overview and Scrutiny Committee's Review of Mobile phone masts.
- 1.2 On 22 November 2004 the Overview and Scrutiny Committee received a report on mobile phone base stations. Following this the Committee recommended that current planning consultation procedures should be reviewed and subsequently it was decided to make it the subject of a scrutiny review.

- 1.3 When commissioning the review, the Overview and Scrutiny Committee was adamant that the Terms of Reference would not cover health issues, in relation to mobile phone base stations. In taking this decision it recognised that it would disappoint a group of local residents, who were raised health concerns.
- 1.4 The reasoning behind this decision was clear,
- The Government accepts that it has a responsibility for public health and it does not regard the planning process as the place for determining health safeguards. If a proposed base station meets the national guidelines for public exposure, it should not be necessary for a local planning authority to consider health aspects. Nor, in the Government's view, should local authorities implement their own precautionary policies by, for instance, imposing a ban on new telecommunications developments or insisting on minimum distances between base stations, or implementing exclusion or near exclusion areas.
 - Overview and Scrutiny does not have the resource or expertise, to be in a position to adjudicate on the complex legal and medical issues arising. It would be foolish to attempt to pre-empt the further research commissioned by the Government or any further guidance.
 - A relatively small number of people have expressed their concerns on this issue, compared to the number of mobile phones in common and everyday use in Haringey, Under current government legislation the Council does not have the powers to necessary to address these concerns and to attempt to do so could provoke a far greater public outcry, from mobile phone providers and users.
- 1.5 It was thought that the most beneficial way to use Scrutiny resources, was to focus on the planning process and in particular consultation, in order try and ensure that the council could exert a greater influence over the location of Mobile Phone Base Stations, away from sensitive sites.
- 1.6 The methodology used by the Scrutiny Review Panel was to:-
- Meet to receive a presentation from the Environment Service on the current planning and consultation process
 - Meet to receive evidence from local residents and interest groups on the planning and consultation process
 - Meet with the Mobile Operators Association and some operators on consultation processes.

- Look at other council's consultation processes
- To consider other relevant documentary evidence as listed at Appendix B

Review meetings were well advertised in advance and there was an article in the Journal Group of local newspapers. All local tenant associations and residents groups received invitations to participate.

Recommendations

To Government

- 7. That the Government be urged to reconsider the recommendations contained in the Stewart Report and adopt in particular the recommendation that full planning permission be required in respect of all new applications for base stations.**

To Operators

- 1. That operators be requested to supply evidence to Haringey Council in terms of cell coverage, network demand etc sufficient to justify the need for any additional base stations in the borough.**
- 9. That operators be requested to produce maps (TELSTRA plot) showing the area overlaid with the beam and information on the direction and strength of the beam for all mobile phone base stations (present and planned) and such information to be publicly available.**
- 10. That operators be encouraged to develop better visual screening of antennae.**

To both the Operators and the Executive

- 2. That Annual Roll out meetings be held between the operators and the Local Planning Authority at the earliest possible opportunity after the publication of the roll out plans (refer to Para 6.5 for benefits including site sharing)**
- 3. That following the roll out meeting an Annual meeting be held with interested groups and residents organisations to enable early notification and consultation on potential site locations.**

To the Executive

5. That site notices be put up advertising all applications for Mobile phone base stations.
6. That a consultation radius of 100m be introduced for all Mobile phone base station applications.
8. That the Planning Service responses with respect to applications considered under prior approval be delivered to the operators by fax and by post by the 56th day.
11. That the Director of Environment's views be sought on the need for an "in principle" decision as to whether to approve of 'lamp-post swap' types of installation.
12. That the Mast Register be maintained and made available on the Council's Website, together with the Certificates of compliance with the ICNIRP guidelines.
13. That the Radiocommunications Agency be requested to monitor emissions in the borough in sensitive areas where there are mobile phone base stations in close proximity to each other or/and in areas where local residents have expressed significant concerns regarding emissions in a sensitive area e.g. a local school.
14. That the District Valuer be requested to ensure that all existing mobile phone base stations and future installations are assessed for Business Rates.
15. That the appropriate income collection sections in the Finance Service, ensure that all rent and rates, in relation to mobile phone base stations, are collected.
4. That the Council notes the operators' commitment to fully comply with their ten commitments launched in 2001 to supplement Government planning regulations.
2. INTRODUCTION

Background

- 2.1 It is generally acknowledged that a modern telecommunications system is essential, both economically and socially. Today there are nearly 60 million mobile phone subscribers compared to 9 million seven years ago. This increase in customer demand has necessitated the upgrading of the technology, with operators having to continually expand their networks to accommodate services and improve quality.

- 2.2 The government has encouraged the development of mobile phone technology and has licensed five competing mobile phone networks (Orange, Vodafone, 02, T-mobile, and Hutchison (also known as '3'), In order for a mobile phone to transmit/receive data it must link to a fixed installation called a base station, of the same network. Mobile phone base stations are often called masts. Technically there is a difference between the two terms, although they are used interchangeably. A mast is freestanding and supports antennas at a suitable height. The mast itself is inert- it plays no part in radio wave propagation: this is the purpose of the antennas. A mobile phone base station is characterised by a cabinet connected to antennas which are mounted on a mast. These cabinets contain both transmitters and receivers. When a call is made, the radio wave is transmitted from the mobile phone handset to the nearest mobile phone base station. Once a signal reaches the base station, it is then transmitted on to the main network where it is transferred to the network of the person receiving the call.
- 2.3 Each operator has established national base station networks to achieve wide coverage. As a condition of their operating license operators are obliged to allow most subscribers access to the network via a base station, most of the time. The number of base stations required in a given locality, is determined by the demand on the network. The call capacity of each base station varies, but the larger free standing stations can support up to 120 calls simultaneously. It follows that there is likely to be a need for more base stations in more densely populated areas. Many people in Haringey have mobile phones and they are essential to modern business organisations.
- 2.4 In order to regulate the location of base stations the Government decided they would be subject to Planning Regulations. The Government drew up new planning policy directly relating to mobile phone base stations and issued formal guidance to all planning authorities. The guidance is contained in an advisory document called Planning Policy Guidance (PPG8). Some local authorities have chosen to issue their own supplementary local planning policy. In some cases this amounts to no more than a readily understandable interpretation of the guidance given to Planning Authorities in PPG8. In other cases the local authority has chosen to adopt local policy that implements higher standards than those in the Government guidelines. This does, however leave these authorities more vulnerable to challenge by appeal, where their policy deviates from the Government guidance.

3. NATIONAL POLICY AND GUIDANCE

Stewart Report

- 3.1 Since it was suggested that radio wave emissions could affect health, the Government established an independent expert group, under the Chairmanship of Sir William Stewart to look at this issue. The Group examined the possible effects of mobile phones, base stations and transmitters. The Stewart Report was published in May 2000 and it concluded that, for the general population, the levels of exposure arising from phones held near to the head were substantially greater than whole-body exposures arising from base stations. It stated that the balance of evidence indicated that there was no general risk to the health of people living near to base stations or those regularly exposed to emissions from base stations, on the basis that exposures were a small fraction of national guidelines. However, it was not possible to say that exposure to radio frequency radiation, even at levels below national guidelines, was totally without potential adverse health effects and gaps in knowledge were sufficient to justify a precautionary approach.
- 3.2 One of the reactions by the Government to the Stewart Report was to issue the guidance (PPG8) in respect of mobile phone base stations. While the guidance included many of the recommendations of the Stewart Report, not all of its recommendations were included in the Government guidance. The Government has commissioned further substantial research, overseen by a demonstrably independent panel, jointly financed by the mobile phone companies and Government. It is currently carrying out research into the potential effects of mobile phone technology on health and it is expected to report later in 2006.

Planning Policy Guidance (PPG8)

- 3.3 Government policy is to facilitate the growth of new and existing telecommunications systems, whilst keeping the environmental impact to a minimum. Local Authorities are, therefore, encouraged to make suitable property available for locating base stations. **The Government accepts that it has a responsibility for public health and it does not regard the planning process as the place for determining health safeguards. If a proposed base station meets the national guidelines for public exposure, it should not be necessary for a local planning authority to consider health aspects. Nor, in the Government's view, should local authorities implement their own precautionary policies by, for instance, imposing a ban on new telecommunications developments or insisting on minimum distances between base stations, or implementing exclusion or near exclusion zones.**
- 3.4 PPG8 emphasises the need for pre-application discussions between applicants, planners and other groups, e.g. residents, on specific development proposals. Mast and site sharing is encouraged, and the guidance recognises the importance of keeping the numbers of base stations, and sites for such installations, to the minimum consistent

with the effective operation of the network. It also sets out guidelines for design and environmental considerations.

- 3.5 The Government produced a “Code of Best Practice on Mobile Phone Network Development” (2002), which was drawn up and agreed by representatives of central government, local government, and the mobile phone industry. It encourages greater consultation between mobile phone operators, local authorities, and local communities and seeks to provide a better understanding of the mobile phone industry. It provides best practice guidance on the siting and design of telecommunications development.

Commissioning the Scrutiny Review

- 3.6 When commissioning the review, the Overview and Scrutiny Committee was adamant that the terms of reference would not cover health issues in relation to mobile phone base stations. In taking this decision it recognised that it would disappoint a group of local residents, who were pressing this issue. Therefore in respect of health issues, Government advice should be accepted and continue to be followed.
- 3.7 As part of its investigation, the Scrutiny Panel did recognise the concerns of some local residents in respect of health issues. It therefore fully endorsed the motion passed by the Council at its meeting on 14 November 2005 which stated, “ Councils like Haringey should be able to take health concerns into account when considering grounds for rejecting mobile phone mast applications.” Further the Council wrote to the Government, pressing for health issues to be deemed relevant as part of the planning process. This would require a change in the guidance.

Terms of Reference

- 3.8 Against this background the terms of reference for the review were agreed and specifically excluded consideration of health issues. The terms of reference were: “To review existing consultation processes for mobile phone base stations in Haringey to ensure they complied with the Government’s planning policy guidance”

Membership of Panel

- 3.9 Initially the membership of the Panel was Councillors Bull (Chair), Basu and Hoban. Subsequently Councillor Bull advised that his employing company had been taken over by a company with business interests in the mobile phone market, although they were not one of the five operating companies. Upon receiving legal advice he stepped down as Chair. Councillor Bevan was subsequently appointed as Chair for the remainder of the review.

4. PLANNING PROCESSES AND DEMAND

4.1 Planning permission is required for any kind of development and all base stations require some form of planning permission. Telecommunications development normally falls into one of three categories. These are:-

- Permitted development
- Prior Approval
- Full Planning Permission

4.2 Permitted Development is for minor works including alterations to existing masts and the erection of additional antennae, which are permitted development. They do not require planning permission or “prior approval” although operators are required to notify the Council of their intention to carry out works in some instances. Where the exercise of permitted development right is determined to have a serious impact on amenity, a Planning Authority may withdraw this right by serving a direction under Article 4 of the General Permitted Development Order (GPDO). Such a direction requires the approval of the Secretary of State.

4.3 Prior Approval is for the majority of ground based masts below 15m and smaller rooftop installations are permitted development but require prior approval from the Council, for details of siting and appearance. In such cases the Council must issue a formal decision within 56 days or the application is deemed to be approved. Within the prior approval application operators must demonstrate that they have considered alternative sites and that the site selection is the only or most reasonable site available. If other more suitable sites can be found then residents or other objectors may have grounds for appeal. The consultation process for an application under prior approval and full planning permission is the same, in that there is pre application consultation, carried out under the traffic light model (see below) and formal consultation. Site notices are posted in respect of applications in Conservation Areas.

4.4 Full Planning permission is for ground based masts over 15m and larger rooftop installations and for all installations in Conservation Areas. Again there must be pre-application consultation by the operator and formal consultation by the Council.

Demand for mobile phone base stations in Haringey

4.5 The operators provide the Planning Service details of their network roll-out every October, for the year ahead. Significant investment is required to acquire and build a mobile phone base station site and operators will only undertake such investment if there is a real requirement for the service. The requirement may be to provide

coverage, provide capacity, improve the quality of the service, or to replace or upgrade an existing site.

- 4.6 At present there are 105 base stations in the Borough (full list set out in Appendix A) 29 of these are on Council owned buildings or streets. The current “roll-out” plans of the operators suggest the intention to provide another 30 to 45 base stations. It is not known over what timescale, but presumably, in the light of the time taken to secure a site (i.e. often after several refusals/withdrawals, and then there are the often-protracted negotiations with the landowner), it is for the next 1 to 2 years. The Panel considered that operators should supply direct evidence of the need for a mast in a particular area.

Decisions on Applications

- 4.7 In Haringey the rate of refusal of planning applications, has increased in recent years; in 2004, 5 out of 11 applications were approved; in 2005, 4 out of 19 have been granted (with 2 still pending). In 2002 and 2003, 11 out of 16 and 8 out of 9 were approved respectively. Very few of the refusals have been taken to appeal, although there are two outstanding, at the time of writing. The Council has just lost one appeal for a 15m mast at Great Cambridge Road N17.

Recommendation One

That operators be requested to supply evidence to Haringey Council in terms of cell coverage, network demand etc. sufficient to justify the need for any additional base stations in the borough.

5. PLANNING CONSIDERATIONS

- 5.1 The Planning Application process is a sub judicial process. When considering a proposed development the Council must have regard to any public concerns raised and in addition take into account the different antenna types, siting needs and other characteristics appertaining to each telecoms system. Planning applications can only be refused on sound planning grounds.

Perceived Health Concerns

- 5.2 The Panel heard from six representatives (from Muswell Hill Against the Masts, the Highgate Society and Open Minds), who were concerned about possible health risks from base stations. They wished the Council to take perceived health risk into account as a material planning consideration, when deciding prior approval and full planning applications. They wished the Council to draw up supplementary planning policy, using the precautionary principle to create near exclusion zones around schools nurseries, hospitals

nursing homes and homes. Additionally they wished for there to be wider consultation and maps (TELSTRA plot) of the area overlaid with the beam and information on the direction and strength of the beam and for site notices for every prior approval.

- 5.3 It is clear that considerations relating to alleged health effects are material planning considerations. This is case law. Although the subject of much discussion, there is at present no generally accepted evidence of adverse health effects from telecommunications installations. The balance to date indicates that there is no general risk to health, though it was recognised that fears expressed by some local residents whom feel that they have suffered a “loss of amenity” following the installation of a base station on a sensitive site may have some validity.
- 5.4 Operators have responsibilities under Health and Safety legislation; however the Government has made it clear that it is not for the local planning authority to replicate controls, through the planning process. Whilst perceived health considerations and public concern can be material considerations in determining planning applications, it is the Governments firm view that the planning system is not the place for determining health safeguards.

Supplementary Planning Policy

- 5.5 Some local authorities have agreed supplementary planning guidance for base stations. Those that have agreed local planning guidance, tend to duplicate the Governments Guidance. It was the Panel’s view that the development of supplementary guidance was unnecessary and it would not alleviate residents concerns, whilst adding to bureaucracy. None of our immediately neighbouring boroughs have introduced supplementary planning policy.

6. PLANNING CONSULTATION

- 6.1 Demand for mobile phone network coverage is naturally greater in areas of high population, so the need for base stations in these areas will also be high. They are also likely to be in sensitive areas.
- 6.2 The Panel accepted that demand was unlikely to drop, although the rate of growth may slow. Using its current powers, the Council is unable to halt the development of base stations in sensitive areas. The Panel therefore considered that they could add most value, if they considered and made recommendations that would influence the location of base stations and ensure that the public consultation process was adequate. The aim being to ensure that the least sensitive locations were adopted by operators and that local residents were fully informed and consulted. The Panel wished to focus on the consultation process to ensure it was meaningful, as this might allay some of the concerns raised.

The Panel considered that consultation could take the following forms:

Annual Roll out meetings

- 6.3 Operators and local planning authorities are encouraged to carry out annual discussions about rollout plans for the area. These meetings provide an opportunity for operators to share information about their plans for the forthcoming year and for local authorities to provide feedback and general advice.
- 6.4 There was support from both the operators and some residents for a public meeting to be held shortly after any annual discussions between the operators and the Council. None of the other neighbouring Borough's that were contacted held public consultation meetings specifically to consider applications for mobile phone base stations. The Panel nevertheless thought it was a good idea.
- 6.5 The benefits from such meetings would be:
- For operators to provide a strategic overview of their future needs
 - To ensure that residents have early warning of future need and potential site locations to be considered.
 - To give operators an opportunity to discuss the sharing of sites and/or base station masts and for the Council to be provided with information, about where different operators' site search areas overlap.
 - To allow consideration of new sites identified, to determine if they were suitable and that if they were, where risks would be minimised. i.e. being pro-active. The Council and local residents could provide guidance to operators on preferred locations.
- 6.6 The results of the annual roll out meeting could be reported to the Planning Applications Sub -Committee so as to ensure maximum public awareness and early knowledge, in advance of receiving a planning application.

Recommendation Two
That Annual Roll out meetings be held between the operators and the Local Planning Authority, at the earliest possible opportunity after the publication of the roll out plans.

Recommendation Three

That following the roll out meeting, an Annual meeting be held with interested groups and residents organisations to enable early notification and consultation on potential site locations.

Pre Application Consultation

- 6.7 Pre –application discussion is important in helping to identify the most appropriate solution for any development. It gives the Council the opportunity to comment on the siting and design of the proposal. Additionally operators have a commitment to carry out consultation with local residents, in accordance with the rating determined under the Traffic Light model. This model provides the method by which operators judge how much and what type of public consultation is needed, before they formally apply to build a new site. The colours of green, amber and red assess whether additional community consultation will be needed and if so to what degree. The operators advised that consultation can be anything from letters, public notices or detailed briefings.
- 6.8 The six local residents who attended the Panel’s review meetings, suggested that their experience of consultation that was carried out, was meaningless, in that the process was one way. They felt that they were presented with a “fait accompli”. The Panel heard that one operator had commenced preparatory works in advance of planning approval. However no planning approval was sought or obtained here, as the prospective installers of the mast had already been advised by the Planning Service that a proposal would not be sympathetically viewed. Thus any works carried out by contractors on the highway was at operators own risk and proved to be abortive. This would be taken up with the operators and with Highways Section to ensure that it did not reoccur. The Panel considered that the creation of an annual meeting involving residents would improve the present situation.

The Ten Commitments

- 6.9 The Mobile Operators Association commented on the importance of consultation. They referred to the 10 commitments that they had produced in 2001, the aims of which were to ensure transparency in building mobile phone networks, to provide more information to the public and local planners and to boost the community's role in the siting of mobile phone base stations. All operators stated that they were committed to improving consultation with local communities. The ten pledges of best practice are as follows:-
- Improved consultation with communities
 - Detailed consultation with planners
 - Site sharing

- Workshops for Council's
- Database of base station sites
- Compliance with ICNIRP public exposure levels guidance
- ICNIRP certification
- Prompt response to Enquiries
- Support research into health and mobile phones
- Standard documentation for planning submissions

Note : ICNIRP is the International Commission on Non- Ionising Radiation Protection, a body which provides emission safety guidelines for electro –magnetic fields.

Recommendation Four

That the Council notes the operators' commitment to fully comply with their ten commitments launched in 2001 to supplement Government planning regulations.

Formal Consultation

- 6.10 When the formal planning application is submitted to the Planning Service, the Operators enclose copies of their consultation letters and a list of all those they have consulted, together with any response and an analysis responses. The Planning Service indicated that the operators did not get much response from those they consult.
- 6.11 Consultation is also undertaken by the Planning Service. Once a formal application is submitted, the Planning Department notify residents in the vicinity of the proposals. Typically this will run to between 40 and 60 addresses, more where there are blocks of flats involved, less where site is 'open'.
- 6.12 Where local residents were organised, the response could be substantially greater than the number of consultees, particularly if the base station was near a school and parents were petitioned.
- 6.13 The Panel was of the view that the current consultation process in Haringey, compared favourably with other authorities. However in order to draw wider attention to applications to install mobile phone base stations, site notices should be put up for all applications. Site Notices are currently only put up where the proposal is in Conservation Area. It was considered that a radius of 100m be introduced for consultation purposes on all mobile phone base station applications, to ensure a wider consultation area. These proposals would go some way to improving the current consultation process and goes further than most of our neighbouring Boroughs.
- 6.14 The Panel heard from residents attending the review meetings, that the siting of base stations in residential areas near to sensitive sites caused them concern and distress. The concern related, in part, to

the fact that base stations up to 15m could be installed in residential areas without full planning permission. The Panel considered that all new base stations should be subject to formal and full planning permission as recommended by the Stewart Report. This would go some way to allay resident's fears of base stations being erected in default under the 56 day rule. It may also help to alter the public feeling that the prior approval system unduly favored the operators over public interest. The Panel recognised that a change in Government policy would be required in order to achieve this. The Panel wished the Executive to urge the Government to make this change. In the meantime the Planning Department would continue to respond in a timely way, by post and fax, to applications considered under prior approval, by the 56th day deadline.

Recommendation Five

That site notices be put up advertising all applications for Mobile Phone Base Stations.

Recommendation Six

That a consultation radius of 100m be introduced for all Mobile Phone Base Station applications.

Recommendation Seven

That the Government be urged to reconsider the recommendations contained in the Stewart Report and adopt in particular the recommendation that full planning permission be required for all new applications for base stations.

Recommendation Eight

That the Planning Service responses with respect to applications considered under prior approval be delivered to the operators' by fax and by post by the 56th day.

Consultation with schools and colleges

- 6.15 The Panel's attention was drawn to Local Education Authority Guidance, which recommended that the beam of greatest intensity should not be permitted to fall on school sites/grounds without permission from the school and parents. This supports the view of the Stewart report.
- 6.16 However the Government in PPG8 did not go this far. It advised that where a base station is to be installed on or near a school or college, it is important that operators discuss the proposed development with the education establishment, before submitting an application and that the local planning authority should also consult the education establishment. It was suggested that operators did not always comply with this and the Council was urged to adopt the recommendations contained in the Stewart Report.

- 6.17 Some residents alleged that operators had not always supplied schools with details of where the beam of greatest density falls. The Panel considered that such information should be available at the annual roll out meeting. The operators did not indicate any objections to this information being provided at that stage.

Recommendation Nine

That operators produce maps (TELSTRA plot) showing the area overlaid with the beam and information on the direction and strength of the beam for all mobile phone base stations (present and planned) and such information to be publicly available.

7. SITING AND APPEARANCE

Siting of Mobile phone base stations

- 7.1 The Panel heard from the residents who attended, that they considered that the siting of a MPBS near or on schools or nurseries was an issue for them. They felt that in order to comply with the precautionary approach, the Authority should draw up a supplementary planning policy, which would in effect create near exclusion zones around sensitive sites such as schools, nurseries, hospitals.
- 7.2 Any action taken leading to an exclusion or near exclusion zone would have consequences for residents and businesses in the area particularly where there was a concentration of education establishments. Such action would be contrary to government guidance. Also if suitable Council owned sites were not available for Base Stations, operators would switch to private property and the Council would then have less control over the location chosen. It would also make it more difficult to agree and implement a overarching strategy on the siting of base stations with the operators. What is more a policy of removing existing base stations from council owned land property would be almost impossible to implement, as the sites are let on long licenses and subject to the terms of the Landlord and Tenant Act, which gives rights for renewal.
- 7.3 However the Panel were of the view that the Annual Rollout meetings with operators and the subsequent meeting with local residents would enable all parties to discuss at the earliest opportunity possible site selection and enable the least sensitive locations to be chosen.
- 7.4 The Council recently wrote to its two MP's requesting that they lobby Ministers for a moratorium on masts near schools, hospitals and residential properties. It requested that the two MP's support any bills which would mean safer siting of base stations, including giving

Councils' clear authority to reject mast applications on local public health grounds.

Visual and Environmental Amenity

- 7.5 PPG8 emphasis the importance of design and appearance. Local Planning Authorities need to consider whether the mast blends into the surrounding landscape, whether the mast affects the skyline or horizon and whether other more suitable designs are available.
- 7.6 In Haringey visual and environmental amenity is commonly the grounds for refusal of planning permission. However it can lead to operators reapplying with a revised scheme, which is visually improved. It is difficult in these circumstances for the Council to again refuse the application. To be considered, objections must relate to planning matters. The sheer numbers of objectors, whilst giving an indication of local feeling, cannot be the sole reason for rejecting an application. The Planning Department did try to explain the factors that could be taken into account as a material consideration in their consultation letter. The Council had refused the majority of large free-standing mast proposals. It was suggested that the views of Streetscene, be sought on designs to ensure that they blend in well with the environment. e.g. disguised as a lamp-post.

Recommendation Ten

That the operators be encouraged to develop better visual screening of antennae.

Recommendation Eleven

That the Director of Environment's views be sought the need for an "in principle" decision, as to whether to approve of 'lamp-post swap' types of installation.

Mast Register

- 7.7 The Panel were pleased to hear, that arising from the review, a draft mast register has already been produced.
- 7.8 The next stage for the Mast Register, will be adding those sites where there have been refusals of consent or applications withdrawn; this will be gleaned from records of applications submitted.

Recommendation Twelve

That the Mast Register be maintained and made available on the Council's Website, together with copies of the Certificates of compliance with the ICNIRP guidelines.

Operators sharing facilities

- 7.9 Site sharing is when two or more operators agree to put their base station antennas on the same structure. This is often referred to as “co-location” as two or more base stations are closely placed on the same site. Mast sharing is when two or more operators put their base station antennas on the same ground based mast or tower.
- 7.10 Under Government guidance operators are encouraged to explore the possibility of using an existing mast or structure before seeking to put up a new one. If they cannot share they must demonstrate why.
- 7.11 Whilst site and mast sharing will remain a priority for operators, it can also have adverse environmental impacts. There will be more than one set of telecommunications equipment and antennae on a mast, often making the structure taller, more robust and therefore more visually intrusive. In other cases site and mast sharing may not be possible because the existing site is not in the best place for the oncoming sharer’s coverage needs.

TETRA (Terrestrial Trunk Radio System) Masts

- 7.12 TETRA is an advanced digital technology standard, promoted by Europe. They are licensed to MMO2 a subsidiary of O2. They are used by the emergency services. TETRA base stations operate in a similar way to mobile phone base stations, in that they can be configured in cellular patterns and operate with similar powers and calling patterns. Three TETRA sites exist in Haringey at Highgate Police station Archway Road, at Clarendon Road N8, and at West Road N17 on an industrial estate. Normal planning regulations apply for TETRA base stations.

8. Monitoring

- 8.1 All applications for planning permission or prior approval should be accompanied by a signed declaration that confirms that equipment and installation were in full compliance with the requirements of the radio frequency public exposure guidelines of the International Commission on Non- Ionising Radiation Protection (ICNIRP). The emission from all mobile phone operators’ equipment on the site is taken into account when determining compliance.
- 8.2 The Mobile Operators Association advised that in 2002 and 2004 the industry commissioned two reviews of operators’ adherence to the 10 commitments. Also last year the Government commissioned a review of it’s Code of best Practice. The findings of this review are expected shortly.
- 8.3 The Government has set up a National database of all stations and their emissions run by (OFCOM). Additionally they have implemented a national emission measurement programme, carried out by the

Radiocommunication Agency (RA). Its objective is to conduct a sample audit of base stations sited in different environments, to ensure that emissions from base stations do not exceed guidelines. Priority is given to audit of schools and other sensitive sites such as hospitals, residential and commercial areas. It was suggested that base stations located in sensitive areas in Haringey be checked. However it would not be cost effective to undertake this monitoring ourselves, therefore the Panel wish to invite the RA to do some monitoring in Haringey.

Recommendation Thirteen

That the Radiocommunication Agency be requested to monitor emissions in the borough in sensitive areas where there are mobile phone base stations in close proximity to each other and/or where local residents have expressed significant concerns regarding emissions in a sensitive area e.g. a local school.

Rent and Rates

- 8.4 S123 of the Local Government Act 1972 requires the best consideration to be achieved on any disposal of land or an interest in land (other than a short tenancy) unless the consent of the Secretary of State is obtained. That principle is applied to all base stations and no abatement from market rent is applied to Haringey. A copy of the draft Mast register has been sent to the Valuation Office to ensure that all masts have been assessed for business rates.

Recommendation Fourteen

That the District Valuer be requested to ensure that all existing mobile phone base stations and future installations are assessed for Business Rates.

Recommendation Fifteen

That the appropriate income collection sections in the Finance Service, ensure that all rent and rates in relation to mobile phone base stations are collected.

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Woodside	Ref.	Status	Address	Operator	Site Ref.	Type of Transmission	Type of Mast	Height	Type of Application HGY Ref	Date	Council Owned?
	WS1	Existing	Elizabeth Blackwell House, Winkfield Road, Wood Green	Orange	GLN0107 (x1)	GSM	B	42m			Yes
	WS2	Existing	Pickled Newt	3G Hutchi	N0071 (x1)	UMTS	B	17m			
	WS3	Existing	New River Sports	O2	2375 (x3)	GSM & UMTS	P	16.5m			Yes
	WS4	Existing	New River Sports	Vodafone	3147 (x1)	UMTS	P	15m	2001/1297	22/10/01	Yes
	WS5	Existing	Greenridings House, Watsons Road	O2	18 (x3)	GSM & UMTS	B	28m			
	WS6	Existing	Greenridings House, Watsons Road	O2	7230 (x1)	GSM	B (?)	8m			
	WS7	Existing	River Park House (!)	Vodafone	419 (x3)	GSM & UMTS	B	40m			Yes

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SCRUTINY REVIEW OF CUSTOMER SERVICES



MARCH 2006



INVESTOR IN PEOPLE



2005-2006
Getting Closer to Communities

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1.0 EXECUTIVE SUMMARY & RECOMMENDATIONS

- 1.1 The Overview & Scrutiny Committee as part of its work programme for 2005/06 commissioned a scrutiny review into Customer Services. The review topic was chosen based on concerns previously raised about the performance of Customer Services.
- 1.2 Customer Services has been in operation in Haringey for over four years and provides convenient and effective access to Council services through a single point of contact for an increasing range of services in a way that serves the needs of local residents. Over the past four years it has extended its provision to more services and more customers. The caller and visitor numbers during this period indicate that the service is becoming more popular and well known by residents.
- 1.3 The Customer Service Strategy agreed by the Executive in 2002 underpins the Customer Services vision, which is to ensure that '80% of contacts with the Council are handled through customer services channels and 80% of those are resolved at first point of contact'. Annual reviews of the strategy in 2003, 2004 and 2005 noted the significant progress that has been made in achieving the strategy. This was recognised by customers in the annual telephone survey, which registered an overall increase in satisfaction over this period.
- 1.4 The Scrutiny Review Panel's aim was to look at the performance of the Council's four Customer Service Centres and the Call Centre and make recommendations on ways they could be further improved. The Panel found that customer services has improved significantly over the last two years. Residents are receiving a wide range of services which are efficient and effective. This has been confirmed by customers in the annual telephone survey results. **The service is comparable to many of the best in the business, to the extent that the Panel believes that it should apply for national awards.** The Panel has made a set of recommendations which it hopes will help further improve performance, increase usage and also improve residents satisfaction with the services.
- 1.5 The Review Panel received evidence from the Executive Member for Community Involvement, Executive Member for Organisational Development & Performance, Assistant Chief Executive (Access), Head of Customer Services, Senior Managers in Customer Services, IT Managers and various Customer Services Officers and officers from various Client Services. The Panel visited the Council's four Customer Service Centres and the Call Centre as well as a One Stop Shop and Call Centre in London Borough's of Brent and Westminster.
- 1.6 A summary of the recommendations is given below and is based around 3 key themes: Customer Services Performance; Customer Care and Communication with Client Services:

SUMMARY OF RECOMMENDATIONS

CUSTOMER SERVICES PERFORMANCE

Recommendation 1

That Customer Services Department review the value and process of the user satisfaction survey undertaken by Customer Services Officers after each interaction. The Panel requested that, in 12 months time, a report outlining the conclusions reached including supporting evidence, details of actions, if any, implemented be submitted to Overview & Scrutiny Committee. If the value cannot be justified the Panel believes that this practise should be ceased.

Recommendation 2

That Customer Services develop a mystery shopping exercise as part of their performance assessment process. The mystery shoppers to include local residents, disabled people, businesses and Council officers. The mystery shopping should include testing access for disabled users including parking facilities.

Recommendation 3

That the monthly award scheme for staff in Customer Services be re-introduced to recognise and reward excellent customer service.

Recommendation 4

That training for Customer Services and Client Services staff be co-ordinated and where possible shared in particular where there is change of legislations or a new Council service is introduced.

Recommendation 5

That Team Managers keep log of reasons for calls to Client Services and that this be reported to liaison meetings. All calls to Client Services by Customer Services staff which are outside the process agreed with Client Services must be authorised by Team Managers.

Recommendation 6

Staff feedback needs to be enhanced, bottom up. In addition the staff suggestion scheme should be reintroduced.

Recommendation 7

That IT Services undertake a review of the underlying causes of system downtime with particular emphasis on reducing such downtime.

Recommendation 8

That logs of system downtime be reported to each Customer Services Member Working Group meeting.

Recommendation 9

That the planned saving targets for the next three years are considered to be achievable whilst maintaining existing targets.

CUSTOMER CARE

Recommendation 10

The Review Panel endorsed the projects being developed by the Corporate Customer Focus Manager. This includes the following:

- Further developing Customer Focus throughout the Council through a Customer Focus Strategy;
- Membership of the Institute of Customer Services, including opportunities for staff development/qualifications in the field;
- That the Communication Unit manages and controls the printing and distribution of posters and leaflets. All leaflets and posters should include versions/ date of issue indicators, to assist in removal of obsolete items. In addition, electronic copies of posters and leaflets be made available on the Council Website.

Recommendation 11

That in line with the findings of Reception Project report, it is recommended that firstly the need for security staff at all Customer Service Centres be investigated. Secondly if there is a need, that they be employed permanently by the Council with a varied role to include some of the following:

1. Welcoming customers;
2. Direct customers to appropriate officers;
3. Provide answers to basic queries;
4. Be responsible for the maintenance and updating of displays containing application forms, posters and leaflets etc.

Recommendation 12

That the Call Centre be renamed 'Contact Centre' as it now deals with e-mails.

Recommendation 13

It is the opinion of the Scrutiny Panel that the ability is there to 'win' a national award for the excellent service provided by the department. The Panel encourages Customer Services Department to apply for a Charter Mark award or other national awards for Customer Services.

Recommendation 14

That all Customer Service Centres introduce the facility to take credit/debit card payments immediately.

Recommendation 15

That the roll out of parking permits to all centres be completed immediately.

Recommendation 16

That it be investigated whether the demand and usage of the Customer Service Centre in Hornsey justifies the need for a centre in the area. In addition that in future the Accommodation Strategy considers, if there is a need to move the Hornsey Customer Service Centre, that it be relocated to Hornsey Library, taking into account the need to co-locate with Housing Services.

Recommendation 17

That Customer Services provide a 'Sign Video' system for deaf service users at the Customer Service Centres and a 'Type Talk' system at the Call Centre. These should replace the Minicom facility and deaf sign language interpreters.

Recommendation 18

That Customer Services in consultation with Property Services/ Highways Department provide parking facilities for customers with disability as near as possible to the Customer Service Centres, which should be clearly marked for the use of disabled customers only and clamping be enforced for unauthorised parking.

Recommendation 19

That the single queue at Apex House Customer Service Centre be reconfigured as a matter of urgency.

CLIENT SERVICES

Recommendation 20

That Team Managers and staff members be trained as service champions in particular service areas to reduce calling Client Services and improve service time.

Recommendation 21

That Customer Services be responsible for the development and update of a forward plan in conjunction with Client Services which has details of all major letters, information, bills, reminders etc being sent to residents throughout the year to enable Customer Services to prepare resources adequately.

Recommendation 22

That regular service liaison meetings between management and staff from Customer Services and Client Services be held as required. At each meeting at least one member of staff from Customer Services should participate. The agenda for the meeting to include the following:

1. Minutes of the last meeting (review of actions/responsibilities);
2. Review Performance Measures/Statistics and quality against targets ;
3. Call Centre performance statistics;
4. Key Housing performance indicators;
5. Review current issue logs/raise new issues;
6. Review of future development plan- Include anticipated workloads, contingency planning, scheduled downtime, training, recruitment and resource capacity;
7. ;Review Draft SLA;
8. Reports from Team Managers on calls to Client Services which are outside the agreed process.

In addition, all staff and team managers in Customer Services and Client Services should be advised of key outcomes arising out of service liaison meetings.

Recommendation 23

That as part of the Corporate Induction, organised by Organisational Development & Learning, all new employees visit the Call Centre and a Customer Service Centre.

Recommendation 24

That Customer Services investigate additional funding streams to further assist in the recruitment and training of new recruits.

Recommendation25

That the recharging arrangements to all client services be clarified. Client services need to be made aware of the number of calls / visits handled on their behalf along with the average time of their transaction, repeat visit / calls information to be included. Provision of this information will encourage client services to ensure a reduction in repeat visits / calls and to streamline their transactions to achieve reduced transaction times.

2. INTRODUCTION

- 2.1 Customer Services provides convenient and effective access to Council services with a contact centre approach and a single point of contact for an increasing range of services, in a way that serves the needs of the customer through;
- face to face contact in Customer Service Centres,
 - telephone contact in the Call Centre,
 - e-mail access
 - frequently asked questions on the Council's website, enabling access to this material in other customer facing services.
- 2.2 Customer Services channels, including services offered through the website, are the principal means of user access to a high volume of Council services and facilitate accessibility, including facilitated and self service, through other service delivery points in Access Services, such as Neighbourhood Resource Centres and Libraries.
- 2.3 As the face of the Council, Customer Services deal with a wide and diverse range of people in the local community. The services offered span across the whole community. Specific groups in the community are targeted by virtue of the services they require e.g. pensioners applying for their bus passes. It should be noted that the departments Customer Services provides services for are referred to in this report as 'Client Services'. Some of the key services delivered by the Customer Services Department are listed below:

Service	Customers
Parking	Resident and local business vehicle users, non-Haringey residents and businesses parking in the area
Abandoned Vehicles	Haringey residents and non-Haringey residents
Graffiti removal	Haringey residents and non-Haringey residents
Concessionary travel	Resident pensioners and disabled residents
Housing	Any Haringey Council tenant and/or resident in housing need
Benefits and Local Taxation	Any lower income resident for benefits and any resident for Council Tax
Child Protection	Anyone with concerns about a resident child.
The Children's Service	Parents and children resident in Haringey or attending Haringey schools

- 2.4 The Overview & Scrutiny Committee as part of its work programme for 2005/06 commissioned a Scrutiny Review into Customer Services. The review topic was chosen as part of the on-going review of the implementation of the customer services strategy and based on concerns previously raised about the performance of customer services.
- 2.5 The needs of our residents can and should be at the heart of how we manage and organise our services. The approach to access, whether it is improving people's ability to access our services, or their experience in our Customer Service Centres and the Call Centre, will change residents' perceptions of the Council and, in doing so, challenge the way that the Council thinks about itself and how it is organised.

- 2.6 The Executive agreed the Customer Service Forward Strategy in July 2002. Annual reviews of the Customer Services Strategy in 2003, 2004 and 2005 noted the significant progress that had been made in achieving the strategy. In particular the success in improving the customer experience in Service Centres and the improved performance in the Call Centre.
- 2.7 This review focused on the performance of Customer Services and in particular the four Customer Service Centres and the Call Centre. The review also looked at ways communication can be improved between Customer Services and Client Services.
- 2.8 Customer Services has been in operation in Haringey for over 4 years. Over this period it has extended its provision to more services and more customers. The table below illustrates the visitor and call numbers to Customer Service Centres (CSC), Call Centre and Switchboard over the last three years. The figures show that there has been an increase in the visitor numbers and callers coming through the customer service channels, which now equate to 37% of all initial approaches to the Council.

Year	CSC	Call Centre	Switchboard
2002/3	75,920	258,729	876,001
2003/4	74,910	250,308	785,700
2004/05	138,816	299,821	700,599

Source: CS News August 2005

- 2.9 The 2005 Annual Review of Customer Services Strategy and Vision noted the poor service level experienced in the Call Centre during 2003/04. This was addressed through the investment in staffing and has been significant improvement with only 5.6% of calls answered in 15 seconds in April 2004 to 77.2% of calls answered in 15 seconds in March 2005, achieving 43% for the year overall against the target of 45%. This was recognised by customers in the annual telephone survey, which registered an increase in overall customer satisfaction from 71% in late 2003 to 77% in May 2005.
- 2.10 The review also noted that service levels in CSCs remained good and achieved 77% of customers seen in 15 minutes, for the year, against the target of 70%. Service levels have continued to achieve target levels in 2005/06 year to date.

2.11 Customer Services Strategy

2.11.1 The Customer Services strategy is based on four simple premises:

- Accessing services should be a good quality experience;
- Services should be accessible in one place, which suits the individual;
- The service should be consistent; and
- The service should deliver a result.

2.11.2 In the longer term, the primary way into the Council should be through the Council website because it is both convenient for users and cost effective. This is becoming increasingly possible as tactical technological solutions are developed, but some of our residents do not feel comfortable using the web, or have no easy access to it. In the meantime, residents can access us in the four Customer Service Centres or preferably, the Call Centre. There are also a number of places, receptions and libraries, where

enquiries will be dealt with, where public access computers are available for use and where their use will be supported.

2.11.3 The underpinning vision of the customer services strategy is that:

Over time, 80% of customer contacts with the Council will be handled through Customer Services channels (customers services centres and call centre, e-mail, the internet and other self service channels) and 80% of these will be completed at first contact, so that customers may contact the Council when, where and how they need to.

2.11.4 This work contributes to the Council's overall priority of delivering excellent services as outlined in our Community Strategy and, when successful, will result in improved perception ratings of both the Council overall and individual services.

2.11.5 Implementing the Customer Services Strategy is one of the biggest e-government (IEG) project the Council is managing. This is underlined by the objective of improving face to face and telephone services through electronic delivery, as well as increasing the transactional facility of the website. The Council is on target to achieve the targets on this and it is hoped it will have a positive effect on local residents.

2.12 Membership of the Review

Cllr John Bevan (Chair)

Cllr Judith Bax

Cllr Gideon Bull

Cllr Bernard Millar

Cllr Sheila Peacock

Cllr Susan Oatway

2.13 Scope and Aims of the Review

Aim

To review the performance of Customer Services in Haringey Council in particular the four Customer Service Centres and the Call Centre.

Tasks

1. To consider current and prospective corporate customer services strategies and how these link with services across the Council;
2. To consider key corporate customer services improvement targets and plans in place to achieve them;
3. To understand how customer services impacts on residents of Haringey;
4. To consider how customer services performance can be improved;
5. To consider results of customer services telephone survey and in particular look at areas of concerns;
6. To consider ways customer service relationship and communication can be improved with client service to reduce duplication of work.

3.0 CUSTOMER SERVICES PERFORMANCE

3.1 Performance Key Issues

3.1.1 A critical concern for customers is how long they have to wait for their enquiry or transaction to be dealt with. Consequently this performance indicator is a key headline measure for Customer Services. The service level over the last four years has been as follows:

	Call Centre	Customer Service Centres (CSCs)	
Year	Calls answered in 15 seconds	Callers seen in 15 minutes	Commentary
2002/3	15.0%	58.9%	Call Centre performance improved towards end of the year but was unable to overcome poor service at the start of the year. 2 CSCs open
2003/4	9.3%	65.4%	Siebel Customer Relationship system upgraded in August 2003 which added 2 minutes to transaction times. Call Centre staffing increased from December 2003 3 rd CSC opened in February 2004
2004/5	43.0%	77.1%	£535K invested in more staff for the Call Centre, and were fully trained by November 2004. 4 th CSC opened July 2004
2005/6	69.5%	67.8%	Performance to end of August 2005

3.1.2 A critical enabler for service level is the availability of staff resource. In the early years of Customer Services, the staffing level lagged behind the demand for service. When the Call Centre began operations in late 2001, the demand was suppressed by the availability of staff and the telephone lines to accept calls. Consequently there was hidden demand which became more obvious as staffing resources were increased and the technology was changed to record the calls and demand behaviour. The table below shows the number of calls taken in each of the years and the baseline that was derived from previous service call handling.

Year	Calls answered	Index (trend)	Commentary
Baseline	222156	100	Includes Council Tax, Benefits, Housing and Parking
2002/3	258729	116	Abandoned vehicles calls added
2003/4	250308	113	

2004/5	299821	135	
2005/6	362616	163	Projection on basis of calls answered to end of August 2005

3.1.3 Staff performance is a critical enabler for customer services, customer care and service quality. During 2004/05, staffing resources in the Call Centre were increased significantly as a result of additional funding. The management structure also changed allowing the recruitment of a more experienced Call Centre Manager. The changes to the management structures have enabled improved management systems to be developed. The nature of the technology supporting both Call Centre and CSC operations, enables measurement of inputs and outputs, down to individual staff member level. Consequently all aspects of staff performance are managed through one to one reviews and performance appraisal. A brief description of the performance management framework is given at Appendix 1 and the performance indicators are at Appendix 2.

3.1.4 Performance and service level are affected by:

- Fluctuations in demand, such as increased levels of demand for repairs in cold or wet weather, and as a result of actions by Client Services, such as Council Tax recovery actions – reminders and summonses – which tend to occur monthly.
- The robustness and reliability of supporting IT systems. In May and June of 2005, the department suffered a loss of major systems as a result of new system implementation, as well as periods of system downtime which had a significant effect on both the Call Centre and the CSCs.

The sensitivity of Client Services and IT developers to the impacts on service to customers needs to be developed to a greater extent, in order to avoid the situation the Council was in during May and June 2005, when it was unable to maintain an acceptable level of service. Customer Services has regular service level meetings with Client Services, to discuss performance and service levels, as well as maintain a future view of potential impacts on service. Customer Services managers recognise that building a better working relationship with Client Service managers is key to avoiding the circumstances experienced this year.

3.2 Audit Commission Review of Performance Management

3.2.1 An Audit Commission Review of how well the Customer Services Department was using the corporate performance management framework to deliver and sustain improvement, identified some effective tools being used by the Department and also some opportunities for further improvement.

3.2.2 Among the strengths the Commission identified were clear focused and measurable priorities had been set and extensive monitoring and reporting arrangements were in place at all service locations. The department's Business Plan also reflected corporate priorities and staff were familiar with both service specific and personal objectives.

3.2.3 The opportunities identified for further improvement included, developing more flexible performance targets and monitoring the service's ability to meet the needs of the

diverse local community it serves. In line with these suggestions for improvement, the Scrutiny Review Panel was given the opportunity to view the Action Plan which dealt with many of the issues raised. The Panel noted that some of the Audit Commission concerns were similar to those of the Panel, such as the forward planning arrangements with Client Services and staff involvement.

3.3 Customer Surveys

3.3.1 Customer Services operate a programme of user surveys to identify user satisfaction and track it over time. The programme includes:

- An annual telephone survey with a sample size of around 1000 customers;
- An annual exit and call back survey in between telephone surveys, to establish satisfaction with particular interactions. The sample size is 100 customers per site.
- A user satisfaction question at the end of each interaction, which is recorded in the Customer Relationship Management System. This has been in place since the upgrade to the system in 2003 but because of problems with that upgrade, **the department have been unable to extract the information.** The overall results were as follows:

From the telephone surveys

Were they...?							
	Satisfied (sat. and v. sat)	Very satisfie d	Satisfie d	Not satisfied nor dissatisfied	Dissatisfi ed	Very dissatisfi ed	Dissatisfied (dis. & v. dis.)
All 2005	77.1% (763)	30.2% (299)	46.9% (464)	9.9% (98)	8.3% (82)	4.7% (46)	13% (128)
All 2003	72.2% (596)	22.9% (189)	49.3% (407)	10.5% (87)	11.5% (95)	5.8% (48)	17.3% (143)
All 2002	74.5% (584)	31% (243)	43.5% (341)	12.4% (97)	7.5% (59)	5.6% (44)	13.1%

From the Exit and Call Back Surveys

Were they...?			
	Satisfied (very and satisfied)	Neither S or D	Dissatisfied (very and dissatisfied)
Nov 2004 (Reception Survey WG & STCSC only)	84.2%	9.6%	10.9%
June 2004	88.7%	3.7%	7.6%
2003	88.9%	7.7%	3.4%

More details can be found in Appendix 3, which also shows differences between centres.

3.3.2 From the survey results, South Tottenham CSC customers are consistently less satisfied than at other centres. This can be as a result of:

- **The environment**, because this colours people's perception of the interaction they have with the Council. South Tottenham CSC was not fully refurbished when it became a CSC and is consequently looking worn and grubby. However, this year the department have changed the chairs in the public area, and are replacing the older worn carpet, redecorating the walls, laying out the queue differently and improving the lighting. The layout changes will allow increased use of the wall space for leaflets (particularly for Housing as a result of the ALMO mock inspection).
- **The standard of customer care.** The areas of main concerns were the ability to deal with the enquiries and the ability to answer all the questions. The department have undertaken a range of refresher training courses for all staff across the service in the main service areas handled in CSCs. This was a concern raised by customers in the 2005 Annual Telephone Survey as highlighted in the table below and also by residents at the North Tottenham Area Housing Forum. Other contributory factors include, further widening of services and staff lacking confidence. The Panel felt that this issue could be resolved through improving training and ensuring Team Managers have specialist knowledge of service areas as outlined in recommendation 20.

Were they...?				
Year	...Able to deal with your enquiry?		...Able to answer all of your questions?	
	Yes	No	Yes	No
2005	80.5% (795)	19.5% (192)	84.7% (827)	15.3%(149)
2003	82.7% (664)	17.3% (139)	84.4% (665)	15.6% (123)
2002	85.3% (617)	14.7% (106)	85.7% (603)	14.3% (101)
2001	86%	-	82%	-

- 3.3.3 The Panel were generally pleased with the customer feedback methods used by the department. An area of concern for the Panel was whether the user satisfaction surveys undertaken at the end of each interaction would give any real valuable information. The Panel observed the various methods used by Customer Services Officers in undertaking this feedback, which were inconsistent and could lead to unsubstantiated conclusions. The Panel felt staff need to be better trained on undertaking this survey and more information needs to be derived from this survey to consider it be a useful exercise. In light of the fact that results of the survey had not been available until the recent upgrade of the Customer Relationship Management System, the Panel has recommended that Customer Services Department review the value and process of the user satisfaction survey. The Panel requested that, in 12 months time, a report outlining the conclusions reached including supporting evidence, details of actions, if any, implemented be submitted to Overview & Scrutiny Committee. If the value cannot be justified the Panel believes that this practise should be ceased.
- 3.3.4 The Panel observed at Westminster Council an automated survey system, 'Viewscast', to obtain user information after each call to the call centre. The system allows the capture of feedback and learn the results in real time, through an online reporting tool. The Panel had considered recommending that the Department purchase such a system, but due to the cost it is suggested that this is something the Department looks into the future.

- 3.3.5 A brief survey was undertaken to find out what other local authorities were doing to obtain customer feedback after each interaction. This is attached in Appendix 4. The survey shows that none of the boroughs surveyed, undertake any regular customer feedback. As the Panel are unsure of the value of the information from this survey, it has asked the department to analyse the information and establish whether it is helpful in resource allocation.

RECOMMENDATION 1

That Customer Services Department review the value and process of the user satisfaction survey undertaken by Customer Services Officers after each interaction. The Panel requested that, in 12 months time, a report outlining the conclusions reached including supporting evidence, details of actions, if any, implemented be submitted to Overview & Scrutiny Committee. If the value cannot be justified the Panel believes that this practise should be ceased.

- 3.3.6 A pilot Mystery Shopping exercise has been developed by Westminster Council, with the Office of Public Management (OPM), as part of their performance assessment. The Panel were particularly impressed with this customer centred approach, which involves recruiting and building the capacity of local residents to act as mystery shoppers themselves. This approach has the advantage of testing whether service meets the real needs of real customers and can include complex interactions, which can only be experienced by real customers e.g. school selection. The OPM methodology to mystery shopping is attached in Appendix 5.
- 3.3.7 The Panel was informed that the Department already had a list of local residents who would be willing to take part in such a survey, for a small fee. The Panel felt that mystery shopping would give the Department real independent feedback from customers of the service received and therefore enable them to make real changes. It is therefore recommended that Customer Services Department develop a mystery shopping exercise as part of their user consultation. The mystery shoppers to include local residents, disabled users, local businesses and Council officers. The mystery shopping should include testing access for disabled users including parking facilities.

RECOMMENDATION 2

That Customer Services develop a mystery shopping exercise as part of their performance assessment process. The mystery shoppers to include local residents, disabled people, businesses and council officers. The mystery shopping should include testing access for disabled users including parking facilities.

3.4 Customer Services Staff Training & Recognition

- 3.4.1 Staff training, feedback and recognition is an important element in improving the performance of the service. The Audit Commission report noted that 'there is clear understanding and recognition of the overarching service vision, goals and targets amongst staff'. There are currently a variety of means used to communicate with and encourage staff feedback including monthly team meetings, operational briefings and newsletters.

3.4.2 The Panel held a focus group with staff from Customer Services and Client Services to better understand their needs and ideas for improving services to residents. The Panel were particularly pleased with some of the issues raised by staff, who acknowledged that a good service was being provided to residents, but it has the potential to provide excellent services. Some of the Panel's recommendations in this section arise from the discussion held with staff.

3.4.3 Recognising the work of staff is a proven method to improving staff performance and productivity. The Council already has programmes such as the 'extra mile' award to recognise and reward staffs who provide excellent services. The Review Panel heard from staff at the focus group, that an award scheme would not only motivate staff to work harder, but would also recognise those staff that provide a consistent level of excellent service to residents. The Panel was informed by the Head of Customer Services that a scheme was in existence, but had stopped for a while. The Panel has therefore recommended that the monthly award scheme for staff in Customer Services be reintroduced to recognise and reward excellent customer services.

RECOMMENDATION 3

That the monthly award scheme for staff in Customer Services be reintroduced to recognise and reward excellent customer service.

3.4.4 Staff from Customer Services and Client Services highlighted the need for co-ordinated training to ensure a consistent level of service is being delivered to residents. The Panel heard of the need to keep up to date with developments in both side, was an important element of service provision. The Panel has therefore recommended that training for Customer Services and Client Services staff be co-ordinated and where possible shared in particular where there is change of legislations or a new Council service is introduced.

RECOMMENDATION 4

That training for Customer Services and Client Services staff be co-ordinated and where possible shared in particular where there is change of legislations or a new Council service is introduced.

3.4.5 An issue brought to the attention of the Panel by officers in Client Services, was that Customer Services staff were calling them for basic queries which was affecting performance in both services. They felt that many of these queries could and should be dealt with by Team Managers. It was noted that in many cases calls to Client Services were part of the standard process. The Panel concluded that by reducing unnecessary calls to Client Service, it would improve performance for both services. It has therefore recommended that Team Managers keep log of reasons for calls to Client Services, and that this be reported to liaison meetings. All calls to Client Services by Customer Services staff which are outside the process agreed with Client Services must be authorised by Team Managers. The Panel hopes that by keeping a log and the subsequent discussion at liaison meetings, it will enable Customer Services to identify and address issues which are reoccurring.

RECOMMENDATION 5

That Team Managers keep log of reasons for calls to Client Services and that this be reported to liaison meetings. All calls to Client Services by Customer Services staff which are outside the process agreed with Client Services must be authorised by Team Managers.

3.4.6 The Panel noted from the Staff Survey in 2005 that staff feedback about service development was limited. This was also highlighted by the Audit Commission's report. There were four issues which were raised with Members of the Scrutiny Panel, which indicate that opportunity for staff feedback are not as effective as should be. They were as follows:

- a. Housing Benefit application form needs to have section for applicants to give permission at the time of application for others to make enquiries / representations on the applicant's behalf.
- b. Housing surveyors need to leave a slip stating what repairs/work is to be done.
- c. Housing department to check if there is a Housing benefit claim being processed prior to taking income recovery action.
- d. Parking enforcement during public holidays, especially Christmas holidays.

3.4.7 The Panel attempted to ensure that these four issues could be resolved before the work of the Panel was completed. The Panel noted the following:

- a. Subject to legal issues the department would look into implementing this, when the Housing Benefit form is redesigned again.
- b. The Head of Repairs Operation has stated that leaving a slip would remove any discrepancy over what has been said and agreed. Managers in the Repairs Department are working on drafting a slip.
- c. In regards to checking of any claims for benefits, before income recovery, this has now been included in the 'Initial Recovery Work Plan' to be used by all staff. It states that 'the Housing Managers /Rent Recovery Officers checks account records for the previous payment history and to ensure there has been no changes in Housing Benefit payments, or other issues that may have caused the arrears.
- d. The Panel saw a copy of the Operational Brief (December 2005) from Customer Services, which detailed the parking arrangements during the Christmas holiday period.

3.4.8 The Panel has therefore recommended that Staff feedback needs to be enhanced, bottom up and the staff suggestion scheme should be reintroduced.

RECOMMENDATION 6

Staff feedback needs to be enhanced, bottom up. In addition the staff suggestion scheme should be reintroduced.

3.5 Information Technology Systems

3.5.1 Information technology (IT) creates both new opportunities and new challenges for local government. It enables services to be more efficient and individualised. At the same time it poses challenges in managing the systems to deliver the service and ensuring the system does not fail.

- 3.5.2 The Customer Relationship Management (CRM) enables the generic Customer Services staff to handle a wide range of request for service and information consistently and professionally. Without it, specialist staff would be required creating bottlenecks and impacting on service levels and flexibility of staff deployment. The system comprises;
- A customer database which includes a history of each customer's contacts with the Council and their outcomes.
 - A source of business rules and processes to ensure that customers enjoy consistent treatment and outcomes for any given set of inputs/requests for service or information.
 - A knowledge base of information.
 - A source of support for customer service staff operation of client service systems.
- 3.5.3 The Panel noted that IT support to Customer Services was good, with incidents for Customer Services treated as a high priority. There were clear escalation process and regular meetings with software suppliers. However, there were challenges facing this which include supporting two environments: legacy and the refreshed environment. This will be resolved by the completion of tech refresh. In addition, the contract with software suppliers needs to be reviewed to reflect the department's core business hours.
- 3.5.4 A new version of Siebel (Customer Relationship Management Software) was deployed from November 2005. This was a major upgrade utilising the Public Sector version of the Siebel product. It introduces new 'easier to use' processes and activities for the Customer Services Officers and also provides the foundation for the continued evolution of Siebel. Future enhancements to Siebel will be aimed at continuing to both widen the services provided by Customer Services and "deepen" the service offerings through integration between Siebel in the front-office and the back-office "departmental" systems. This evolution will include Siebel interacting with various customer channels such as face-to-face, web, phone, fax, SMS etc. The plans are not rigid, it allows for flexibility to support the evolution and any changing priorities of the Customer Services Strategy.
- 3.5.5 Service levels in Customer Services is affected by system downtime, which means the software's used by the department are unavailable. This also increases the call demand as customers have to call back. System down time is measured from the moment a call has been logged within Clarify (the call logging system) until the call is resolved (deemed fixed by the user). If the incident is not resolved then it is escalated within the IT services management structure. All systems and services deployed during the last 12 months have added resilience built into the design of the systems/services.
- 3.5.6 A project Board for Customer Services chaired by the Head of Customer Services manages the priorities for IT investment based upon the needs of the Customer Services Strategy. Projects are planned and executed in accordance with the Council's Project Management Framework and are jointly staffed and led by Customer Services and IT project managers. Customer Services lead the business implementation, undertaking change management activities with the appropriate level of support from IT. In the case of Siebel, over the course of the next 24 months it is anticipated that on average, 3 new releases per year will take place in line with the roadmap, thereby

providing new functionality in a regular and controlled manner and avoiding the higher risks

- 3.5.7 The Review Panel has recommended that IT Service undertake a review of the underlying causes of system downtime with particular emphasis on reducing such downtime. The Panel believes due to the reliability on IT softwares and support, it is imperative that the Department has reliable, dynamic and cost effective systems. Although the Panel had looked briefly at the IT support it is their opinion that this needs to be further looked at, as internal scrutiny have insufficient expertise to carry out such a review.

RECOMMENDATION 7

That IT Service undertake a review of the underlying causes of system downtime with particular emphasis on reducing such downtime.

- 3.5.8 The Panel noted that logs of system downtime were reported to the Executive Member for Organisational Development & Performance (Responsibility for IT). It would also be useful for this to be reported to the Customer Services Member Working Group (CSMWG) chaired by the Executive Member for Community Involvement. The CSMWG consists of the Leader and the Executive Members for Community Involvement, Organisational Development & Performance and Finance and has the remit of supporting the implementation of the Customer Services Strategy and IS/IT Strategy. This would enable this group to direct resources and amend strategies accordingly.

RECOMMENDATION 8

That logs of system downtime be reported to each Customer Services Member Working Group meeting.

3.6 Budget & Performance

- 3.6.1 The Assistant Chief Executive (Access) presented to the Panel the Pre Business Plan for 2006/07. The Panel noted the key revenue investment and new cashable efficiency savings proposed for the next three financial years. In particular Customer Services are expected to save £899,000 over the next three years. These savings will be achieved through the development of Siebel (CRM) programme resulting in improved efficiencies including process improvement, understanding what creates demand and taking action to satisfy needs and reduce demand and migration of self service channels. These will be delivered through a combination of taking on new services (more service from the same resource) and some Customer Service staff reductions, through natural turnover.
- 3.6.2 The Panel considered that the proposed investment in a Voice Recording System costing £75,000 would be great benefit to the department. Currently call monitoring of staff at the call centre takes place with Team Managers sitting down and listening to Customer Services Officers taking calls from residents. The Panel heard from Team Managers in Westminster & Brent Council, who have this system, which enables them to undertake other duties and listen to calls at times suitable for them and the department. The system would also reduce any uncertainty about nature of conversations taking place between officers and residents. Such systems are used by many organisations to improve training and services.

3.6.3 The Panel is of the opinion that this saving is achievable at the same time as maintaining existing targets due to the development of Siebel and the implementation of the more robust performance management system. They had seen no evidence or received representations on service targets to be reduced any further. The Panel were particularly keen to ensure that the planned targets were not increased or decreased during this period as this may compromise service quality which the Panel finds to be satisfactory.

RECOMMENDATION 9

That the planned saving targets for the next three years are considered to be achievable whilst maintaining existing targets.

3.7 Value for Money

3.7.1 The revised Comprehensive Performance Assessment (CPA) arrangements increase the focus on being able to demonstrate value for money. Taken with the decision to establish an Arms Length Management Organisation (ALMO) for the Council's housing, there is a challenging agenda to ensure that the Customer Services channels are perceived by the residents and the ALMO as their service of choice, which demonstrably offers value.

3.7.2 Customer Services has a developed performance management system and the IT systems that are used to enable the department to measure and manage performance. Consequently, the service do understand how much of staff time is productive and how efficient that time is. Over the last 18 months, improvements in efficiency have been made, by reducing transaction times and by managing non-productive time downwards.

3.7.3 Further efficiency gains will be delivered as a result of the Siebel Development programme. It is anticipated a reduction of 1 minute per transaction increasing the capacity of Customer Services and reducing the unit cost per transaction further. This is reflected in the proposals in this year's budget savings to extract around £900k of efficiency savings from the Customer Service operation over the next three years.

3.7.4 The Council has been leading bench marking activity on a pan London basis so that comparison can be made of the cost, quality and operation. The department is also commissioning research to retest the value which customers attach to the way the service is organised.

3.7.5 The service delivery design is different from many of the comparators. For example, Customer Services average transaction time is much longer than some of the comparators and this is because:

- Our cut off point is deeper than other authorities (we complete more at first contact)
- We have much more data entry, Customer services staff are using the CRM system and client service systems which as yet has no system integration.

3.7.6 There is little comparative data for Customer Service Centres. The Council has supported and analysed a survey across 14 London Boroughs. The results of this are encouraging as outlined below:

Customer Services for London Survey results	London average	Haringey
Was the Customer Services Officer you spoke with welcoming and professional	98.7% yes	97.8% yes
Was the time that you waited acceptable given the nature of your enquiry	92.4% yes	94.8% yes
How long did you wait - more than 15 minutes	15.1%	11% 89% seen within 15 minutes (our target 70%)
Was the environment welcoming and user friendly	94.6% yes	98.9% yes
Were we able to provide the service that you wanted or direct you to the correct point of contact	95.9% yes	94.8%
How do you rate the service received	1.3% said poor	0.5% said poor
Why did you choose to visit the service - better service	23.9%	28.8%
Why did you choose to visit the service - only way for the enquiry to be handled	33.9%	26.1%
Why did you choose to visit the service - convenience	20.6%	34.8%

3.7.7 In terms of service level in the Call Centre particularly, performance is amongst the best of those surveyed. A copy of the local authority call centre benchmarking group is attached in Appendix 6. The fact that our call handling time is one of the highest relates to the depth of the service.

3.7.8 In the Local Government Customer Services Benchmark report (by Mystery Shoppers Ltd), Haringey ranked 6th of the 16 authorities in the group. In addition, the UK Contact Centre Operational Review in 2004 noted the following:

- Average call length was 207 seconds in comparison to the 515 seconds in Haringey, reflecting the range of quite different approaches to service depth;
- Abandonment Rate was 8/9% against 5.5% in Haringey;
- Average speed to answer was 24.6 seconds against Haringey's 26 seconds.

4.0 CUSTOMER CARE

4.1 Customer Focus Council Wide

4.1.1 The 2004 Customer Services Strategy Review highlighted the development of Customer Services across the whole Council as an issue. The council has appointed a Corporate Customer Focus Manager with corporate responsibility to promote customer focussed behaviour and good standards of customer care across the Council, to which the Smart Working programme is geared. A Corporate Customer Focus Strategy is being developed; this will complement the principles on which Customer Services operate and will be pivotal in embedding the one-council approach that we wish to instil

throughout the organisation. It is important that what is proposed as a Customer Focus Strategy does not duplicate or overcomplicate but rather adds real value. To achieve this, we need to ensure that parameters, objectives, targets and responsibilities are clear, well communicated, understood and owned.

- 4.1.2 Customer Focus in Haringey means putting our customers at the heart of service design and delivery. By customers, we mean local people who access or are affected by our services, recognising that the usual customer notion of choice is often absent, particularly in the case of rationed and enforcement services.
- 4.1.3 Haringey has made tremendous progress in the last four years, with many examples of excellent practice right across the authority. There is also a broad acknowledgment of instances of poor practices which require assertive, systematic action to address. The creation of Customer Services always ran the risk of sidelining 'customer service' as something that only Customer Services was responsible for. The Customer Services Strategy is based on two basic principles; to provide accessible single points of contact for services and to provide cheaper forms of access. Customer Focus provides a timely opportunity to ensure a corporate approach to addressing customer needs, interests and convenience. However, we currently lack the mechanisms to share and learn from what we do and our actions lack strategic direction and support. This mitigates against establishing and implementing minimum service standards and the one-council approach that we wish to instil throughout the organisation.
- 4.1.4 Customer Focus was the theme of the Staff Summer Event held in July 2005. The event was attended by around 550 staff at all levels and the feedback from the day has been overwhelmingly positive. An impressive 85% stated that they would be doing things differently back in the workplace, as a result of what they learned on the day. In addition, a Council wide Customer Focus Network is currently being put together. The Network will provide a major mechanism for involving staff from across the authority at all levels. Additional remit for the Customer Focus Network would include some of the following:
- play a key role in keeping Customer Focus on the agenda in the workplace
 - raise awareness of problems around service delivery
 - provide a platform for discussing common minutiae e.g. phone answering
 - help to develop new service standards and performance indicators
 - be offered training to champion given initiatives e.g. the use of plain language
 - mystery shop each others web pages
 - share and pilot ideas for improvement
- 4.1.5 Membership of the Institute of Customer Services (ICS) offers the Council the opportunity to keep informed of developments in the field, learn from other organisations and to benchmark. ICS is a not-for-profit organisation established in 1997 whose purpose has been to create a new profession of customer service. It is backed by the Cabinet Office, SOLACE, and the IDeA amongst others and has a wide membership including over 60 local authorities (which includes about a third of London boroughs).
- 4.1.6 The headline advantages of joining are;

- access to the latest research;
- ready-made benchmarking mechanisms;
- a wide-ranging national network of public and private sector organisations;
- access to their extensive and excellently regarded staff awards and development programme.

The staff award scheme is heralded because of its approach of embedding the development programme firmly in the business of the organisation. Its nature means that it is attractive to a much wider range of staff than more traditional qualification routes and would help to instil a very inclusive, corporate concept of the customer service professional. The programme is aligned with Investors in People (IiP) and the Comprehensive Performance Assessment (CPA). During the course of the Review the Panel heard that a decision had been made to go ahead with the Membership and the Panel supports this decision. **In particular the Panel is keen to ensure that opportunities for staff development are utilised.**

4.1.7 The Reception Project report by the Corporate Customer Focus Manager and confirmed by the Panel's visit to the Customer Service Centre, noted that the display and update of posters and leaflets in receptions was patchy. The Panel agreed with the Reception Project recommendations that the Communication Unit be responsible for the distribution, design and update of leaflets and posters to ensure posters and leaflets are consistent throughout all the Council buildings.

4.1.8 The Review Panel endorsed the projects being developed by the Corporate Customer Focus Manager. This includes the following:

- Further developing Customer Focus throughout the Council;
- Membership of the Institute of Customer Services, including opportunities for staff development in the field;
- That the Communication Unit manages and controls the printing and distribution of posters and leaflets. All leaflets and posters should include versions/ date of issue indicators, to assist in removal of obsolete items. In addition, electronic copies of posters and leaflets be made available on the Council Website.

RECOMMENDATION 10

The Review Panel endorsed the projects being developed by the Corporate Customer Focus Manager. This includes the following:

- 1. Further developing Customer Focus throughout the Council through a Customer Focus Strategy;**
- 2. Membership of the Institute of Customer Services, including opportunities for staff development/qualifications in the field;**
- 3. That the Communication Unit manages and controls the printing and distribution of posters and leaflets. All leaflets and posters should include versions/ date of issue indicators, to assist in removal of obsolete items. In addition, electronic copies of posters and leaflets be made available on the Council Website.**

4.2 Security at Customer Services Centres

4.2.1 The Reception Project also considered the issue of security guards at reception points and it noted that their roles varied between receptions. The Panel was particularly interested in whether there was a need for security guards at the Customer Services Centres. They noted during their visit to Brent and Westminster Council that they had no security guards at their One-Stop Shops. As far as the public are concerned, security guards are Council staff (although currently employed through an agency), and as such a greater interest needs to be taken in ensuring that they portray an image that the Council is happy with.

4.2.2 The Review Panel has therefore recommended that in line with the findings of Reception Project report, it is recommended that firstly the need for security staff at all Customer Service Centres be investigated. It has suggested that if security guards are not needed then the responsibility for the maintenance and updating of displays of leaflets, forms etc be the responsibility of a permanent member of staff. Secondly if there is a need, that they be employed permanently by the Council with a varied role to include some of the following:

1. Welcoming customers;
2. Direct customers to appropriate officers;
3. Provide answers to basic queries;
4. Be responsible for the maintenance and updating of application forms, posters and leaflets display.

RECOMMENDATION 11

That inline with the findings of Reception Project report, it is recommended that firstly the need for security staff at all Customer Service Centres be investigated. Secondly if there is a need that they be employed permanently by the Council with a varied role to include some of the following:

- 1. Welcoming customers;**
- 2. Direct customers to appropriate officers;**
- 3. Provide answers to basic queries;**
- 4. Be responsible for the maintenance and updating of displays containing application forms, posters and leaflets display.**

4.3 Customer Contacts

4.3.1 The Call Centre staff have been handling the task of responding to e-mails and e-forms while they are waiting for calls to come through. This obviously makes greater usage of their time. The Panel heard about the process involved in responding to e-mail and were pleased with this. The Panel has recommended that the Call Centre be renamed Contact Centre to reflect the varied services it provides.

RECOMMENDATION 12

That the Call Centre be renamed 'Contact Centre' as it now deals with e-mails.

4.4. Achievements

- 4.4.1 The Panel noted the significant improvement in performance and service delivery that Customer Services had made over the last few years. In particular in March 2005 77.3% of calls to the call centre were answered in 15 seconds, compared with the 5.5% in April 2004. This has been recognised by customers in the annual telephone survey, which registered an increase in overall customer satisfaction from 71% in late 2003 to 77% in May 2005. Service levels in Customer Service Centres remained good and achieved 77% of customers seen in 15 minutes for the year, against the target of 70%.
- 4.4.2 Through the Customer Services Strategy the department is now offering more services and in more depth to the customer. This has increased the proportion of initial contacts through Customer Services from 34% to 37%. The Council is closer to its aspiration of dealing with customer's queries in one visit.
- 4.4.3 The Panel believes that Haringey's Customer Services has the ability to be recognised nationally for the excellent service provided by the department. The Charter Mark is recognised as the tool for continuous improvement in customer service and is unique in its focus on the service the customer actually receives. The Charter Mark has the benefit of demonstrating to the wider public the high level of service that can be expected from the organisation and has a positive impact upon staff morale, by acknowledging their commitment to customer service.

RECOMMENDATION 13

It is the opinion of the Scrutiny Panel that the ability is there to 'win a national award for the excellent services provided by the department. The Panel encourages Customer Services Department to apply for a Charter Mark award or other national awards for Customer Services.

4.5 Service Enhancement

- 4.5.1 The Head of Customer Services informed the Panel that a review of the phone system was to take place. At present callers are informed on the length of time they have to wait until their call will be answered. The Panel's experience of other call centres where the phone system indicates the callers' position in the queue and the estimated time of waiting, was queried with the department, who stated that this could be something that can be looked into as part of this review. The Panel believes that improving the user experience of the service would improve customer satisfaction levels, and it would enable customers to contact the Council at times appropriate to them.
- 4.5.2 In this modern age of cashless payment it is important that the Council offers residents the opportunity to pay for services using their debit/credit card. Although residents are able to pay for some services, such as parking, using their cards over the phone, the ability to use them at Customer Service Centre does not yet exist. The Panel noted that the department had been considering introducing this facility this year and therefore recommended this be undertaken as soon as possible. The opportunity to encourage more customers to use Customer Services can only be beneficial for the Council and therefore it is important to offer the residents various payments methods. This is of more importance in light of recommendation 15 of the Panel.

RECOMMENDATION 14

That all Customer Service Centres introduce the facility to take credit/debit card payments immediately.

4.5.3 The Panel noted that currently parking permits are only available through the Parking Shop which is based in Wood Green. A pilot to provide parking permits through Customer Service Centres was completed in October 2004. The rollout to all the Centres has been delayed due to technical difficulties. This is an important service which affects residents in the whole borough and it is not available through the Call Centre, as various evidence of identification is needed. To improve residents' perceptions of the Customer Service Centres, it is important to provide those key services which affect the majority of residents. It defeats the purpose of providing local centres, if for a key service; residents have to go to a specific building. The Panel was assured by the Head of Customer Services, that work had been going on to overcome the technical difficulties and that parking permits would be available from Customer Service Centres very soon.

RECOMMENDATION 15

That the roll out of parking permits to all centres be completed immediately.

4.6 Customers Accessibility

4.6.1 Accessibility is about ensuring that we reach out to the many different communities that live in Haringey. A clear analysis of the service user base is essential to enable the service to identify service take-up issues. The data gathered as part of customer consultations add to this. The Customer Relationship Management (CRM) system is designed to allow detailed analysis of user base and provides information to assist the targeting of services and communities. In 2005 the overall satisfaction rate was 77.1% which disaggregates as follows:

- Disabled users 79.3%
- White users 75%
- Asian users 64.1%
- Black users 77.3%
- Council tenant users 80.7%

4.6.2 The department is not aware why the Asian communities' satisfaction level is so different and will be undertaking some focus group work to explore this. The Panel through their visit to the Customer Service Centres and the Call Centre noted the many good procedures were in place, such as the Turkish Surgery in Wood Green Customer Service Centre. The Panel however felt that there were some accessibility issues which could help some sections of people in Haringey, access our services more easily.

4.6.3 The analysis of Customer Services performance indicators revealed that the Hornsey Customer Services Centre (CSC) had the lowest number of visitors in 2004/05 and this trend had continued from April 2005 to July 2005 as indicated by the table below:

Customer Service Centre	Out-turn 2004/05	April 2005	May 2005	June 2005	July 2005
Hornsey	19007	1754	1526	1624	1507
South Tottenham	43418	3551	3693	3829	3354
North Tottenham	26376	2245	2209	2456	2198
Wood Green	50015	6185	5307	5988	5932

- 4.6.4 The 2005 Customer Services Telephone Survey, revealed that personal visits to the Hornsey CSC was the lowest of the four centres and had the highest number of contacts by telephone. The Panel, in its discussion about the future use of the Hornsey Town Hall, has recommended that it be investigated whether the demand and usage of the Customer Service Centre in Hornsey justifies the need for a centre in the area.
- 4.6.5 The Panel has recommended that as part of the Accommodation Strategy it is considered, if there is a need to move the Hornsey Customer Service Centre. If so the Panel suggest it is relocated to Hornsey Library, taking into account the need to co-locate with Housing Services. The Panel received comments from the Project Manager in Property Services, who stated that 'proposals for the future management and use of Hornsey Town Hall are currently being developed by the Community Partnership Board. The mix of future uses would not necessarily preclude use by the Council, particularly for services with a customer focus. Whilst any future review of the Hornsey CSC location would in all likelihood include Hornsey Library amongst the options to explore, it would also need to take account of factors such as customer accessibility, the need for housing (ALMO) services to be co-located with the CSC'.

RECOMMENDATION 16

That it be investigated whether the demand and usage of the Customer Service Centre in Hornsey justifies the need for a centre in the area. In addition, that in the future Accommodation Strategy considers, if there is a need to move the Hornsey Customer Service Centre, that it be relocated to Hornsey Library, , taking into account the need to co-locate with Housing Services.

- 4.6.6 The Panel was informed that the use of 'Deaf Sign Language interpreters' and 'Minicom' facility were minimal. It is important that facilities for disabled users continue to be provided, to ensure all communities can access service through the customer service channels. During the course of the review the Panel heard that the department was introducing 'Type Talk', which is a user-friendly service specifically designed for the deaf and hard of hearing. In addition, the Panel has also recommended that 'Sign Video', which provides professional Sign Language interpreters in minutes through a videophone, be introduced in Customer Service Centres. The Sign Video project is funded by the Office of Deputy prime Minister and supported by the Greater London Authority. The equipment is provided free and the Council is only charged when the service is used. It is cheaper than bringing an interpreter to the office. The Panel was informed that Officers from Customer Services had visited the company providing this service for a demonstration and work is underway for a pilot in Wood Green Customer Services Centre.

RECOMMENDATION 17

That Customer Services provide 'Sign Video' system for deaf users at the Customer Service Centres and a 'Type Talk' system at the Call Centre. This should replace the Minicom facility and deaf sign language interpreters.

- 4.6.7 The Panel noted during their visits to the four Customer Service Centres, that parking facilities for disabled users were minimal, if any. To ensure disabled users are welcome and able to use the centres, it is vital parking facilities are available. The Panel has therefore recommended that Customer Services, in consultation with Property Services and Highways Department, provide parking facilities for customers with disability as near as possible to the Customer Service Centres. These facilities should be clearly marked for the use of disabled customers only and actively enforced.

RECOMMENDATION 18

That Customer Services in consultation with Property Services/ Highways Department provide parking facilities for customers with disability as near as possible to the Customer Service Centres, which should be clearly marked for the use of disabled customers only and clamping be in operation for unauthorised parking.

- 4.6.8 As a result of the Panel's visit to Apex House (South Tottenham) Customer Service Centre and residents' comments to Councillors about the current queuing system at the centre the Panel has recommended that the single queue at Apex House be reconfigured as a matter of urgency. The Panel believes that the first impression our customers receive of our centres makes an impact on their future use of the centre.

RECOMMENDATION 19

That the single queue at Apex House Customer Service Centre be reconfigured as a matter of urgency.

5. CLIENT SERVICES

5.1 Planning & Communications

- 5.1.1 The importance of effective communication and planning with Client Services is highlighted in the 2005 Staff Survey, as well as the Customer Services Business Plan. It was further reiterated to the Review Panel, at the focus group held with staff from Customer Services and Client Services. The department has service level agreements with client services and there are regular meetings about service levels, hand off arrangements, future development plans and other issues arising. The department currently holds monthly liaison meetings with all the key client services, involving operational staff and holds quarterly meeting involving senior staff from client and customer services.
- 5.1.2 However there remain a number of key issues to be resolved, to enable customer services to achieve their objective of seamless and effective service. These include:
- Client Services informing Customer Services of changes that will affect them at an early stage;

- Client Services to improve performance and reduce backlogs so that repeat calls are decreased;
- Customer Services to explore with client services the clashing of peak demands, so that movement can be achieved to smooth demand wherever possible.

5.1.3 The need for more robust joint forward planning arrangements with client services, to help balance demand levels was highlighted by the Audit Commission in their review. The report noted that the service remains largely reactive as there are no plans in place to balance demand levels. Good communication is essential to ensure that operational activities are planned in such a way, to minimise impact on Customer Services ability to meet demand.

5.1.4 The staff focus group which was facilitated by a consultant from the Council's Organisational Development & Training Department and was designed to ensure that staff identified three key issues and suggested solutions. An issue raised by staff was relationship with Client Services, which included looking into the communication, priorities and information. Staff suggested that feedback from liaison meetings needed to be provided to all staff, and that shadowing staff from other departments would give better understanding of each of their roles. Visits to a Customer Service Centre for all new staff, should be included in Corporate Induction and information sent to staff should be prioritised and sent at the right time.

5.1.5 Client Service staff highlighted the number of calls they are receiving from Customer Services Officers as an issue causing backlogs. They are unable to reduce their backlogs because of the number of calls they have to take from Customer Services. Discussion with senior staff from Customer Services revealed that in many cases staff lacked in confidence and knowledge of the 'cut off' point. The Panel has therefore recommended that Team Managers and senior staff be trained as service champions, in particular service areas, to reduce calling Client Services and improve service time. It is proposed that two champions for each service, be developed in the Call Centre and one for each of the major services, in Customer Services Centres.

RECOMMENDATION 20

That Team Managers and staff be trained as service champions in particular service areas to reduce calling client services and improve service time.

5.1.6 The Panel heard that Customer Services were not aware of changes taking place in Client Services which was affecting performance. At the time of the Panel's visit to the Customer Service Centres, Members were informed that a reminder letter had been sent to a number of residents by one of the Client Services. Customer Services were not aware of this until very late and therefore did not have adequate resources to cope with the subsequent demand. The Panel has recommended that Customer Services be responsible for the development and updates of a forward plan in conjunction with Client Services which has details of all major letters, information, bills, reminders etc being sent to residents throughout the year, to enable Customer Services to prepare resources adequately.

RECOMMENDATION 21

That Customer Services be responsible for the development and updates of a forward plan in conjunction with Client Services which has details of all major

letters, information, bills, reminders etc being sent to residents throughout the year to enable Customer Services to prepare resources adequately.

- 5.1.7 The department currently keeps staff informed through monthly operational briefs, urgent briefs and team meetings. It is important that information through these channels is better focused. The Panel have recommended that regular service liaison meetings between Customer Services and Client Services be held. At each meeting at least one member of staff from Customer Services should participate, with different staff taking part. In addition, all staff and team managers in Customer Services and Client Services should be advised of key outcomes, arising out of service liaison meetings. The Audit Commission report identified that 'key messages on service development or as to how service delivery issues raised through 'issue logs' will be addressed, were not clearly communicated to staff by team managers. There is currently no standard approach for doing this. Their report also recommended that key messages regarding service development and resolution of issues raised through 'issues logs' are clearly communicated to Customer Services Officers in a systematic way.

RECOMMENDATION 22

That regular service liaison meetings between Customer Services and Client Services be held as required. At each meeting at least one member of staff from Customer Services should participate. The agenda for the meeting to include the following meetings should cover some of the following issues:

- 1. Minutes of the last meeting (review of actions/responsibilities);**
- 2. Review Performance Measures/Statistics and quality against targets;**
- 3. Call Centre performance statistics;**
- 4. Key Housing performance indicators;**
- 5. Review current issue logs / raise new issues;**
- 6. Review of future development plan – include anticipated workloads, contingency planning, scheduled downtime, training, recruitment and resource capacity;**
- 7. Review Draft SLA;**
- 8. Reports from Team Managers on calls to Client Services which are outside the agreed process.**

In addition, all staff and team managers in Customer Services and Client Services should be advised of key outcomes arising out of service liaison meetings.

5.2 Induction & Training

- 5.2.1 The awareness of Customer Services as the face of Council is an important element in improving performance. The focus group highlighted this as an issue. Member's of the Panel who sat in with the staff at the Call Centre also found this to be an issue which needs to be addressed. The Panel has therefore recommended that as part of the Corporate Induction, organised by Organisational Development & Learning, all new employees visit the Call Centre and a Customer Service Centre.

RECOMMENDATION 23

That as part of the Corporate Induction, organised by Organisational Development & Learning, all new employees visit the Call Centre and a Customer Service Centre.

- 5.2.2 The Panel was informed that currently Customer Services takes in 2 to 3 young people a year, through the New Start Scheme. The majority of these people later secured permanent jobs with the Council. The Panel recognises the need for the Council's workforce to be representative and reflection of the diversity within the borough. It is keen to take advantage of National Schemes which help to reduce unemployment. The Panel has therefore recommended that Customer Services investigate additional funding streams to further assist in the recruitment and training of new recruits.

RECOMMENDATION 24

That Customer Services investigate additional funding streams to further assist in the recruitment and training of new recruits.

5.3 Service Re-charge

- 5.3.1 Customer Services costs are recharged to Clients Services through the corporate overhead process. Charges are based on the volume of activity, weighted by the average duration of the interactions. Initial funding is transferred from the client services, based on a scoping exercise, which assesses the numbers of staff required to undertake the work. The table below from the 2005 Annual Telephone Survey, shows that quite a high proportion of actions were not carried out by Client Services. Although this had reduced from 2003, it still meant that Customer Services were receiving a number of repeat calls from residents, whose request for information or work had not been carried out.

Were any agreed actions carried out?		
	Yes	No
All 2005	76.2% (725)	23.8% (227)
All 2003	69.8% (529)	30.2% (229)

- 5.3.2 The Panel felt that Client Services need to understand and pay for the service they receive. The current payment arrangements do not satisfactorily reflect this and therefore the Panel is recommending that the charging arrangements for Customer Services be clarified. Client Services need to be made aware of visits/ calls handled on their behalf along with the average time of their transaction. Repeat visit/ calls information should also be included. Provision of this information will encourage client services to ensure a reduction in unnecessary repeat visit/ calls and to streamline their process to achieve reduced transaction times.

RECOMMENDATION 25

That the charging arrangements to all Client Services be clarified. Client Services need to be made aware of visits/ calls handled on their behalf along with the average time of their transaction, repeat visit/ calls information to be included. Provision of this information will encourage client services to ensure a reduction in repeat visit/ calls and to streamline their transactions to achieve reduced transaction times.

6.0 VISITS & STAFF CONSULTATION

- 6.1 During their visits Panel Members were able to sit in with staff at the Call Centre and listen to residents' calls being taken. This experience proved valuable for Members to understand how the department worked and the issues facing the department.
- 6.2 The Panel Members and staff from Customer Services visited the London Borough of Brent and Westminster. The Panel met with officers from Customers Services in both authorities. They visited a One-Stop Shop (Customer Service Centre) and the Call Centre. The Panel found the comparison of performance, service level and depth of service enlightening. The visits indicated that Customer Services in Haringey was performing very well. The Panel is grateful to officers in Westminster and Brent for their hospitality and openness in discussions.
- 6.3 A focus group with staff from Customer Services and Client Services was held as part of the work of the Review Panel. Approximately eight staff from Customer Services and eighth from all the major Client Services were present. The discussion and conclusions from this focus group are based on some of the Panel's recommendations. The Panel were particularly pleased to note the determination and ideas for improvements which were suggested by the officers and would be of enormous benefit to the department and their customers. There were three key issues raised by staff which included service capacity and training, relationships with client services and quality service. The Panel has attempted to input into all these issues through the recommendations.

7.0 CONCLUSIONS

- 7.1 The Panel concluded that Customer Services in Haringey has progressed considerably over the last two years. The service compares favourably too many local authorities who are recognised for development in this field. The Panel felt Haringey's Customer Service Department has the potential to win an award, for the excellent service it provides to residents.
- 7.2 The Panel has made recommendations which it hopes will help further improve the performance of Customer Services. These include different forms of customer consultation, improving staff training and feedback opportunities, and ensuring other factors which affect the performance are minimised.
- 7.3 The Panel were particularly keen to ensure that the work being undertaken to improve customer focus council wide continues. The Panel endorsed the establishment of a customer focus strategy and a customer focus network. In addition acquiring

Membership of the Institute of Customer Services which will bring benefits to staff development and benchmarking.

- 7.4 The Panel has also made recommendations on ways services could be improved for customers with disabilities. Finally the Panel looked at ways communications could be improved with Client Services, to ensure their actions do not affect the performance of Customer Services. The Panel firmly believes that with the strategies in place and those being developed and the implementation of the recommendations from this review and the Audit Commission's review, Customer Services in Haringey will be delivering an excellent service, which is good value for money.

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Executive

On 4 July 2006

Report title: **The Council's Performance – April 2006**

Report of: **The Chief Executive and Acting Director of Finance**

Ward(s) affected: All

Report for: Key Decision

1. Purpose

- 1.1 To set out an exception report on the finance and performance monitoring for April 2006 using the new balanced scorecard format.

2. Introduction by Executive Member for Finance (Cllr Toni Mallett)

- 2.1 We have made an encouraging start to the year with good performance in 15 of our 27 financial health measures, including exceeding the set target for business rate collection and achieving a collection rate of 93.7% for council tax collection against a target of 93.75%.
- 2.2 Attention will have to be paid to improving performance for invoice payment, processing new benefits claims and processing changes in circumstances. However, I am confident that we will be able to make improvements in these areas and I will be working closely with senior officers to ensure that the necessary steps are taken.

Introduction by Executive Member for Organisational Development and Performance Management (Cllr Dhiren Basu)

- 2.3 In general, we performed well in April '06 with traffic lights for excellent services showing that for 71% of indicators, performance is on target or close to the end of year target. Additionally, we have also performed well in customer services, organisational development and our financial health is also sound with 15 of the 27 measures achieving green status and a further 4 achieving amber.
- 2.4 However, there is still room for improvement and I will be working closely with colleagues to resolve performance issues, particularly in the Children's Service, Homes for Haringey and Social Services.

3. Recommendations

- 3.1 To note the report.
- 3.2 To agree virements set out in section 14.
- 3.3 To agree the funding arrangements in respect of the pensions issue on Alexandra Palace as set out in Section 13.

Report authorised by: Dr Ita O Donovan – Chief Executive

**Contact officers: John Hardy – Head of Finance – Budgeting, Projects and Treasury
Telephone 020 8489 3726**

**Margaret Gallagher – Performance Manager
Telephone 020 8489 2553**

4. Executive Summary

- 4.1 This report sets out the routine financial and performance monitoring for April 2006 in the new balanced scorecard format. This is the first report in this format and it will evolve and improve as the months go on. The new format makes stronger links between finance and performance and includes unit cost information about services. Full unit cost information will be finalised for the period 2 report.
- 4.2 In summary the balanced scorecard shows a positive picture as at April '06 with traffic lights for excellent services showing that for 41 measures (54%) of indicators, performance is on target and for 13 additional measures (17%) performance is close to the end of year target even at this early stage in the year. The customer focus perspective shows that 22 of the 26 measures performance targets are being met or close to being met. Financial health is also sound with 15 of the 27 measures achieving green status and a further 4 achieving amber status meaning for 70% of indicators performance levels are improving or being maintained at an acceptable level. Our organisational development /capacity perspective shows that for 11 of the 12 measures 91.6% performance has improved or is being sustained. In addition 62% of indicators have maintained or improved performance since the end of last year.
- 4.3 In summary the revenue budget shows a projected net overspend of £1.5m and this is 0.4% compared to the approved net budget. Therefore rated green as this variation is below 0.5%. The overspend is due to pressures in Social Services budgets (£600k), likely shortfall of £800k in agreed procurement savings and £65k in Environment due to issues in the achievement of agreed efficiency savings in the waste management contract.
- 4.4 Projected unplanned use of balances is 12% and therefore this is rated green. The 12% utilised relates to £1.5 million used to fund the additional one-off costs of IS/IT infrastructure arrangements as agreed by Executive on 13 June 2006 when considering the financial outturn for 2005/06.
- 4.5 Capital spend in year is projected to be at the approved budget.

5. Reasons for any change in policy or for new policy development (if applicable)

5.1 None

6. Local Government (Access to Information) Act 1985

The following background papers were used in the preparation of this report:

Budget management papers
Service PI returns including unit cost data

7. Background

- 7.1 This is the regular finance and performance monitoring report for April 2006. It is based on the financial monitoring reports prepared for the budget management meetings held on 15 May 2006 for period 1 and the service submission of the basket of performance indicators that have been agreed for 2006/07.
- 7.2 From April '06 the reporting is in the form of a balanced scorecard. The scorecard looks at performance across four dimensions: service excellence, financial health, customer focus and organisational development. The scorecard consists of corporate and service performance measures.
- 7.3 The report includes routine monitoring of unit costs so that performance and costs reflect activity enabling us to make judgements around whether we deliver value for money services.
- 7.4 For 2006/07 the indicators contained within the balanced scorecard include key threshold indicators used in the Council's Comprehensive Performance Assessment (CPA) and those which reflect the Council's priorities including some key local indicators for the Council. The main changes to the indicators monitored are the addition of a number of financial health, resident perception and organisational health indicators.
- 7.5 Appendix 1 shows the full number of indicators irrespective of the reporting frequency. This is to show Members the complete basket of indicators that feed into the scorecard. In future months the appendix will only show indicators for the appropriate reporting frequency. Progress continues to be tracked on a monthly and year to date position against the target using a traffic light annotation where:
- green: = target achieved / performance better than planned
 - amber: = just below target
 - red: = target not achieved / below expectation

In addition, trend arrows depict progress since the last financial year, so whilst an indicator may receive a red traffic light for not achieving target, it will show an

upward trend arrow if performance had improved on the previous year's outturn. Between them, the lights and arrows indicate current progress and predict the likely annual position.

8. Service Positions on Delivering Service Excellence

8.1 Children

- 8.1.1 There are no revenue or capital budget variations reported at this time, although there are a number of issues as set out below. Budget virements are proposed in Section 14 to reflect the restructuring of the directorate.
- 8.1.2 The asylum position remains broadly as previously reported, that is a gross shortfall of £2.5m to be covered by a contingency and assumed special case grant claims for 2004/5 and 2005/6. The position remains a serious concern for the financial strategy. The Leader has twice written to the Home Office Minister and recently received a second letter from the National Asylum Seeker Service (NASS). The Council is currently considering its position following this latest response.
- 8.1.3 There are some 2005/06 capital costs that need to be funded in 2006/07 as reported to Executive on 13 June 2006 in the report on the financial outturn 2005/06. These costs are in respect of formulaic funding (£1.3m) and early years (£692k). These overspends were largely due to expenditure originally anticipated in April/May 2006 being incurred earlier, specifically at the end of the 2005/06 financial year. There is a review of the 2006/07 Children's Service capital programme in progress as these costs will be fully funded from within existing reserves..

Performance highlights for Children's services are as follows.

- 8.1.4 All 16 statements of need excluding exceptions prepared in April were issued in the 18 week timescale. When exceptions are included 16 out of 17 (94%) statements were issued within 18 weeks. This is a good start to the year with performance on both parts of the indicator continuing to exceed target.
- 8.1.5 As at April '06, 10.5% of children have had three or more placements exceeding our 13% target. This performance places us in the best performance banding.
- 8.1.6 All 37 reviews of children on the register due in April were completed in timescale. (BV162).
- 8.1.7 There were no adoptions in April '06 and although it is not possible to accurately forecast the number of adoptions at this early stage of the year, it is expected that Haringey will achieve its target of 23 adoptions for the year. Achievements of this underpins the financial savings approved as part of the budget strategy

8.2 Adult & Older People Social Care

- 8.2.1 The Social Services budgets continue to be under severe pressure because of both service demand and reductions in services in the Health sector which are directly impacting on the service. The Primary Care Trust (PCT) has given

notification of the withdrawal of funding in respect of some jointly funded services. While Social Services is working with the PCT to reduce the impact of this, it is unlikely Social Services will be able to contain the whole of this loss.

8.2.2 The PCT has also put together a strategic plan to achieve further efficiencies in 2006/07, which may have further implications for Social Services. The key features of the plan are:

- To reduce the demand for acute hospital admissions by changes in patient pathways and investment in primary care and community services
- Reductions in the use of in-patient services with respect to mental health services with an assumption that more patients are enabled to live in the community. Whilst we should support this approach, it would need to be accompanied by appropriate resources transferring to community services (health or social care). However, we understand that there will be no such transfer.
- Savings in primary care services from general management savings, improving contracting and commissioning.
- Further savings proposed in services to Adults and Older People's Services mainly through the rationalisation of wards at Greentrees and rationalisation of outpatient services through a review of the eligibility criteria for these services.
- Planned reductions in early years and schools services and family planning services

8.2.3 Under these circumstances, it is almost inevitable that a proportion of the population who would have been supported in the Health sector will be looking to access social care services for support. This will also impact on Children's Services

8.2.4 At this time, the projected overspend in Social Services is £600k. Management action is being taken to try to ensure that these pressures do not result in any additional overspend and include, reviews of jointly funded expenditure a freeze on vacant posts and reducing agency staff where there would be minimal impact on front line services.

8.2.5 Capital is projected to spend at budget.

8.2.6 The performance appendix reports the latest performance figures on some key indicators in Adults' and Older People's services. This shows that:

- 85% of items of equipment were delivered in 7 working days in April falling slightly short of the 88% target set for 2006/07. This level of performance still places Haringey in the top 'very good' banding.
- 122 adults and older people per 100,000 population were in receipt of a direct payment as at April '06. This is a cumulative figure and the target to be achieved by 31 March '07 is 150. This level of performance places Haringey in the second top 'good' performance banding.
- In the year to April there were 6 admissions or 34.3 of Older people aged 65 or over admitted on a permanent basis to residential / nursing care. Current

performance places Haringey in the top banding for this indicator. This is a new definition which counts individuals admitted on one or more occasions on a permanent basis to residential or nursing care beds funded in part by councils, rather than admissions. The revised indicator will ensure that those admitted on a temporary basis but becoming permanent placements are included and that transfers from one permanent placement to another are excluded. Our target for 2006/07 has been set at 70%.

8.2.7 Some areas where we need to improve our performance in Adults' and Older People's services are:

- *Acceptable waiting times for assessment- new older clients aged 65+(BV195)*
This indicator is the average of the percentage of clients where time from first contact to contact with the client is less than or equal to 48 hours and the percentage where time from first contact to completion of assessment is less than or equal to 4 weeks. In April for 58.5% of older clients, the time from first contact to contact with the client was less than or equal to 48 hours and for 47.2% their assessments were completed within 4 weeks. The average of these is 53% falling below the new key threshold levels for this year of 60% and 70% respectively.
- 5% of Carers for Adults and Older People received a carer's break or specific carer's service in the year to April '06. The Commission for Social Care Inspectorate have recently released bandings for this measure based on values reported by councils in 2004/05. We revised our target for 2006/07 to 12% in line with the top banding and national target.
- *Adults and older clients receiving a review as a percentage of those receiving a service.*
The service are now reporting 43% of adults and older clients receiving a review falling well short of the reduced 60% target for 2006/07 (BV55).

8.3 Housing

8.3.1 No budget variations are reported for the Housing Service.

8.3.2 The level and cost of repairs in the HRA are being carefully monitored following pressures in this area last year.

8.3.3 The unit cost per private sector leased dwelling was calculated at £872.65 in April against a target of £842.24 for the year. The 2006/07 target was set based on the distribution of size of units in stock as at the end of March. The distribution of units is now different and will vary from month to month depending on the units handed back and the units being procured as part of the overall housing strategy.

Performance issues in Housing are as follows:

8.3.4 BV183a and BV183b measure the average length of stay in weeks that a household at the point of leaving temporary accommodation have spent in bed and breakfast or hostel accommodation, respectively. The indicators only measure households with children or pregnant women, who have spent time in accommodation where facilities are shared with other people.

- 8.3.5 The definition for these indicators was amended in 2005/06 to exclude tenants' historical stays in bed & breakfast prior to April 2004. This was the date from which the Homelessness (Suitability of Accommodation) England order 2003 took effect.
- 8.3.6 The average length of stay in bed & breakfast accommodation, under this definition is reported as zero weeks as we no longer use this form of accommodation for families.
- 8.3.7 The definition for the average length of stay in hostels changed in May '06 to exclude Hostel provision ending prior to April '04. When the new definition is applied performance in April '06 was 0 weeks against a target of 35 weeks.
- 8.3.8 BV213 records households who have been prevented from becoming homeless. We are due to include the work undertaken by partnership organisations, which will improve performance considerably.

Average Re-let Times

- 8.3.9 The average re-let time of local authority dwellings was 33.63 days in April against a target of 27 days. A large number of properties used by Older People's Services with long void periods increased the overall number of days and reduced April's performance, which is now being actively addressed. This will be monitored closely to assess any impact of the rent income target.

Rent Collection

- 8.3.10 Rent collected as at April 06 (BV66a) is projected at 93.5% of rent due for the year against a target of 97.5%. However, it should be noted that the Income Collection Teams have only been in place since the 8th May and have spent the last month settling into their new roles; reviewing their patch lists; sorting out some IT housekeeping issues; reviewing outstanding casework and identifying the priority cases. This work was largely completed on 2nd June and the teams are now in a position to agree individual targets and start detailed monitoring exercises against these.
- 8.3.11 The percentage of tenants with more than seven weeks rent arrears increased to 13.6% and remains short of our target of 7.5% for 2006/07. Our initial analysis shows that 60% of tenants are in arrears, but that 47% of these owe less than £100. Housing Benefit is in payment in full or in part to 71% of tenants. A key part of our strategy therefore is to prevent small arrears accruing in the first place and to stop these escalating. This is in line with Government's thinking and best practice, wherein there is less emphasis on legal action (hence our target at 66c to reduce the numbers of Notices of Seeking Possession served) and early face to face intervention (hence our target at 66b to reduce the number of tenants who owe more than 7 weeks arrears).
- 8.3.12 Lower performance has occurred due to restructuring in the Income Recovery Team. The team is now in place and an action plan to address outstanding collection is being implemented.

8.3.13 Specialist Income Collection Teams have now been created within the Housing Management Service (this function was previously carried out as part of a generic Housing Management role) and staff took up their new posts with effect from the 8th May. It is expected that a focus on this activity will lead to improved performance and we fully expect to meet the collection rate target by year end.

Repairs

8.3.14 Reported performance has dipped for a number of reasons in May mainly due to the implementation of a new work allocation system TASK. Action is being taken to resolve these issues and weekly performance monitoring taking place. It is anticipated that the service will be delivery the targets by July

8.3.15 In April 91.9% of appointments were made and kept based on data taken from our IT system. Further training for HBS management is expected to address the shortfall in reported performance against the 97% target set for 2006/07.

8.3.16 The average time to complete non-urgent responsive repairs was 17.7 days in April against a target of 14 days. These figures include private contractors without any exclusions for planned maintenance.

8.3.17 The percentage of urgent repairs completed within Government time limits at 95.9% in April fell slightly short of the 97% target.

8.4 Environment Services

8.4.1 The overall revenue budget shows a projected overspend of £65k. This is due to issues in the achievement of agreed efficiency savings in the waste management contract. Capital is projected to spend at budget.

8.4.2 Parking income recovery target is 61% and actual performance in April was at this level.

8.4.3 The cost of household waste collection per tonne at £83 is slightly above the budget target of £82 for 2006/07. This is due to issues in the achievement of agreed efficiency savings in the waste management contract.

Performance highlights in Environment are:

8.4.4 18.8% of household waste was recycled or composted in April '06 against a target of 22% for 2006/07.

8.4.5 Waste Minimisation performance in April was just outside the CPA upper threshold and performance remains within the London top quartile. It is expected that the sale of over 1,000 compost bins may help to reduce the average Kg of household waste collected, particularly over the summer months.

8.4.6 Waste collections missed per 100,000 at 113 in April '06 was inside our target of 130.

- 8.4.7 51 out of 57 minor planning applications (89.5%) were determined in 8 weeks in April exceeding our 83% target and beating the government target. In addition one of the two major applications processed was determined within 13 weeks.
- 8.4.8 There were 82,520 visits to our sports and leisure centres in April '06, seasonally adjusted this equates to 1,014,240 visits. Use of new health & fitness facilities are on target, but swimming and function attendances have dropped, and thus overall performance is just under 5% down on monthly target of 86,804, although 16.5% up on 2005/06.
- 8.4.9 The average number of days to repair streetlights was just over 2 days in April well below the target of 3.5 days. The reduced average length of time to repair faults relating to power supply handled by our District Network Operator (DNO) - currently EDF – at 9.75 days in April exceeds the target of 10 days.

8.5 Finance

- 8.5.1 There are no revenue or capital budget variations reported at this stage.

Council Tax and Business Rates

- 8.5.2 93.7% of Council tax has been collected in April, an encouraging start to the 2006/07 collection year and very close to the 93.75% target.
- 8.5.3 The collection of business rates in April '06 at 99.3% exceeded the set target.

Invoice payments

- 8.5.4 88.3% of invoices were paid in 30 days in April against a 92% target set for the year. This is being monitored carefully with services to further improve performance to meet the target.

Benefits

- 8.5.5 The average speed of processing a new claim increased to 50 days in April. A higher than average number of claims were received in April. Analysis is being undertaken and proposals drafted to ensure that performance is back on track.
- 8.5.6 The average speed of processing a change in circumstance was 28 days in April against a target of 20 days. The Department for Works and Pensions are reviewing this measure in light of the changes introduced last year.

9 Chief Executive's

- 9.5.1 There are no budget variations reported at this stage.

9.5.2 There were 168,531 visits to our libraries in April '06 equating to just over 9 visits per head of population in a year exceeding our target for 2005/06 of 9 visits per head.

10 Customer Focus

- 10.1 Within the customer focus dimension we have included a number of residents' perceptions as measured by our annual resident's survey. The measures that are monitored give a good indication as to how perceptions about the council are changing. They include whether residents think Haringey is a better place to live than a year ago, whether we are doing a good job, whether we listen to, involve and keep residents informed and whether residents perceive that we are efficient and well run and offer value for money.
- 10.2 Performance trends on the majority of these perception measures are improving. 64% of residents think we do a good job and 63% feel the Council keeps them informed.
- 10.3 Some additional service perception measures may be introduced to the scorecard in the coming months. Environment directorate intends to collect resident satisfaction data in all the areas currently included in the CPA service assessment and to report this information in the scorecard. It is expected that they will be able to include the first set of data in the autumn and that it will subsequently be reported two to three times a year.
- 10.4 In addition performance on complaints handling is regularly monitored. Information on stage 1 and stage 2 complaints handled in timescale for April is not currently available. This is because the complaints system is being updated under the Council's upgrade programme. The May report will include all relevant data.
- 10.5 In April four of the five stage 3 complaints (independent review) received were completed in the new 20 working day timescale. The one completed outside the target time in 22 days was received before the threshold changed for 06/07 but has been counted as being out of time.
- 10.6 Of the 425 Members enquiries received in April 06 362 (85%) were handled within the 10 working day timescale. Whilst this fell short of the 90% target, performance is being sustained at this level.
- 10.7 66% of Freedom of Information (Fol) requests were actioned within the 20 day timescale in April against a target of 70%.
- 10.8 78.7% of Council wide calls were answered within 15 seconds in April, exceeding the target of 77%.
- 10.9 There has been a temporary blip in our Customer Services performance. Members have already received a report on the reasons and a Recovery action plan which is now being implemented to improve performance in this area.

11 Organisational Development/ Capacity

- 11.1 Under the organisational development arm of our balanced scorecard we have included a number of Investor in People indicators as measured by our staff survey. The recent staff survey results will soon be analysed and fed into our scorecard to evaluate whether we have made progress in the areas we were targeting and to ensure we continue to maintain high standards of capacity so that our staff have the skills to deliver the business of the council.
- 11.2 Current performance on the percentage of staff who understand Haringey's aims and objectives (85%) and how the work they do helps Haringey achieve these (88%) is extremely good. This is the result of much effort to ensure that the Council's vision and priorities are communicated and form a strong discussion thread between the business plans, individual appraisals and workplans.
- 11.3 The percentage of permanent staff that have a written work plan or performance appraisal that sets out priorities and tasks for the year at 77% compares well against other organisations of a similar size and complexity. Changes to the Performance Appraisal framework and better use of the manager's desktop with SAP will allow better monitoring and subsequently targeting of areas of under-performance.

Sickness

- 11.4 The average number of working days lost to sickness per full time equivalent employee in April '06 is 5.4 days per annum inside our 8.8 day target. This will be closely monitored during the year to ensure the target is met for the year.

12 Performance Summary

- 12.1 In summary the balanced scorecard shows a positive picture as at April '06 with traffic lights for excellent services showing that for 75% of indicators, performance is on target or close to the end of year target even at this early stage in the year. The customer focus perspective shows that 22 of the 26 measures performance targets are being met or close to being met. Financial health is also sound with 15 of the 27 measures achieving green status and a further 4 achieving amber status meaning for 69% of indicators performance levels are improving or being maintained at an acceptable level. Our organisational development /capacity perspective shows that for 11 of the 12 measures 91.6% performance has improved or is being sustained. In addition 62% of indicators have maintained or improved performance since the end of last year.

13 Summary - Budget Monitoring

- 13.1 Overall revenue budget monitoring shows a projected net overspend of £1.5m and this is 0.4% compared to the approved net budget. Therefore this is rated green as this variation is below 0.5%.
- 13.2 Projected unplanned use of balances is 12% and therefore this is also rated green. The 12% utilised relates to £1.5 million used to fund the additional one-off costs of IS/IT infrastructure arrangements as agreed by Executive on 13 June 2006 when considering the financial outturn for 2005/06.

13.3 The aggregate revenue projected position in 2006/07 is as shown in the following table.

General Fund revenue	Approved Budget	Projected variation
	£m	£m
Children	215.0	0
Social Services	54.1	0.6
Housing	(1.7)	0
Environment	48.7	0.1
Finance	7.3	0
Chief Executive's	18.8	0
Non-service revenue	24.3	0.8
Total	366.5	1.5

13.4 The variation in Non Service Revenue is in relation to the delayed achievement of procurement savings. There is a likely shortfall of £800k in the £1m agreed procurement savings this year. Various new procurement review projects have been initiated and in addition spend analysis reports are being completed by each service to review for other potential efficiency projects. Energy procurement has been reviewed and savings are possible from the 1st October contract renewal date although savings will be influenced by market volatility and need to be carefully quantified.

13.5 Another issue in non-service revenue is regarding the Alexandra Palace. The Council has agreed in principle to give a long lease to a company that will take over the existing business (and current operational deficit) and all the employees will transfer under TUPE. This transfer is likely to take place in July 2006.

13.6 There is a deficit to the pension fund in respect of staff transferring to the company of £1,017,000. In addition, the Council's actuary has set the employer contribution rate at 16.9% but the contractor's liability will be limited to an employer contribution capped at 10%. This represents an ongoing cost on present salaries of £23,000. There is also a future possibility of capital cost payments arising from early retirements. These liabilities are currently assessed at £64,600. It is recommended that the above costs are met by the Council in order to facilitate the conclusion of the above arrangements. It is envisaged that additional costs can be contained from the current provision for the operating deficit of £1.5 million. A significant proportion of this will be saved in future years as part of the proposed leased arrangement.

13.7 The aggregate capital projected position in 2006/07 is as shown in the following table. Spend in year is projected to be at the approved budget and is therefore rated green.

Capital	Approved Budget	Spend to date	Projected variation
	£m	£m	£m
Children	54.9	1.1	0
Social Services	5.7	0.2	0
Housing – General Fund	2.6	0	0
Housing – HRA	18.1	(0.1)	0
Environment	11.0	0.3	0
Finance	4.0	0.6	0
Chief Executive	8.9	0.3	0
Total	105.2	2.4	0

14. Financial administration

14.1 Financial regulations require proposed budget changes to be approved by Executive. These are shown in the table below. These changes fall into one of two categories:

- budget virements, where it is proposed that budget provision is to be transferred between one service budget and another. Explanations are provided where this is the case;
- Increases or decreases in budget, generally where notification has been received in-year of a change in the level of external funding such as grants or supplementary credit approval.

14.2 Under the Constitution, certain virements are key decisions. Key decisions are:

- for revenue, any virement which results in change in a directorate cash limit of more than £250,000; and
- for capital, any virement which results in the change of a programme area of more than £250,000.

Key decisions are highlighted by an asterisk in the table.

14.3 The following table sets out the proposed changes. Each entry in the table refers to a detailed entry in the appendices, which show the budgets that it is proposed to change. There are two figures shown in each line of the table and the detailed sheets. The first amount column relates to changes in the current year's budgets and the second to changes in future years' budgets (full year). Differences between the two occur when, for example, the budget variation required relates to an immediate but not ongoing need or where the

variation takes effect for a part of the current year but will be in effect for the whole of future years.

14.4 Proposed virements are set out in the following table:

Period	Service	Key	Amount current year (£'000)	Full year Amount (£'000)	Description
1	Children	Rev*	-5,552	-5,552	Restructuring of Children Services – School Standards & Inclusion.
1	Children	Rev*	9,674	9,674	Restructuring of Children Services - Children & Families
1	Children	Rev*	-9,073	-9,073	Restructuring of Children Services - Community & Resources
1	Children	Rev*	1,701	1,701	Restructuring of Children Services - Delivery & Performance
1	Children	Rev*	3,250	3,250	Restructuring of Children Services - Business Support & Development

15. Recommendations

15.1 To note the report.

15.2 To agree the virements set out in section 14.

15.3 To agree the funding arrangements in respect of the pensions issue on Alexandra Palace as set out in Section13.

16. Legal Comments

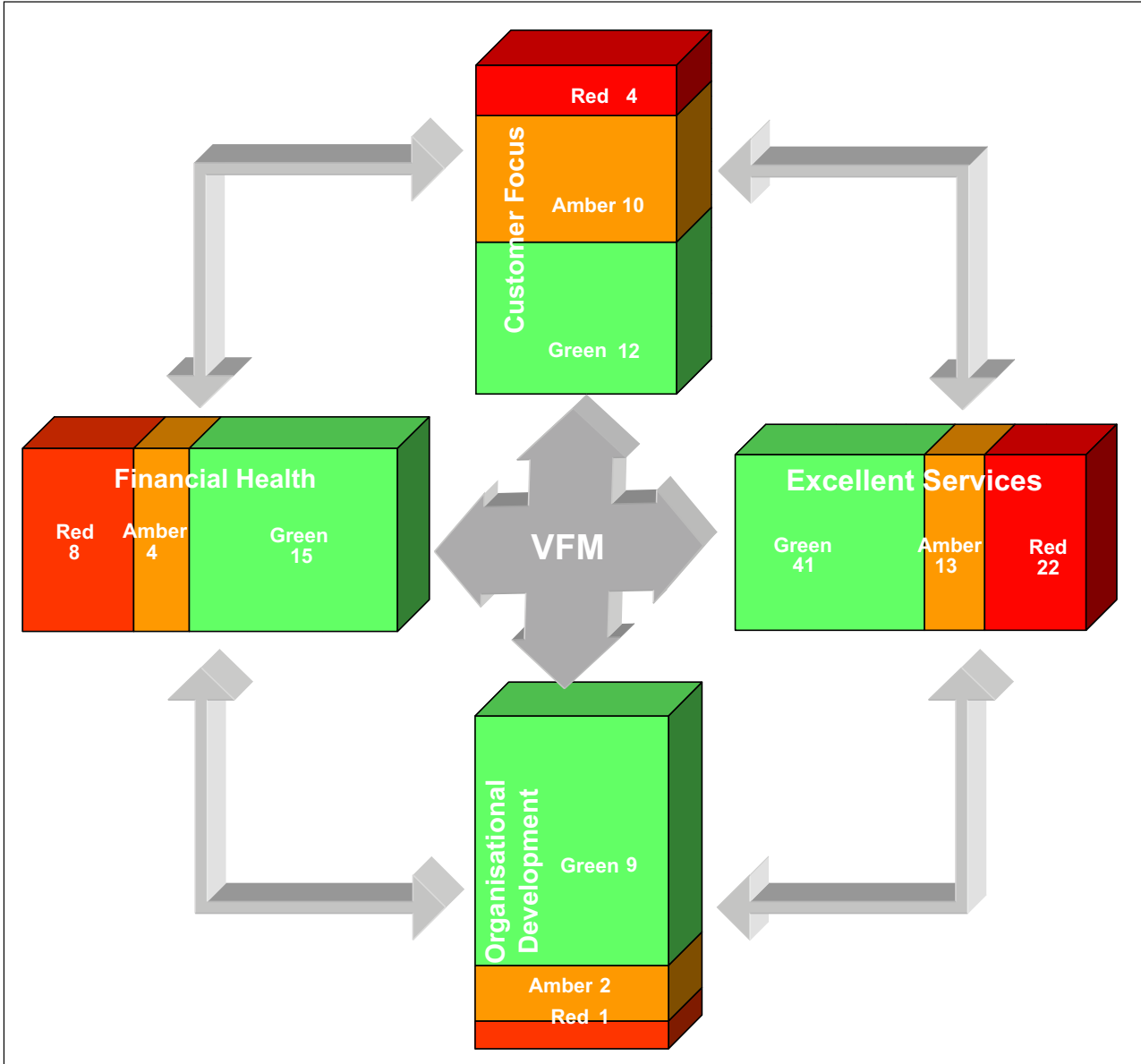
16.1 There are no legal implications.

17. Use of Appendices

Appendix i. April balanced scorecard/ Performance summary

April 06

Haringey Corporate Scorecard



Monthly Performance Review - 2006/07

April 2006

Key:



Same as last year



Better than last year



Worse than last year



Performance missing target



Performance close to target



Performance on target

Persp	Ref.	05/06	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	YTD Progress	Target 06/07	
Children's Services Monthly indicators																		
Excellent services	BV 43a	% of statements of special educational need issued by the authority in a financial year and prepared within 18 weeks excluding those affected by "exceptions to the rule" under the SEN Code of Practice. 16 cases completed, all on time																
		100%	100%												Green	Green	99%	
Excellent services	BV 43b	% of statements of special educational need issued by the authority in a financial year and prepared within 18 weeks including those affected by "exceptions to the rule" under the SEN Code of Practice. 16 cases completed on time out of 17																
		85%	94.1%												Green	Green	85%	
Excellent services	BV 49 A1	Stability of placements of children looked after by the authority by reference to the % of children looked after on 31st CPA Key Threshold Due to data cleansing, this figure is expected to rise slightly from that reported for April, but will remain well inside the top banding and in line with our target																
		13%	10.5%												Amber	Amber	13%	
Excellent services		Not in Education, Employment or Training (NEETs) April's figure will be available next month - this is due to delays with the national database																
		14.8%															12.9%	
Excellent services	BV 161 A4	Employment, education and training for care leavers: The % of those young people who were looked after on 1 April in their 17th year (aged 16), who were engaged in education, training or employment at the age of 19 LPSA Indicator Target 65% based on 60-70 clients Considerable work continues in the Leaving Care Team around this year's cohort to further improve on last year's considerable achievements															25%	
		68%	25.0%												Red	Red	68%	
Excellent services	BV 162 C20	Reviews of child protection cases: The % of child protection cases which should have been reviewed during the year CPA Key Threshold 37 were completed in April - Excellent performance continues around this indicator															100%	
		99%	100.0%												Green	Green	100%	
Excellent services	BV 163 C23	Adoptions of children looked after: The number of looked after children adopted during the year as a % of the number of children looked after at 31 March who had been looked after for 6 months or more at that date. CPA Key Threshold It is not possible to accurately forecast the number of adoptions at this early stage in the year, however, it is expected that Haringey will achieve its target of around 23 adoptions for the year.															0%	
		6%	0.0%												Red	Red	7%	
Excellent services	L60	SSI 50: % of all children on the register (excluding those missing and registered in the last week of the month) who were visited within the calendar month Improved recording procedures is allowing social workers to directly input their visits onto the system which should ensure maintained progress with this indicator															87%	
		92%	87.0%												Red	Red	96%	
Customer Focus	Local	Children's act complaints - Stage 1 responded to in 14 days April information not available due to the councils complaints monitoring system being updated.																
		69%															80%	
Customer Focus	Local	Children's act complaints - Stage 2 responded to in 28 days April information not available due to the councils complaints monitoring system being updated.																
		8%																
Financial Health	Unit Cost	Cost of service per child (early years)																
	£	14,606	16,687												Red	Red	14,606	
Children's Services Other indicators																		
Excellent services	BV 45	% of half days missed due to absence in secondary schools maintained by the local education authority.																Target 05/06 8.8%
		8.63%													Green		8.4%	
Excellent services	BV 46	% of half days missed due to absence in primary schools maintained by the local education authority																Target 05/06 5.9%
		6.41%													Red		5.6%	

Persp ective	Ref.	05/06	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	YTD Progress	Target 06/07	
Excellent services	BV 221a	Participation in and outcomes from youth work: Young people aged 13-19 gaining a recorded outcome as % of 13-19 year olds involved in youth work. This indicator will be reported quarterly																
Excellent services	BV 221b	Participation in and outcomes from youth work: Young people aged 13-19 gaining an Accredited Outcome as % of all 13-19 year olds. This indicator will be reported quarterly																
Excellent services	BV 222a	Quality of early years & Childcare Leadership - leaders % of leaders of accredited early education settings funded (or part funded) by the LA with a qualification of level 1 or above New from 2005/06 This indicator will be reported quarterly																
Excellent services	BV 222b	Quality of early years & Childcare Leadership - Postgraduate input This indicator will be reported quarterly																
Excellent services	38	% of 15 year old pupils in schools maintained by the local education authority achieving five or more GCSEs at grades 48.5%														Green	Target 05/06 46% 49%	
Excellent services	BV 50 A2	Educational qualifications of children looked after by reference to the % of young people leaving care aged 16 or over LPSA CPA 50%														Green	Target 05/06 44% 55%	
Excellent services	Section 6 OC2	The number of children looked after for 12+ months who obtained at least 5 GCSE' at grade A* to C LPSA Target: 14 Children by summer '06 7														Green	In the period 2003-06. 14	
Environment Monthly indicators																		
Excellent services	BV 109a	% of major planning applications determined within 13 weeks (Gov't target 60%) CPA Key Threshold 1 closed on time out of 2 86.05% 50%														Red	Red	82%
Excellent services	BV 109b	% of minor applications determined in 8 weeks (Gov't target 65%) CPA Key Threshold 51 closed on time out of 57 81.52% 89.5%														Green	Green	83%
Excellent services	BV 109c	% of other applications determined in 8 weeks (Gov't target 80%) CPA Key Threshold 123 closed on time out of 126 92% 98%														Green	Green	92%
Excellent services	BV 204	% planning application appeals allowed against the authority's decision to refuse. 7 cases allowed out of 16 32% 43.8%														Red	Red	30%
Excellent services	BV 215a	Average days to repair street lighting faults (except faults relating to power supply - see below) April result meets the target by a significant margin. EDF Contracting continues to provide a good service level in the new year. 1.92 2.08														Green	Green	3.50
Excellent services	BV 215b	Average days to repair street lighting power supply related faults (these are handled by our District Network Operator - currently EDF) Our District Network Operator (electricity supplier) is EDF The result includes several dead supplies not yet repaired, though according to the guidance these should not be counted until they are. After two or three months the effect of these unclosed cases is minimal, but for one month it may be significant. Even so the result is acceptable. 21.96 9.75														Green	Green	20.0
Excellent services	BV 218a	% of reports of abandoned vehicles investigated within 24 hrs of notification Excellent performance continues in the new year. 96.0% 94.2%														Green	Green	90.0%
Excellent services	BV 218b	% of abandoned vehicles removed within 24 hrs (from when the LA is legally entitled to remove them) April performance is very good and the trend is expected to continue. 93% 92.6%														Green	Green	90%

Persp ective	Ref.	05/06	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	YTD Progress	Target 06/07	
Excellent services	BV 82ai +bi	% of household waste which has been recycled or composted <i>CPA Key Threshold</i>																
		The target has not been met. The recycling rate is slightly up on that for March (18.5%), but is lower than the 2005/06 average performance. However, not all data from recycling contractors is yet available so this figure is expected to rise.														19.40%		
		20%	19.4%													Red	Red	22%
Excellent services	BV 84a	Kg of household waste collected per head (seasonally adjusted annual equivalent) <i>Amber is awarded if performance is top quartile (London 2005/06 est.). CPA upper threshold is 355</i>																
		This remains in line with average figures for 2005/06. It is expected that the sale of over 1,000 compost bins may help to reduce this, particularly over the summer months.														357.6		
		364.40	357.60													Amber	Amber	355
Excellent services	BV 99a	Number of casualties - All killed or seriously injured (KSI). <i>Figures here are actuals for calendar year 2005.</i>																
		2004	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		94		
		131	6	8	7	8	8	5	9	8	7	11	12	5	Green	Green	138	
Excellent services	BV 99c	Number of casualties - All slight injuries (KSI). <i>Figures here are actuals for calendar year 2005.</i>																
		2004	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		712		
		866	65	60	75	60	51	63	74	54	40	64	66	40	Green	Green	849	
Excellent services	Was BV 88	Number waste collections missed per 100,000 household waste collections (from Accord)																
		Excellent performance in April. The required level of performance has been sustained with 113 missed collections per 100,000 properties being recorded for the month under review.														113.39		
		129.41	113.39													Green	Green	130
Excellent services	Local	Sports & Leisure usage (seasonally adjusted annual equivalent) <i>Figures seasonally adjusted to a profile supplied by Recreation.</i>																
		Use of new health & fitness facilities are on target, but swimming and function attendances have dropped, and thus overall performance is just under 5% down on monthly target of 86,804, although 16.5% up on 2005/06														1,014,240		
		910,749	1,014,240													Amber	Amber	1,083,445
Excellent services	Local	Parks cleanliness Index <i>to be phased out as BV199 becomes available more regularly</i>																
		Performance above target and also up on 2005/06 with 10 sites scoring over 95														84.1		
		80.92	84.10													Green	Green	80
Excellent services	CPA E32	Trading standards, visits to high risk premises.																
		Monthly data for this indicator should be available from period 2.																
		100%																99%
Excellent services	BV217	Pollution Control - % of improvements carried out																
		Monthly data for this indicator should be available from period 2.																
		99%																99%
Financial Health	local	Debt recovery – parking income recovery target																
			61													Green	Green	61
			61															
Financial Health	Unit Cost	Waste Collection costs per tonne																
	£		83													Amber	Amber	82
Financial Health	Unit Cost	Net Cost of service per parking ticket issued <i>Surplus shown as minus (-)</i>																
	£		-21													Green	Green	-21
Environment other indicators																		
Excellent services	BV 199a	Local street and environment cleanliness (litter) <i>The frequency of reporting this indicator is planned to increase over the course of the year</i>															Target 05/06	
																	28%	
		37%														Red	25%	
Excellent services	BV 199b	Local street and environment cleanliness (Graffiti) <i>The frequency of reporting this indicator is planned to increase over the course of the year</i>															Target 05/06	
																	7%	
		7%														Green	6%	
Excellent services	BV 199c	Local street and environment cleanliness (Fly - posting) <i>The frequency of reporting this indicator is planned to increase over the course of the year</i>															Target 05/06	
																	4%	
		4%														Green	3%	
Excellent services	BV 199d	Local street and environment cleanliness (fly-tipping) <i>The frequency of reporting this indicator is planned to increase over the course of the year</i>															Target 05/06	
																	3	
		3														Green	2	

Persp ective	Ref.	05/06	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	YTD Progress	Target 06/07	
Financial Health	Unit Cost	Waste disposal costs per tonne																
	£	Contract cost. Data for this indicator will be reported annually.																
Excellent services	BV 223	Condition of principal roads- Percentage in need of repair															Target 05/06	
		Data for this indicator will be reported annually when available.															50%	
Excellent services	BV 224a	Condition of non-principal classified roads- Percentage in need of repair															Target 05/06	
		Data for this indicator will be reported annually when available.															21%	
Excellent services	BV 187	Condition of Footways - Percentage in need of repair															Target 05/06	
		Data for this indicator will be reported annually when available.															35%	
Customer Focus	Survey	Business Satisfaction with trading standards																
		Data for this indicator is derived from customer questionnaires. It is planned that performance will be tracked and reported on quarterly for 2006/07.																
Customer Focus	Survey	Customer Satisfaction with trading standards																
		Data for this indicator is derived from customer questionnaires. It is planned that performance will be tracked and reported on quarterly for 2006/07.																
Excellent services	BV 216a	Contaminated land - no. of sites of potential concern																
		Data for this indicator will be reported annually when available.																
Excellent services	BV216b	Contaminated land - no. of site with detailed information available as % of sites of potential concern																
		Data for this indicator will be reported annually when available.																
Social Services Monthly indicators																		
Excellent services	Ex. BV 185 HfH	The % of responsive (but not emergency) repairs during the year, for which the authority both made and kept an appointment.																
		91%	91.9%														Red	92%
Excellent services	BV 212 LHO 4 HfH	Average relet times for local authority dwellings let in the financial year (calendar days) <i>Was BV 68</i>																
		29.00	33.63														Red	33.63
Financial Health	BV 66a	Local authority rent collection and arrears: proportion of rent collected																
	HfH	Specialist Income Collection Teams have now been created within the Housing Management Service (this function was previously carried out as part of a generic Housing Management role) and staff took up their new posts with effects from the 8th May. It is expected that a focus on this activity will lead to improved performance and we fully expect to meet the collection rate target by year end.															93.5%	
Financial Health	BV 66b	Percentage of tenants with more than seven weeks rent arrears																
	HfH	see above															14%	
Excellent services	(BV73) LHO 6 HfH	The average time taken to complete non-urgent responsive repairs (calendar days)																
		13.98	17.71														Red	17.71
Excellent services	(BV 72) LHO 5 HfH	The % of urgent repairs completed within Government time limits.																
		98%	95.9%														Amber	95.9%
Excellent services	BV 184a 2007/8 HfH	The proportion of local authority homes which were non 'decent'															Target 07/08	
		As this pi is measured at the beginning of the year we always know the outturn in advance. 05/06 outturn 50% 06/07 outturn 44.7%															42%	
Financial Health	Unit Cost HSG	Cost per Private Sector Lease																
		£872.65															Amber	Amber

Persp ective	Ref.	05/06	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	YTD Progress	Target 06/07
Financial Health	Unit Cost HSG	Cost per Nightly Rated Accommodation															
			£ 40.77													Green	Green
Excellent services	BV 64 HSG	The no. of private sector dwellings that are returned to occupation or demolished during the year as a direct result of action by the local authority.															
		It is planned to report this indicator initially in June and then monthly thereafter.															
Excellent services	BV 183a HSG	The average length of stay in bed and breakfast accommodation of households which include dependent children or a pregnant woman and which are unintentionally homeless and in priority need. (Amended CPA indicator)															
		414															
Excellent services	BV 183b HSG	The average length of stay (weeks) in hostel accommodation of households which include dependent children or a pregnant woman and which are unintentionally homeless and in priority need.															
		Indicator for 05/06 onwards changed in May 2006 to exclude hostel provision ending prior to April 2004.															
Excellent services	BV 213 HSG	Households who considered themselves as homeless, who approached the local housing authority's housing advice service and for whom advice/intervention resolved their situation per 1000 households Annual equivalent shown															
		22 cases in April. Work undertaken by partnership organisations will improve performance considerably.															
Excellent services	BV 54 C32 Soc	Older people helped to live at home per 1000 population aged 65 or over															
		A project is planned for this year to review, audit and close a number of our cases relating to clients who have received occupational therapy. As a consequence we expect a drop in performance in relation to this indicator. It is important to understand that even with this planned reduction this indicator will remain in the top performance banding.															
Excellent services	BV 55 D40 Soc	Adult and older clients receiving a review as a percentage of those receiving a service This is a joint (older people and adults) indicator.															
		Performance is poor in this area and we are putting in place weekly monitoring to identify by service area where we are failing to deliver this service and take action to improve performance and achieve our target.															
Excellent services	BV 56 D54	% of items of items of equipment & adaptations delivered within 7 working days CPA Key Threshold															
		We have experienced a small drop in performance this month but our performance remains in the top banding for this area of work and we expect to keep up this standard throughout the year.															
Excellent services	BV 58 D39 Soc	% of people receiving a statement of their needs and how they will be met. Joint Indicator for Adults & Older People - Deleted as BVPI from 05/06															
		We are unhappy with this level of performance and are currently investigating where within the service the problems are occurring. We will devise an action plan to tackle this. Tighter monitoring is now underway.															
Excellent services	BV 195 D55 Soc	Acceptable waiting time for assessment - average of (i) % where time from first contact to beginning of assessment is less than 48 hours & (ii) % where time from first contact to completion of assessment is less than or equal to 4 weeks CPA Key Threshold. This PI is based on acceptable waiting times for assessment for new older clients (65+).															
		D55i - For new older clients where contact is less than or equal to 48 hours - 58.5% D55ii - For new older clients where contact is less than or equal to 4 weeks - 47.2% This indicator is key for our star rating and															
Excellent services	BV 196 D56 Soc	Acceptable waiting time for care packages - % where the time from completion of assessment to provision of all CPA Key Threshold. This PI is based on acceptable waiting times for care packages for new older clients (65+).															
		Improvements have been achieved in the first month of this year and we are going in the right direction to achieve our target here.															
Excellent services	Paf C72 Soc	Older people aged 65 or over admitted on a permanent basis in the year to residential or nursing care CPA Key Threshold (using 2004 mid year estimate population of 21,000)															
		6 admissions in April. Our projections for the year show that our performance in the first month is on course for us to achieve our end of year target. We ended last year in the top banding and our target is set to keep us at this level.															
Excellent services	Paf C62 Soc	The number of carers for Adults & Older People receiving a carer's break or specific carer's service as a proportion of all Adult clients receiving a community based service															
		A number of carers assessments that lead to services are taking place by a number of different organisations which adds to the															
Excellent services	BV 201 C51 Soc	Adults and older people receiving direct payments at 31 March per 100,000 population aged 18 or over (age CPA Key Threshold)															
		We are performing well in this area and plan to continue to improve on this throughout the year.															


Perspective	Ref.	05/06	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	YTD Progress	Target 06/07	
Customer Focus	Local	NHS & Community Care Act Complaints - Stage 1 responded to within 14 days																
	Soc	All four complaints in the month were closed on time															100%	
		71%	100.0%												Green	Green	80%	
Customer Focus	Local	NHS & Community Care Act Complaints - Stage 2 responded to within 28 days																
	Soc																None	
		0%	None														50%	
Financial Health	Unit Cost	Cost of home care per client																
	Paf B17 Soc	£18.45	£18.45												Red	Red	£15.50	
Financial Health	Unit Cost	Cost of residential care per client																
	Paf B12 Soc	£	619.00	632.00											Red	Red	£590.00	
Social Services other Indicators																		
Excellent services	BV 63	Energy Efficiency - the average SAP rating of local authority owned dwellings.																Target 05/06
	HfH																	64%
		66.2%													Green	Green	69.00	
Excellent services	BV 184b	The change in proportion of non 'decent' local authority homes which were not 'decent' at 1st April																Target 05/06
	HfH	Data for this indicator will be reported annually when available.																18%
		11.7%													Red	Red	22%	
Customer Focus	BV 74a	Satisfaction of tenants of council housing with the overall service provided by their landlord																Target 05/06
	CPA H12 HfH	Data for this indicator will be reported annually when available.																68%
		74%													Green	Green	75%	
Customer Focus	BV 75a	Satisfaction of tenants of council housing with opportunities for participation in management and decision making in relation to housing services provided by their landlord.																Target 05/06
	HfH	Data for this indicator will be reported annually when available.																61%
		69.0%													Green	Green	71%	
Excellent services	BV 214	Proportion of households accepted as homeless who have been previously accepted as homeless within last two years																Target 05/06
	HSG	It is planned to report on this indicator quarterly.																10%
		1.55%													Green	Green	8%	
Excellent services	53	Intensive home care per 1,000 population aged 65 or over.																Target 05/06
	Soc	PAF C28 This indicator is taken from a snapshot week in September. The new figure will be reported annually when available.																25
		23													Amber	Amber	24	
Finance Monthly indicators																		
Financial Health	BV 8	The percentage of invoices for commercial goods and services that were paid by the authority within 30 days of such invoices being received by the authority																
		89%	88.3%												Red	Red	92.0%	
Financial Health	BV 9	The percentage of council taxes due for the financial year which were received in year by the authority.																
		An encouraging start to the 2006/07 collection year.															94%	
		93.35%	93.7%												Green	Green	93.75%	
Financial Health	BV 10	The percentage of non-domestic rates due for the financial year which were received in year by the authority.																
		An encouraging start to the 2006/07 collection year.															99%	
		98.98%	99.3%												Green	Green	99%	
Financial Health	PM1	Average speed of processing new claims (Standard 36 days)																
		<i>Measured in days</i> A higher than average number of claims have been received in April. Analysis is being undertaken and proposals drafted to ensure that performance is back on track.															50	
		41	50												Red	Red	36	
Excellent services	PM7	Performance Indicator for the amount of HB overpayments recovered during the period as a percentage of total amount of HB overpayments identified during the period.																Target 05/06
																	66%	32%
		54%	66%												Green	Green	60%	

Persp ective	Ref.	05/06	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	YTD Progress	Target 06/07
Excellent services	PM9	Performance Indicator for the amount of HB overpayments written-off during the period as a percentage of total amounts of HB overpayment debt outstanding at the start of the period plus amount of HB overpayments identified															Target 05/06
																3%	4%
		4%	3.0%														Green
Excellent services	PM10	What is the percentage of interventions when review action commenced in the last quarter against the annual target?															
		Data for this indicator will be reported monthly when available.															
Excellent services	PM11	What is the percentage of data-matches resolved within 2 months?															
																100%	91%
		100%	100.0%														Green
Financial Health	Fin 1	Overall revenue budget monitoring <i>Net overspend variance under 0.5% green, 0.5% to 1.0% amber, over 1.0% red</i>															
																0.4%	
Financial Health	Fin 2	Overall capital budget monitoring <i>Net overspend variance under 0.5% green, 0.5% to 1.0% amber, over 1.0% red</i>															
																0.0%	
Financial Health	Fin 3	Projected general fund reserves – projected unplanned use of balances <i>Under 20% green, 20% to 40% amber, over 40% red</i>															
																12.0%	
Financial Health	Fin 4a	Treasury management- Exposure to Variable interest rates <i>- Remain within upper limit of 30% = green, between 30% and 50% amber, over 50% red</i>															
																0.0%	
Financial Health	Fin 4b	Treasury management - Authorised Limit for external debt <i>- remain within 95% = green, 95% to 100% = amber, over 100% = red</i>															
																91.2%	
Financial Health	Fin 4c	Treasury management - The Council's operational boundary for external debt. <i>- remain within 95% = green, 95% to 100% = amber, over 100% = red</i>															
																94.3%	
Finance Services other indicators																	
Excellent services	BV 156	The percentage of authority buildings open to the public in which all public areas are suitable for and accessible to disabled people															
		Data for this indicator will be reported on quarterly.															
Excellent services	PM2	Percentage of new claims outstanding over 50 days (Standard 10%)															
																23	
Excellent services	PM3	Percentage of new claims decided within 14 days of receiving all information (Standard 90%)															
																73%	
Excellent services	PM4	Percentage of Rent Allowance (RA) claims paid on time or within 7 days of decision being made (Standard 90%)															
																79%	
Financial Health	PM5	Average speed of processing change of circumstances (Standard of 9 days – subject to review) <i>Measured in days</i>															
		The performance indicator is being reviewed by the DWP due to the introduction of changes last year.															
Excellent services	PM6	Performance Indicator for accuracy – percentage of cases for which the calculation of the amount of benefit due is correct (Standard 98%)															
																96%	99%
Excellent services	PM8	Performance Indicator for the amount of HB overpayments recovered during the period as a percentage of total amount of HB overpayment debt outstanding at the start of the period plus amount of HB overpayments identified during the															Target 05/06
																50%	20%
														23%	50%	Green	28%

Persp ective	Ref.	05/06	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	YTD Progress	Target 06/07	
Excellent services	PM12	What is the percentage of visits carried out against the annual target?																
		Data for this indicator will be reported on quarterly.																
		118%														Green	100%	
Excellent services	PM13	What is the number of fraud referrals received?																
		2005 / 06 - No Target - Actual 12 Data for this indicator will be reported on quarterly.																
		12																
Excellent services	PM14	What is the number of fraud investigators employed?																
		2005 / 06 - Target 0.20 - Actual 0.20 Data for this indicator will be reported on annually.														0.20		
		0.2														Green	0.19	
Excellent services	PM15	What is the number of fraud investigations closed?																
		2005 / 06 - Target 6 - Actual 8 Data for this indicator will be reported on quarterly.																
		8														Green	8	
Excellent services	PM16	What is the number of successful sanctions?																
		2005 / 06 - Target 2.5 - Actual 2.4 Data for this indicator will be reported on quarterly.																
		2.4														Amber	3	
Excellent services	PM17	Percentage of applications for reconsideration/revision actioned and notified within 4 weeks (Standard 65%)																
		2005 / 06 - Target 62 - Actual 47 Data for this indicator will be reported on annually.														↑		
		47%	77.0%													Green	66%	
Excellent services	PM18	Percentage of appeals submitted to the Appeals Service in 4 weeks (Standard 65%)																
		2005 / 06 - Target 62 - Actual 30 Data for this indicator will be reported on annually.														↑		
		30%	42.0%													Red	60%	
Excellent services	PM19	Percentage of appeals submitted to the Appeals Service (including those in PM18) in 3 months (Standard 95%)																
		2005 / 06 - Target 92 - Actual 70 Data for this indicator will be reported on annually.														↓		
		70%	58.0%													Red	90%	
Financial Health	UOR CPA Score	Financial reporting CPA UOR score:3 or 4 = Green 2 = Amber 1 = Red Data for this indicator will be reported on annually when available.																
		3														Green		
Financial Health	UOR CPA Score	Financial Management CPA UOR score:3 or 4 = Green 2 = Amber 1 = Red Data for this indicator will be reported on annually when available.																
		3														Green		
Financial Health	UOR CPA Score	Financial Standing CPA UOR score:3 or 4 = Green 2 = Amber 1 = Red Data for this indicator will be reported on annually when available.																
		3														Green		
Financial Health	UOR CPA Score	Internal control CPA UOR score:3 or 4 = Green 2 = Amber 1 = Red Data for this indicator will be reported on annually when available.																
		2														Amber		
Financial Health	UOR CPA Score	Value for Money CPA UOR score:3 or 4 = Green 2 = Amber 1 = Red Data for this indicator will be reported on annually when available.																
		2														Amber		
Chief Executive's Monthly indicators																		
OD	BV 12	Working days lost due to sickness per FTE employee FTE = full time equivalent. Shown as annual equivalent														↑		
																5.4		
		10.37	5.4													Green	Green	8.8
Excellent services	was BV 117	The number of physical visits per 1,000 population to public libraries Deleted as BVPI from 05/06 - shown as an annual equivalent														↓		
		168,531 visits in April																
		9,850	9,016													Green	Green	9,000

Persp ective	Ref.	05/06	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	YTD Progress	Target 06/07
Customer Focus	Local	Members' Enquiries, percentage responded to within 10 working days															
		85%	85.2%												Amber	Amber	90%
Customer Focus	Local	Local Resolution complaints (stage 1) responded to within 10 working days <i>05/06 Threshold was 15 days</i> April information not available due to the councils complaints monitoring system being updated.															
		80%															
Customer Focus	Local	Service investigation complaints (stage 2) responded to within 25 working days April information not available due to the councils complaints monitoring system being updated.															
		74%															
Customer Focus	LCE1	Independent review (stage 3) public complaints responded to within 20 working days <i>05/06 Threshold was 25 days</i> Four of the 5 cases in April were completed within 20 days, the other one, completed in 22 days, was received before the threshold changed but has been counted as being out of time.															
		94%	80.0%												Amber	Amber	90%
Customer Focus	Local	Freedom of information act replies within 20 day time scale															
		65%	66.0%												Amber	Amber	70%
Customer Focus	Local	Waiting times - % personal callers to Customer Service Centres seen in 15 minutes															
		63%	41.1%												Red	Red	70%
Customer Focus	Local	Switchboard- Telephone answering in 15 seconds															
		98%	97.9%												Green	Green	90%
Customer Focus	Local	Council Wide Position- Telephone Calls answered within 15 seconds as a % of total calls <i>(total includes those that reached the busy signal and unanswered calls)</i>															
		79.3%	78.7%												Green	Green	77%
Customer Focus	Local	Call Centre: Calls answered in 15 Secs as % of calls presented															
		55%	11.4%												Red	Red	70%
Customer Focus	Local	Call Centre: Calls answered as percentage of all calls presented															
		86%	66.4%												Red	Red	90%
Customer Focus	Local	Call Centre: Average queuing time <i>Min:Sec</i>															
		00:49	03:14												Red	Red	00:40
OD	BV 126	Domestic burglaries per 1,000 households (seasonally adjusted annual equivalent) <i>LPSA target 27.51</i> It is planned to report data for this indicator monthly when available.															
		28.1															26.9
Chief Executive's Other indicators																	
OD	BV 14	Employees retiring early (excluding ill-health retirements) as a % of the total work force <i>Annual equivalents shown</i> Data for this indicator will be reported quarterly.															
		0.09%														Green	0.20%
OD	BV 15	Employees retiring on grounds of ill health as a % of the total workforce <i>Annual equivalents shown</i> Data for this indicator will be reported quarterly.															
		0.13%														Green	0.30%
OD	BV 17a	The percentage of staff from minority ethnic communities Data for this indicator will be reported quarterly.															
		45%														Green	39.3%
OD	BV 11a	The percentage of top 5% of earners that are women Data for this indicator will be reported quarterly.															
		56%														Green	50%
OD	BV 11b	The percentage of top 5% of earners from ethnic minority communities Data for this indicator will be reported quarterly.															
		21%														Red	26%

Persp ective	Ref.	05/06	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	YTD Progress	Target 06/07
OD	BV 11c	The percentage of top 5% of earners declaring they meet the Disability Discrimination Act disability definition <i>New for 2005/06</i> Data for this indicator will be reported quarterly.															
		4.06%														Amber	4.90%
OD	BV 220	Compliance against the public library service standards Data for this indicator will be reported annually.															04/05 Target 3
		3														Green	3
Customer Focus	Residents Survey	Staff friendly <i>Significant improvement scores Green, Significantly worse scores Red, No significant change - Amber.</i> Data for this satisfaction measure is taken from our annual residents survey. The results will be reported on annually when available.														↑	
		67%														Amber	
Customer Focus	Residents Survey	Better Place to live <i>Significant improvement scores Green, Significantly worse scores Red, No significant change - Amber.</i> Data for this satisfaction measure is taken from our annual residents survey. The results will be reported on annually when available.														↑	
		65%														Green	
Customer Focus	Residents Survey	Doing a good Job <i>Significant improvement scores Green, Significantly worse scores Red, No significant change - Amber.</i> Data for this satisfaction measure is taken from our annual residents survey. The results will be reported on annually when available.														↑	
		64%														Green	
Customer Focus	Residents Survey	Informs <i>Significant improvement scores Green, Significantly worse scores Red, No significant change - Amber.</i> Data for this satisfaction measure is taken from our annual residents survey. The results will be reported on annually when available.														↑	
		63%														Amber	
Customer Focus	Residents Survey	Better than a year ago <i>Significant improvement scores Green, Significantly worse scores Red, No significant change - Amber.</i> Data for this satisfaction measure is taken from our annual residents survey. The results will be reported on annually when available.														↑	
		51%														Green	
Customer Focus	Residents Survey	Listens <i>Significant improvement scores Green, Significantly worse scores Red, No significant change - Amber.</i> Data for this satisfaction measure is taken from our annual residents survey. The results will be reported on annually when available.														↑	
		49%														Green	
Customer Focus	Residents Survey	Difficult to phone <i>Significant improvement scores Green, Significantly worse scores Red, No significant change - Amber.</i> Data for this satisfaction measure is taken from our annual residents survey. The results will be reported on annually when available.														↑	
		46%														Amber	
Customer Focus	Residents Survey	Not enough for me <i>Significant improvement scores Green, Significantly worse scores Red, No significant change - Amber.</i> Data for this satisfaction measure is taken from our annual residents survey. The results will be reported on annually when available.														↓	
		46%														Amber	
Customer Focus	Residents Survey	Efficient / well run <i>Significant improvement scores Green, Significantly worse scores Red, No significant change - Amber.</i> Data for this satisfaction measure is taken from our annual residents survey. The results will be reported on annually when available.														↑	
		44%														Amber	
Customer Focus	Residents Survey	Involves residents <i>Significant improvement scores Green, Significantly worse scores Red, No significant change - Amber.</i> Data for this satisfaction measure is taken from our annual residents survey. The results will be reported on annually when available.														↑	
		44%														Green	
Customer Focus	Residents Survey	Responsive <i>Significant improvement scores Green, Significantly worse scores Red, No significant change - Amber.</i> Data for this satisfaction measure is taken from our annual residents survey. The results will be reported on annually when available.														↑	
		41%														Amber	

Perspective	Ref.	05/06	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	YTD Progress	Target 06/07
Customer Focus	Residents Survey	Value for money															
		Significant improvement scores Green, Significantly worse scores Red, No significant change - Amber. Data for this satisfaction measure is taken from our annual residents survey. The results will be reported on annually when available.															
		31%														Amber	
OD	Staff Survey	Percentage of staff who understand Haringey Council's aims and objectives															
		Data for this indicator is taken from the staff survey carried out every 18 months. Results for the recent survey will soon be analysed and reported. Current performance against this PI is extremely good and the result of much effort to ensure that the Council's vision and priorities are communicated and form a strong discussion thread between the business plans, individual appraisals and work plans. The Council's aims and objectives were tweaked in 2005, and will change again as the new community/council strategies are developed. This means that our current excellent performance is likely to be a challenge to maintain.															
		85%														Green	86%
OD	Staff Survey	Percentage of staff who understand how the work they do helps Haringey Council to achieve its aims and objectives															
		Data for this indicator is taken from the staff survey carried out every 18 months. Results for the recent survey will soon be analysed and reported. Again current performance against this PI is extremely good and the result of much effort to ensure that the golden thread between the business plans, individual appraisals and work plans is firmly maintained.															
		88%														Green	90%
OD	Staff Survey	Percentage of staff that have a written work plan or performance appraisal that sets out priorities and tasks for the year															
		Data for this indicator is taken from the staff survey carried out every 18 months. Results for the recent survey will soon be analysed and reported. Current performance against this PI compares extremely well against other organisations of a similar size and complexity. Changes to the Performance Appraisal framework and better use of the manager's desktop with SAP will allow better monitoring of the PI – and subsequently targeting of areas of under performance. Note: Few organisations achieve a better result than 85% without either linking the completion of appraisal to the payment of performance related pay, or making the non completion of appraisal a disciplinary matter.															
		77%														Green	83%
OD	Staff Survey	Percentage of staff who feel their manager coaches them to improve their performance															
		Data for this indicator is taken from the staff survey carried out every 18 months. Results for the recent survey will soon be analysed and reported. This PI is designed to help measure the degree to which managers are moving away from managing task – to managing their staff to deliver tasks, and giving them the support and feedback they need to successfully do so. This indicator is a key one for the new IIP standard and the 'enabling' management style which underpins it.															
		54%														Amber	60%
OD	Staff Survey	Percentage of staff whose opinion is sought in decisions that affect their work															
		Target for 2006: the 2006 survey will provide the baseline for 2007/8 and beyond... This is a new PI and again designed to help measure the degree to which managers are moving away from managing task – to effectively engaging and managing their staff to do so. This indicator is a key one for the new IIP standard and the 'enabling' management style which underpins it.															
		N/A															
OD	Staff Survey	Percentage of staff that believe that Haringey staff work with integrity and deliver on what we promise															
		Target for 2006: the 2006 survey will provide the baseline for 2007/8 and beyond... This is a new PI. It is designed to provide a baseline against which the organisation can measure how well we are living our agreed way of working (values)															
		N/A															
OD	Staff Survey	Percentage of staff that believe that people in different parts of Haringey Council work well together															
		Target for 2006: the 2006 survey will provide the baseline for 2007/8 and beyond... This is a new PI. It is designed to provide a baseline against which the organisation can measure how well we are living our agreed way of working (values)															
		N/A															
OD	Staff Survey	Percentage of staff that are proud of the work they do															
		Target for 2006: the 2006 survey will provide the baseline for 2007/8 and beyond... This is a new PI. It is designed to provide a baseline against which the organisation can measure how well we are living our agreed way of working (values)															
		N/A															

Executive**On 4 July 2006**Report Title: **Financial planning 2007/08 – 2010/11**

Forward Plan reference number (if applicable):

Report of: **Acting Director of Finance**Wards(s) affected: **All**Report for: **Key decision****1. Purpose**

1.1 To set out key financial planning issues to enable Members to consider the financial strategy for the administration.

2. Introduction by Executive Member

2.1 This report outlines the financial issues for members to consider regarding the delivery of our manifesto commitments and community strategy over the next 4 years. This report assumes that council tax increases are kept to 2.5% annually and predicts a budget shortfall of £13.6 m over the 4-year period, with £5.6 m occurring in 2007-2008. We will need to work hard to deliver sufficient savings to cover this budget gap as well as the resources for investment during the planning process.

2.2 The report assumes that the Firoka deal for Alexandra Palace is accomplished and that the Council no longer has to fund the operational deficit. It also assumes that existing business plan savings are delivered as currently planned.

2.3 Whilst we should work with the government for changes to the formula grant which give more recognition to Haringey's position as a 'gateway' borough, and for more clarity on the revenue funding for government-supported spending, these are highly unlikely to materialise in the short term, so Members are urged to formulate strategy firmly within the budget constraints outlined in this report, with a total focus on delivery of the manifesto and on value for money.

3. Recommendations

3.1 That Members consider the matters set out in this report.

3.2 That Members receive a subsequent report setting out a detailed budget process.

Report Authorised by: **Acting Director of Finance**

Contact Officer: **Gerald Almeroth, Acting Director of Finance**

4. Executive Summary

4.1 There are a number of significant changes to the national context which will impact on the Council's financial strategy. The most significant are the Lyons Review and the Comprehensive Spending Review, both of which will take effect in 2008/9.

4.2 The local strategic context will be defined by the manifesto programme and its incorporation into the Community Strategy which will, in turn, inform the business planning process.

4.3 Future plans will be developed in a context of increased resource constraint and it will be essential that the Council has robust arrangements in place to identify and deliver opportunities for improved value for money.

5. Reasons for any change in policy or for new policy development (if applicable)

5.1 The Council's financial strategy is designed to give effect to Members' policy aspirations.

6. Local Government (Access to Information) Act 1985

6.1 [List background documents]

7 Background

7.1 The Council's current financial strategy covers the period 2006/7 to 2008/9. The strategy reflects the policy aspirations of the previous administration to drive up the quality of Council services, particularly through the Better Haringey programme, whilst constraining the impact on council tax via the vigorous pursuit of efficiency savings. In broad terms, the achievement of three stars in the 2005 CPA can be seen as a successful outcome.

7.2 The context for the current strategy has been severe constraint on non-schools resources. As a result of government changes to resource distribution, the Council has received the 'floor' (lowest possible) increase in grant for the five years from 2003/4 to 2007/8. It has therefore not shared in the increases in total government funding which were made available over this period.

7.3 The 2006/7 local government settlement covered two years, but there is significant uncertainty from 2008/9 onwards which is explored below. Current planning is based on target council tax increases of 2.5%, and Members will be aware of the

government's determination to use capping powers to keep council tax increases low. It is important to note that current plans include £4.1m efficiency savings in 2007/8 and 2008/9 which have yet to be identified.

- 7.4 The government's current system of resource allocation (formula grant) is complex and, in the Council's view, understates Haringey's relative needs. There are two issues of particular significance: firstly, estimates of population which underpin the system appear flawed, particularly in respect of under-enumeration and migration; secondly, revenue funding for government-supported borrowing is not transparent in the system.
- 7.5 This report is designed to set out financial planning issues to enable Members to consider future financial strategy for the administration.

8 National context

- 8.1 Local government function and finance often appear to be in a permanent review period. Central and local accountabilities have not been clearly settled, and this is reflected in governance and funding structures. There is, in addition, concern about the current council tax system as a means of local revenue generation. It is, nevertheless, the case that some significant conclusions may emerge over the next year.
- 8.2 Many of these issues are now incorporated within the **Lyons Review**. The remit and timescales for this review have already been extended, and it is now due to complete by December 2006. The review covers the strategic role and function of local government, together with funding issues such as council tax, revaluation, benefits, business rates, other potential local taxes, and charges for services. Any changes may start to impact from 2008/9. A recent interim report set out three key priorities for change: greater clarity of role for central and local government, greater recognition of local government's role in 'place-shaping', and improved capacity in local authorities to adopt such a role.
- 8.3 In recent years, the government has conducted bi-annual spending reviews which have covered three-year periods. These have set totals for national local government expenditure together with Treasury-lead policy directions. The planned spending review for 2006 was deferred by the government to enable a more fundamental **Comprehensive Spending Review** (CSR) in July 2007 which, for local government, will incorporate any agreed conclusions from the Lyons Review. Increases in local government expenditure are expected to be much lower than previously, with real terms cuts in some areas. The CSR will set spending totals from 2008/9.
- 8.4 The CSR is also likely to develop the work on efficiency and value for money previously articulated in the **Gershon Review**, published in 2004. This review set out an agenda for improving efficiency across government, together with a requirement to identify and report on specific efficiency savings. Regional Centres of Excellence, designed to promote best practice and enable greater collaboration, are seen as key enablers for the efficiency agenda in local government. The Gershon target for efficiency savings is 7.5% over the four years 2004/5 to 2007/8 and Councils are allowed to 'keep' the cashable element. It seems likely that the CSR will attempt to drive this agenda more firmly, and perhaps make explicit links between savings, new financial burdens and council tax levels in the context of general expenditure constraint.

- 8.5 It is also likely that the CSR will reflect a more assertive approach to restraining the **public sector pay** bill. The government is concerned about the increase in public sector pay over recent years, particularly in the context of the debate over the value for money gained from recent investment and increases required for pensions. For local government, the ODPM and the LGA are working to understand the reasons for recent increases to enable a robust case to be made to the CSR. This is likely to translate into significant downward pressure on pay settlements from 2007.
- 8.6 The government intends to issue a policy discussion document this year followed shortly by a **White Paper** to set out the future development of the role of local government. The content is uncertain at this stage, but may cover city regions, reorganisation and neighbourhood empowerment. In practice, any significant change is likely to depend upon funding issues which will be set out in the Lyons report.
- 8.7 The inspection regime for local government is a key driver for financial strategy. The **CPA** for 2005 reflected significant change to the methodology, and this will continue to evolve over 2006 and 2007. More major change is likely in 2008, with various options being discussed around self, peer or resident regulation, with greater intervention where standards fall below national benchmarks. There will inevitably be greater emphasis on residents' perception of local authority performance.
- 8.8 There is an additional dimension for London authorities in respect of the debate over **London governance**. The government has commissioned a review of the powers of the Mayor and the GLA, and a wider debate is being conducted under the auspices of the Commission on London Governance. The issues raised cover the London implications of the matters set out above, but also the particular, complex pattern of wider public sector governance in the capital.

9 Local context

- 9.1 The local context at the strategic level will be defined by the policy programme set out in the **manifesto** of the majority group.
- 9.2 The manifesto programme will feed into the Council's contribution to the Community Strategy. The **Community Strategy** sets out the aspirations for the borough of the Haringey Strategic Partnership (HSP). The existing strategy covers the period to 2006, and preparatory work has commenced on the new strategy which will run from 2007 onwards for at least five years. The Council's financial and business planning process will then seek to ensure that strategy objectives are fully reflected in our plans. In practice, the timing will be such that Community Strategy conclusions will be available for full consideration for 2008/9 onwards, which aligns with the impact of the Lyons/CSR conclusions outlined above.
- 9.3 The government also expects that Community Strategy priorities at the partnership level are further articulated in a **Local Area Agreement** (LAA). The LAA sets out high level objectives for the partnership and specific targets, reward grant, and enabling flexibilities which are negotiated with the Government Office for London (GoL). The timetable to prepare the LAA is similar to that for the Community Strategy.

9.4 The Council achieved three stars in the 2005 **CPA** and is currently undergoing a corporate inspection/joint area review which will be an important element of future CPA scores. To make progress towards an excellent, four-star rating, and to be successful in any future CPA-style assessment, it is likely that even greater focus will be required on working with partners to make a difference to the borough as a place to live and work, and on how outcomes are perceived by residents. Whilst the performance of individual Council services and the value for money they deliver will remain crucial, greater external focus and capacity to deliver on that agenda will be the key local strategic drivers.

10 Key financial issues and risks

10.1 Corporate issues

10.1.1 There are several linked issues in respect of the **workforce and remuneration**. Firstly, the three-year deal on pay ended with an agreed increase of 2.95% from April. Negotiations on future increase are yet to begin, but will be conducted in a context of greater resource constraint and government attempts to manage down the 'going rate'. Secondly, all authorities are required to implement 'single status' pay arrangements (incorporating former manual staff) by April 2007 (which have effect from April 2006). Local negotiations have commenced, and experience elsewhere indicates that a net increase in the pay bill is likely. Thirdly, the long-term future and affordability of the local government pension scheme have yet to be resolved. The government has decided to move towards a standard retirement age of 65, but more fundamental issues in respect of benefits and employee contributions are still under consideration. In managing these issues, the Council will need to work towards a workforce which is appropriate for the evolving nature of our services and able to deliver excellence. Our current plans include provision for pay bill increases at 3%, and pension fund employer's contribution increases in line with the 2004 valuation (which are assumed to continue after the 2007 valuation). Any net cost of single status will be managed through a contingency as set out below.

10.1.2 The Council has made a major investment in establishing an infrastructure to deliver improved **customer services**. This has already enabled significant service improvement via better quality interaction with customers, better accessibility, and improved follow-through to service delivery. The future challenge will be to fully exploit this investment by roll-out to additional service areas, better use of data to further shape services around the customer, managing demand more effectively, and to meet the challenge of demonstrating the value for money of this approach by adding to the efficiency savings already identified.

10.1.3 Similarly, the Council has invested in the establishment of **neighbourhood management** across the borough to enable the Council to respond more effectively to local concerns and to enable Members to lead that response. Again, the challenge will be to exploit these structures over the coming years to respond to any localist agenda in the expected White Paper and to further develop a coherent approach to community engagement and reconciling strategic and local aspirations.

- 10.1.4 The Council has developed an effective approach to **efficiency and value for money** which has underpinned our financial strategy. Our approach has had two strands: to invest in improved corporate systems and processes and to set and monitor targets for consequent cashable savings; to closely scrutinise cost, performance and perception at business unit level to identify and deliver efficiency opportunities. We will need to further develop this approach, both to achieve success in the CPA and also to enable further investment and/or council tax minimisation in the context of greater resource constraint. This will involve consideration of shared services and outsourcing opportunities.
- 10.1.5 **Alexandra Palace** remains an important issue for financial planning. The trust is currently seeking to finalise a long-term arrangement with Firoka which seeks to remove the Council liability for the operational cost of the building and the long-term maintenance liability. This will reduce the amount currently provided for from £1.5m to £0.5m. In addition, the Council will have fully provided for the historic overspend by March 2009, releasing £7m to support mainstream services from 2009/10.
- 10.1.6 The HSP's regeneration plans are supported by significant **NRF** resources (£8.2m in 2006/7 and £7.9m in 2007/8). It is unclear whether this funding will continue after the CSR and careful management of commitments will be required.
- 10.1.7 The Council's capital programme is underpinned by the generation of **capital receipts** and over the planning period the number of surplus saleable assets and the level of right to buy receipts will diminish. There will be a need to maximise external funding and ensure that investment is focussed on key priorities in order to manage this reduction in resources.

10.2 Children's Services

- 10.2.1 The integrated Children's Service is now well established. Future consideration will need to be given to the **trust status** which is the government's preferred model for partnership working.
- 10.2.2 The establishment of area-based **children's networks** is a key part of service improvement. The greater integration of services, and the earlier intervention it will enable, should also deliver efficiency savings. In taking this forward, the relationship with other area-based aspects of the Council's and partner's work will need to be developed.
- 10.2.3 The budget for **looked-after children** has been an area of significant volatility and risk. Current plans are based on a clear strategy which involves managing a gradual decline in total numbers with cost-effective procurement of provision. Financial risks are increased in respect of the uncertain grant regime for unaccompanied asylum-seeking minors and additional costs upon leaving care.
- 10.2.4 The Council is progressing major construction programmes in respect of **BSF** for secondary schools and **primary school expansion**. These involve complex delivery issues and are particularly crucial to the delivery of the Council's education vision.

10.3 Social Services and Housing

- 10.3.1 Social care budgets are under significant national **pressure**, primarily as a result of increasing demand and moves towards greater user choice and control. This has been exacerbated recently by financial problems within the NHS leading to reductions in service areas on the border-line between the social care and health systems. Commissioning strategies and procurement of the most cost-effective provision will be instrumental in minimising the financial impact of these issues.
- 10.3.2 Effective support for Homes for Haringey will be important to enable the successful delivery of the **decent homes** investment. The Council will also need to deal with the consequences of any new arrangements for support services which Homes for Haringey may wish to make from April 2007. The financial consequences of these issues and other inter-fund issues will be managed through a contingency as set out below.
- 10.3.3 The **housing revenue account** shows a balanced position over the medium term, but this is predicated on planned savings that assume the resource for decent homes investment is obtained and the net subsidy position does not worsen further than expectations.
- 10.3.4 Our effectiveness in tackling **homelessness** is crucial to financial strategy. Currently, our position reflects success in commissioning private sector leases which are associated with a relatively favourable subsidy regime. This regime may change in future years and, in any event, the Council is required to move towards a government target of achieving a 50% reduction in the use of temporary accommodation by 2010. This will require us to be more effective in preventing homelessness, to increase the supply of new permanent housing, and to use more private sector assured shorthold tenancies (with a significantly less favourable subsidy position).
- 10.3.5 **Supporting People** is a ringfenced grant which is a key resource in enabling vulnerable people to live independently. The Council will receive £21.8m in 2006/7, but this could reduce by up to £1.1m (5%) in 2007/8. In the medium-term, the government is considering resource allocation formulae which would significantly further reduce our allocation.

10.4 Environment

- 10.4.1 During the last administration, Environment has been the focus for investment in the **Better Haringey** programme. In a context of greater resource constraint the Council will need to seek further opportunities to improve services from within existing resources.
- 10.4.2 The cost of **waste disposal** will continue to increase at a higher rate than other service areas. Our current plans allow for this, and extra costs will need to be provided for as our plans are rolled-forward.

10.4.3 Waste stream reduction and **recycling** will remain key issues, with demanding targets set by government. Our current recycling target is 22%, but significant further improvement will require additional investment. In addition, the Council's delivery arrangements for waste management and cleansing will require review during this administration, with the **Accord contract** due to expire in 2009.

10.5 Overview

10.5.1 Taking account of the starting position at the end of the 2006/7 budget process, and allowing for the matters set out in this report (including the establishment of a contingency in respect of the matters set out at paragraphs 10.1.1 and 10.3.2), the overall position is as set out in appendices 1 and 2. Appendix 1 sets out the gross budget showing the starting position, changes anticipated for that year, and the funding elements assuming a 2.5% increase in Haringey's council tax. Appendix 2 shows how the figures have varied from the previously reported position.

10.5.2 The total resource shortfall of £13.6m demonstrates the financial challenge faced over the period of the administration. Members will, of course, note at this stage the significant uncertainty in respect of resource assumptions for future years.

11 Financial planning process

11.1 In recent years, the Council has managed the business planning and budget process at business unit level with clear linkage to Community Strategy priorities. In future years, it is anticipated that the Council's contribution to the Community Strategy priorities will be set out, along with other objectives, in a corporate plan and that this will then define the detail of plans at business unit level. It is anticipated that this will give greater coherence to detailed work and avoid unnecessary work on investment options which do not reflect partnership and Council priorities.

11.2 The Council's financial strategy normally spans a three-year period, with specific investment and savings plans identified. It is proposed that this year's process adopts a four-year time horizon to coincide with the period of the administration. It is further proposed that all existing plans are subject to thorough review to ensure they are still deliverable and appropriate in the emerging strategic context.

11.3 Emerging business unit plans have previously been used to support the budget scrutiny and consultation processes. Members will wish to consider how these matters are handled in future, and specifically whether there should be specific budget consultation in the wider community. Alternatively, consultation activity could remain focussed around the development of the Community Strategy.

11.4 A prime requirement of the budget process will be the systematic identification of improved value for money, both in terms of improved outcomes from given resources and the delivery of cashable efficiency savings. This will be supported by corporate investment in improved systems and processes (including shared services [and outsourcing] where appropriate), but will primarily be delivered through change at local level. Savings targets will need to be set to support this process.

11.5 A more detailed business planning and budget process will be presented in due course, but the key dates are outlined in the table below:

Activity	Date
Strategic Overview	June – Jul 06
Budget Scrutiny Process	Jul 06 – Jul 07
Pre-business plan review (PBPR) preparation	Jul – Oct 06
Local Government White Paper policy paper issued	Oct 06
Executive agree release of PBPRs for consultation	Nov 06
Publication of Lyons Review on Local Government	Dec 06
Executive consider draft settlement	Dec 06
Executive agree budget package	Jan 07
Council agree budget package and council tax	Feb 07
Corporate Business Plan issued	Apr 07
Community Strategy 2007-2016 published	Apr 07
Local Area Agreement Published	Apr 07
Comprehensive Spending Review (2008 – 2010)	Jul 07
Strategic Overview	Jul 07

12 Comments of the Head of Legal Services

12.1 The Head of Legal Services confirms that the budget strategy and process set out in this report fulfil the Council's statutory requirements in relation the budget.

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Gross Budget Trail	2007/08	2008/09	2009/10	2010/11
	£'000	£'000	£'000	£'000
Budget brought forward	366,511	382,819	399,533	416,195
<u>Changes and variations</u>				
Inflation	8,000	8,420	8,840	9,260
Agreed in previous years budget process	8,752	2,547		
Changes and variations in this report:				
- capital financing costs	750	800	1,037	1,078
- pension fund			1,060	1,070
- waste disposal			500	500
- contingency	3,000			
- Alexandra Palace	(1,000)		(6,952)	
<u>Savings</u>				
2005/06 process				
- identified savings	(2,892)			
2006/07 process				
- changes to existing savings	(470)			
- identified savings	(1,738)	(3,123)		
	(5,100)	(3,123)	0	0
<u>Investments</u>				
2005/06 process	(325)			
2006/07 process (see appendix b)	(3,912)	(75)		
	(4,237)	(75)	0	0
<u>Dedicated schools grant (DSG)</u>				
Passporting of DSG	11,732	10,787	11,531	12,326
<u>Balances</u>				
Contribution to / (from) balances 2005/06 process	360	(642)		
Contribution to / (from) balances 2006/07 process	(337)			
Gross Council budget requirement	388,431	401,533	415,549	440,429
Less dedicated schools grant (specific grant)	(156,327)	(167,114)	(178,644)	(190,971)
Net Council budget requirement	232,104	234,419	236,905	249,458
Funding				
Council tax (see below)	93,984	96,333	98,743	101,211
Government support - formula grant and NNDR	132,508	136,086	138,808	141,583
	226,492	232,419	237,551	242,794
Resource shortfall/(excess)	5,612	2,000	(646)	6,664
Council tax	£	£	£	£
Council tax (LBH)	1,122.35	1,150.40	1,179.17	1,208.65
Council tax base (after provision for non-recovery)	83,739	83,739	83,739	83,739
Precept	93,984,467	96,333,346	98,742,517	101,211,142
Rate of council tax increase (Haringey element)	2.5%	2.5%	2.5%	2.5%
GLA rate of council tax increase	n/a	n/a	n/a	n/a
Combined council tax increase	n/a	n/a	n/a	n/a
£ per week increase (Haringey element)	£0.53	£0.54	£0.55	£0.57

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Agenda item:

The Executive**On 4 July 2006**Report Title: **Final Local Implementation Plan**Report of: **Interim Director of Environmental Services Andrew Travers**Wards(s) affected: **All**Report for: **Key****1. Purpose**

1.1 To seek approval for the submission of the Final Local Implementation Plan [LIP] to GLA/Mayor and Transport for London

2. Recommendations

- 1) That the final LIP is supported as the basis for the Council's project and programme document to Transport for London
- 2) That powers be delegated to the Lead Member, Environment and the Interim Director of Environmental Services to approve the full LIP for the submission to GLA/Mayor and Transport for London

Report Authorised by: **Andrew Travers, Interim Director of Environmental Services**

Contact Officer: **Malcolm Smith, Team Leader, Transportation Planning**
Tel: 020 8489 5574

3. Executive Summary

3.1 The Council is required to prepare a Local Implementation Plan. The Plan sets out how the Borough will implement the Mayor's Transport Strategy at the local level. A draft consultation LIP was prepared and submitted to TfL in July 2005. We have agreed with TfL that a full version of the final LIP would be submitted w/c 17 July. The LIP sets out the Council's transport projects and programmes in detail for the period 2005/6 to 2008/9 with an indicative programme for 2009-2011. Linked to the final LIP is a separate document detailing our bid for funding for the period 2007/8 to 2009/10. This is the subject of a separate report for the Executive. The LIP covers a wide range of transport projects and programmes: Principal road and bridge maintenance, local safety schemes/20mph zones, School Travel Plan strategy, Road Safety Plan

travel awareness, Walking Plan, Cycling Action Plan, area based schemes, accessibility, bus priority and bus stop accessibility. The LIP sets out the Council's Transport Strategy and includes projects being pursued sub-regionally as part of North London Transport Forum. The final LIP is under preparation and will be revised as part of further development. The submission of the final LIP initiates the 100 day approval process by the GLA/Mayor and TfL. Further changes are possible as a result of comments from the GLA and TfL.

4. Reasons for any change in policy or for new policy development (if applicable)

4.1 The Council is required to submit its final LIP. Failure to do so may mean that the Mayor would prepare a LIP on the Council's behalf and at the Council's expense.

5. Local Government (Access to Information) Act 1985

LIP Guidance, Mayor/Transport for London, 2004
Draft Local Implementation Plan, Haringey, July 2005
TfL LIP Consultation response, December 2005

6. Background

6.1 Each London Borough is required to prepare a Local Implementation Plan. The Plan is a statutory plan to implement the Mayor's Transport Strategy (MTS). The Mayor/TfL prepared guidance in 2004 to assist boroughs in preparing the plan and to help the Mayor evaluate the draft and final LIPs. The LIP would be part of the CPA assessment for the Council.

7. Consultation

7.1 We prepared a draft LIP for consultation in July 2005. Consultation was carried out with statutory consultees [Transport for London, Metropolitan Police, organisations representing disabled people and adjoining boroughs]. We also consulted London Fire and Emergency Planning Authority and London Ambulance Service. A general consultation was carried out through a questionnaire in Haringey People and the draft document was put on Haringey website.

8. Description

8.1 The LIP covers the period of the MTS i.e. 2001 to 2011. However, because of the passage of time since the MTS, the LIP should relate to the first 4 years in detail i.e. 2005/6 to 2008/9 with indicative projects and programmes for 2009/10 and 2010/11. We have submitted our Borough Spending Plan [BSP] for 2005/6 and 2006/7 and have received funding allocation for our projects and programmes for each year. Essentially the final LIP focuses in detail on the subsequent 2 years [2007/8 and 2008/9].

8.2 The MTS sets out 10 priorities, of which 8 are relevant for the LIP. Linked to the priority areas are targets that are a mixture of London and borough targets. These are:

Mayoral Priority	Targets
1 Improving road safety	Borough targets - <ul style="list-style-type: none"> • 40% reduction in KSI by 2010 • 50% reduction in KSI for pedestrians • 40% reduction in KSI for cyclists • 40% reduction in motorcyclists casualties • 60% reduction in child KSI • 25% reduction in slight casualties School road safety: review road safety around all schools by 2008
2 Improving bus journey times	Borough target - Boroughs are to reduce, or maintain at 2005 levels, bus journey times on London Bus Initiative [LBI] bus routes
3 Relieving traffic congestion and improving journey time reliability	Borough targets - General traffic journey time reliability: Borough target not yet set Traffic reduction: For Inner London [Haringey is defined as Inner London] the target is zero growth between 2001 and 2011; target of zero growth in outer London town centres [Wood Green considered outer London] School travel plans: Review school travel to all schools by 2008; school travel plans to be developed
4 Improving the working of parking and loading arrangements	No borough targets set by TfL
5 Improving accessibility and social inclusion on the transport network	Borough target: Borough to ensure Taxicard scheme conforms to all-London standard
6 Encourage walking	No borough targets set by TfL
7 Encourage cycling	No borough targets set by TfL
8 Bringing transport infrastructure to a	Borough target:

state of good repair	All A roads and busy bus routes to UK PMS carriageway condition score 70 or below by 2010
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8.3 We are required to undertake a Strategic Environmental Assessment of the LIP. The four boroughs in North London [Haringey, Enfield, Barnet and Waltham Forest] have jointly commissioned consultants to assist this work. This needs to be undertaken in parallel with producing the LIP. There are number of stages to be gone through from scoping the SEA to assessment/mitigation, consultation and report. We consulted on the SEA as part of the consultation on the draft LIP. The outcome of the changes to the LIP will be included in the Environmental Statement that will be prepared by the consultants for inclusion in the final LIP.

8.4 Following comments from TfL on the draft LIP the structure of the final LIP has been amended. The final LIP comprises:

- Chapter 1 Local socio-economic and demographic context
- Chapter 2 Local Transport Context
- Chapter 3 Haringey Transport Strategy
- Chapter 4 Equality Impact Assessment
- Chapter 5 LIP Proposals subdivided as follows:
 - 5.1 Cross cutting goals
 - 5.2 Improving Road Safety
 - 5.3 Improving Bus Journey Time and Reliability
 - 5.4 Relieving Traffic Congestion and Improving Journey time reliability
 - 5.5 Improving the Parking and Loading Arrangements
 - 5.6 Improving Accessibility and Social Inclusion
 - 5.7 Encouraging walking
 - 5.8 Encouraging cycling
 - 5.9 Bringing transport infrastructure to Good State of Repair
 - 5.10 Town Centres
 - 5.11 Travel Awareness
 - 5.12 Regeneration Areas
 - 5.13 Safety and Security
- Chapter 6 Performance Indicators
- Chapter 7 Consultation Results
- Chapter 8 Borough Core Capacity Statement
- Chapter 9 Funding Implications
- Matrix showing MTS policies and proposals and Haringey's summary response
- Forms 1 and 2 summarising projects and programmes

There are separate sections for the School Travel Plan strategy, Road Safety Plan and Parking and Enforcement Plan.

8.5 The final LIP will be assessed by the GLA/Mayor and TfL. The assessment and approval process has been given a 100 day target. During this time further changes to the LIP may be requested by TfL and GLA prior to approval of the LIP by the Mayor. Once approval has been given the LIP becomes formally adopted.

9. Summary and Conclusions

9.1 The LIP is a statutory document that all London Boroughs are required to prepare. The LIP sets out our transport policies, projects and programmes for the period 2005/6 to 2010/11. A draft consultation LIP was prepared in July 2005. Following the consultation the draft has been revised. The final LIP is scheduled to be submitted w/c 17 July to TfL and the Mayor. The final LIP may be subject to further changes in response to comments from the Mayor and TfL.

10. Recommendations

10.1 That the final LIP is supported as the basis for the Council's project and programme document to Transport for London.

10.2 That powers be delegated to the Lead Member, Environment and the Director of Environmental Services to approve the full LIP for submission to GLA/Mayor and Transport for London

11. Legal and Financial Comments

11.1 The Council is required to prepare the LIP. The Greater London Authority Act 1999 provides, in section 145, that each London local authority is required to prepare a Local Implementation Plan "as soon as reasonably practicable" after the Mayor has published the Transport Strategy.

11.2 Each London Council must submit the LIP for the Mayor's approval [section 146(1)]. The Mayor cannot approve the LIP unless he or she considers that:

- It is consistent with the strategy
- That the proposals contained in the LIP are adequate for the purposes of the implementation of the Strategy; and
That the timetable for implementing the proposals and the end date by which the proposals are implemented are adequate [section 146(3)].

11.3 The LIP sets out programmes/proposals that the Council are seeking to implement by 2011. The final LIP includes consideration of funding implications for the LIP such as funding for transport projects/programmes from expected Council tax revenue, revenue support grant and section 106 funding. Funding of £15,000 is available in 2006/7 from TfL to assist the preparation of the LIP.

12. Equalities Implications

12.1 An Equality Impact Assessment has been prepared for the LIP. This considers the impact of the LIP on:

- Women
- Black and ethnic minority people
- Children and young people
- Older people
- Disabled people
- Lesbians, gay men, bisexual and transgender people
- People from different faith groups

13. Use of Appendices / Tables / Photographs

13.1 None.

Agenda item:

The Executive
On 4 July 2006

Report Title: **Local Implementation Plan Funding Submission 2007/8**

Report of: **Interim Director of Environmental Services, Andrew Travers**

Wards(s) affected: **All**

Report for: **Key**

1. Purpose

1.1 To seek approval for the submission of the Local Implementation Plan [LIP] funding submission to Transport for London

2. Recommendations

- 1) That the LIP funding submission is supported as the basis for the Council's funding bid for 2007/8 for transport schemes project and programme document to Transport for London
- 2) That powers be delegated to the Lead Member, Environment and the Interim Director of Environmental Services to approve the full LIP

Report Authorised by: **Andrew Travers, Interim Director of Environmental Services**

Contact Officer: **Malcolm Smith, Team Leader, Transportation Planning**
Tel: 020 8489 5574

3. Executive Summary

3.1 The Council is required to prepare a Local Implementation Plan Reporting and Funding submission. The funding submission is complementary but separate to the final Local Implementation Plan being submitted to the Mayor and TfL w/c 17 July. The funding submission needs to be submitted to TfL by 21 July. The report on the final LIP is the subject to a separate report to this Executive meeting. The funding submission is seeking financial support for 2007/8 with indicative bids for 2008/9 to 2009/10 for the following transport areas: principal road and bridge maintenance, local safety schemes/20mph zones, school travel plan schemes, travel awareness, walking, cycling, area based schemes, accessibility, bus priority and bus stop accessibility. The submission also includes sub-regional projects as part of North

London Transport Forum. The attached LIP funding submission is under preparation and will be revised as part of further development.

4. Reasons for any change in policy or for new policy development (if applicable)

4.1 The Council is required to submit a LIP funding submission. Failure to do so would mean that no funding would be received for transport projects and programmes in 2007/8.

5. Local Government (Access to Information) Act 1985

LIP Reporting and Funding Guidance, Mayor/Transport for London, 2006
Draft Local Implementation Plan, Haringey, July 2005

6. Background

6.1 Each year the Council is required to submit a bid for funding transport projects. The context for the LIP funding submission is the final Local Implementation Plan [LIP]. The LIP sets out how the Council will implement the Mayor's Transport Strategy at the local level. The draft LIP has been prepared and consulted on in July 2005. A final LIP is under preparation with an agreed submission date of w/c 17 July to GLA/Mayor and TfL. The final LIP provides details of projects and programmes for the 4-year period from 2005/6 to 2008/9 with indicative proposals for 2009-2011. However, the LIP is not a bidding document. TfL have introduced the requirement for a LIP Reporting and Funding Submission to be prepared by each borough to complement the LIP. This document supersedes the Borough Spending Plan [BSP] which has been prepared each year since 2001. The LIP funding submission is the mechanism for obtaining funding for transport projects and programmes from Transport for London. This year Transport for London is requiring the LIP funding submission to be submitted by 21 July 2006 and will relate to 2007/8 in detail with indicative bids for 2008/9 and 2009/10. The submission process is to tie in with the development of Transport for London's Business Plan.

6.2 TfL has provided details of estimated allocations under the LIP process until 2009/10. This shows that future allocations from 2007/8 to 2009/10 will reduce over this period in real terms and hence will not match the record allocations for 2005/6 and 2006/7.

6.3 The LIP funding submission has to be based on the Transport Programmes formed into three themes: Routes and Corridors [principal road maintenance, bus stop accessibility, local bus priority measures, parallel initiatives]; Places and Spaces [bridge strengthening and assessment, road safety, area based schemes]; Sustainability [walking, cycling, freight, regeneration area schemes, environment, controlled parking zones, accessibility, travel demand management, community transport].

6.4 The aim of the LIP is to obtain funds for broad areas of transport projects. The details of each project will be developed and consulted upon once the allocation has been decided by Transport for London in late 2006. There is scope within the funding

mechanism to reallocate funds within the same transport areas and between transport areas if particular problems are encountered during the design/consultation stage. There is therefore some flexibility in allocating funds to meet the Council's overall transport objectives.

7. Description

7.1 The LIP will be seeking funding for the following areas:

A] Routes and Corridors

Principal Road Renewal

7.2 We are seeking funding for Fortis Green, Park Road, Priory Road, Tottenham Lane, West Green Road, High Road Wood Green, The Roundway, Watermead Way, Westbury Avenue and Green Lanes.

Bid: £2,785,000

Bus Stop Accessibility

7.3 Programme still to be developed.

Bid: £ to be advised

Local Bus Priority Measures

7.4 Programme is being developed by JMP consultants. The bid is through LB Bromley as lead borough for London Bus Priority Network

Bid: £ to be advised

Parallel Initiatives

7.5 No bid is being submitted for 2007/8. A bid in future years is likely following the development of a programme for reviewing A roads and busy bus routes.

Bid: No bid

B] Places and Spaces

Bridge Strengthening and Assessment

7.6 We are seeking funding for interim measures on Ferry Lane, strengthening of Wightman Road bridge and assessments of Leaside Road, Hampden Road and Buckingham Road bridges.

Bid: £167,000

Road Safety

- 7.7 Our LIP bid is for local safety schemes on Wood Green High Road between Bounds Green Road and the borough boundary, Wood Green High Road between Bounds Green Road and Lordship Lane, Lordship Lane between Wood Green High Road and Perth Road, St Ann's Road between Green Lanes and Hermitage Road, Lansdowne Road and Muswell Hill between Muswell Hill Broadway and Park Road.

Bid: £418,000

- 7.8 We are continuing our programme of 20mph zones. Details of schemes are being developed.

Bid: £ to be advised

- 7.9 Our Education, Training and Publicity programme bid covers Junior Citizen scheme for safer schools partnership, promotion of walk to school weeks, production of a road safety newsletter and child pedestrian training resources.

Bid: £49,000

Area Based Schemes

- 7.10 These cover Town Centres, Streets for People and Station Access.

- 7.11 Our bid for Town Centres is for Wood Green, Seven Sisters/West Green Road and Green Lanes. We have already received initial support from TfL for Tottenham High Road scheme. Future years bids will focus on Muswell Hill and Crouch End. Proposals are still being developed.

Bid: £ to be advised

- 7.12 The Streets for People programme will be submitted following initial development work. We have received more than £1m for the Tower Gardens home zone which will complete in 2006/7.

Bid: £10,000

- 7.13 The Station Access programme is being developed sub-regionally through the North London Transport Forum. The bid for Haringey stations is for Alexandra Palace, South Tottenham/Seven Sisters and Wood Green.

Bid: £ 215,000 for South Tottenham/Seven Sisters; £350,000 for Wood Green; £317,500 for Alexandra Palace

C] Sustainability

Walking

7.14 The programme to enhance walking in the Borough comprises: provision of pedestrian facilities at signalised junctions; dropped kerb/tactile paving programme; pedestrian crossing audit and programme; complementary measures at traffic signal improvements; promotional campaign for walking organised by the Library Service; and the development of a Haringey walking route including signage. In addition the Corporation of London is leading a London-wide bid for a strategic walking routes which for Haringey includes the London Ring and Lee Valley footpath. The bid is still being developed.

Bid: £ to be advised

Cycling

7.15 Our programme for cycle parking and training will continue into 2007/8 and future years. The bid is for £120,000.

7.16 The LCN plus cycle route network is being implemented with an expected completion in 2010. The project is being led by LB Camden. Our bid for 2007/8 is £655,000.

7.17 On our local routes the focus is on improving access to Tottenham Town Centre/Seven Sisters to complement regeneration initiatives in the Tottenham area. The bid is £50,000 for feasibility and initial design work with a further bid of £200,000 for implementation in 2008/9.

7.18 We have received initial funding to develop Greenways cycle routes totalling £120,000 for 2006/7. A bid for £570,000 is being made for implementation.

Total bid: £1,355,000

Freight, Regeneration and Environment

7.19 Projects for these areas are being led by the North London Transport Forum as a sub-regional programme. The bid covers the following items: creating a green environment [tree planting]; greening the fleet campaign; healthy walking campaign; developing freight quality partnerships; Haringey Heartlands study; and Upper Lee Valley Regeneration.

Total bid for NLTF: £502,000

Controlled Parking Zones

7.20 We are seeking funding for a further three CPZs around rail stations following our successful bid for Hornsey and Harringay stations in 2006/7. The stations are Bruce Grove, White Hart Lane and Alexandra Palace. The bid is for initial design and consultation for each station.

Bid: £90,000

Accessibility

7.21 We will investigate the feasibility of shopmobility schemes for the Borough's town centres.

Bid: £25,000

7.22 To support the work of the newly formed Mobility Forum and to assist the development of future schemes to improve accessibility we want to employ a Street Accessibility officer to provide the link between groups representing disabled and elderly people and the Council's Streetscene department. The role would include identifying issues and assist the development of physical measures to enhance accessibility.

Bid: £50,000.

School Travel Plans

7.23 The programme is aimed at encouraging more walking, cycling and use of public transport to get to school. The bid relates to engineering measures and "soft" measures and follows successful bids over a number of years. The bid covers 60 schools, borough wide development of school travel plans, funding to develop school travel plans in independent schools and funds for a school travel plan co-ordinator post.

Bid: £1,481,000

Workplace Travel Plans

7.24 This area of work is pursued through a sub-regional partnership with LB Islington and LB Camden called the North Central Transport Network

Bid: £90,000 for NCTN

Travel Awareness

7.25 The bid will be to promote TfL's Good Going campaign, travel plans, walk to school week, car-free day and other marketing measures to promote travel awareness. Most of the funding being sought would be used to employ one to two staff to develop this area of work.

Bid: £100,000

Community Transport

7.26 We are seeking to set up a Community Transport scheme. We are undertaking preparatory work through a feasibility report to be undertaken by Hackney Community Transport.

Bid: £100,000

8. Summary and Conclusions

8.1 The LIP funding submission is the mechanism by which funding can be obtained from TfL for transport projects. The submission complements the final LIP document which we will be submitting to GLA/Mayor and TfL at the same time. The bid is mainly for funding for 2007/8 but includes outline bids for 2008/10. For some areas bids are lead by LB Enfield as lead borough for the North London Transport Forum.

9. Recommendations

9.1 That the LIP funding submission is supported as the basis for the Council's funding bid for transport schemes project and programme document to Transport for London.

9.2 That powers be delegated to the Lead Member, Environment and the Interim Director of Environmental Services to approve the full LIP

10. Legal and Financial Comments

10.1 The funding submission is to seek grant funding from Transport for London for the Council's transport projects for 2007/8. TfL is expecting to announce the funding level for 2007/8 in late 2006 which will be added to the capital programme for 2007/8.

10.2 Under the GLA Act 1999, TfL can provide financial assistance to projects which improve transport. The LIP funding submission is the mechanism for carrying this out.

11. Equalities Implications

11.1 The LIP funding submission complements the final LIP. The final LIP puts forward policies and a broad range of transport proposals that will encourage use of and improvement to public transport services and facilities which would particularly benefit women and ethnic minorities who are disproportionate users of public transport. The LIP proposals would also assist those on lower incomes, people without access to a car and people with disabilities as the projects and programmes aim to discourage car use and provide improved facilities for walking, cycling and public transport users.

12. Use of Appendices / Tables / Photographs

12.1 None.

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Executive Advisory Board		On 28 June 2006
The Executive		On 4 July 2006
Report Title: Youth Justice Plan 2006 - 2007		
Forward Plan reference number (if applicable):		
Report of: David Hennings, Assistant Chief executive (Strategy)		
Wards(s) affected: All	Report for: Key	
<p>1. Purpose</p> <p>1.1 To approve the Haringey Youth Justice Plan 2006 – 2007 and note Actions contained in Action Plan</p>		
<p>2. Introduction by Executive Member – Councillor Nilgun Canver</p> <p>2.1 The Youth Justice Plan is a statutory requirement and sets out the performance of the YOS and partners for the previous year, and the targets and priorities for 2006/07. This Plan is being submitted slightly later than usual due to the preparation for the recent YOS Inspection. While some good work has been achieved over the past year (e.g. reduction in overall numbers of youth crime), there are some further challenges ahead (e.g. tackling the levels of seriousness of youth offending). The YOS provides services that benefit residents across the Borough, and in particular young people from the more deprived areas and those from diverse community backgrounds.</p>		
<p>3. Recommendations</p> <p>3.1 To approve the Haringey Annual Youth Justice Plan 2006-2007</p>		
<p>Report Authorised by: David Hennings Assistant Chief Executive (Strategy)</p>		
<p>Contact Officer: Linda James, YOS Strategic Manager Tel: 020 8489-1146</p>		

4. Executive Summary

4.1 The Haringey Youth Justice Plan should have been submitted to the Youth Justice Board at the end of April 2006. However, due to the YOS Inspection taking pace at that time the submission date was moved to 16th June. As the YOS has recently undergone an inspection, the Haringey Youth Justice Plan 2006 – 2007 contains many of the areas for improvement identified in the self assessment. The first draft of the Inspection Report will be available by the 17th July and will be published on the 13th September. The YOS will then have to produce an Action Plan by the 13th December. The Inspection Report may indicate other areas which will be incorporated into the Action Plan at a later date. Particular priorities with regard to practice within the YOS relate to assessment and management of risk of harm and work to reduce levels of risk; reviews of current EPQA action plans, completion of new EPQA audits, compliance audit and victim gap analysis; monitoring and evaluation of various groups, including the equalities group. The most challenging targets relate to reducing the use of custody, supporting young people engaging in education, training or employment, supporting access to mental health services and supporting parenting interventions – many of these are dependant on recruiting to vacant posts which is taking place at the beginning of June.

5. Reasons for any change in policy or for new policy development (if applicable)

5.1 None

6. Local Government (Access to Information) Act 1985

6.1 None

6.2 None

7. Background

7.1 The Haringey YOS is required to produce a Youth Justice Annual Plan under Section 40 of the Crime and Disorder Act 1998 and the template for this is issued by the Youth Justice Board (YJB) each year. A separate Action Plan details the actions to be taken over the next year in order to achieve the Key Performance Indicators set by the Youth Justice Board. References are included to the YOS Inspection Self Assessment and Effective Practice Quality Assurance audits and Action Plans.

8. Description

8.1 The Annual Youth Justice Plan looks at the local environment and specific drivers for performance – governance and leadership, performance and quality systems, resources, people and organisation and partnership working. The Delivery Plan section both reviews work undertaken in the past year and identifies aims for 2006-2007 in relation to all the performance measures defined by the YJB. The final section of the Plan contains a review of the performance measures. A separate Action Plan details the specific actions to be undertaken this year.

9. Consultation

9.1 The Youth Justice Annual Plan has been presented to the YOS Partnership Board where a full discussion took place with partner agencies who contribute to the achievement of the Action Plan.

10. Financial Implications

10.1 Financial details are included in the Plan, pages 8, 9 and 10.

11. Summary and Conclusions

11.1 The actions defined in the YJ Action Plan will be reviewed at set intervals to ensure that they are being achieved within the defined timescales. The actions are in line with those identified in the YOS Inspection self assessment.

12. Recommendations

12.1 To approve the Haringey Youth Justice Plan 2006 - 2007

13. Comments of the Director of Finance

13.1 All funding for the financial year 2006/07 as identified in the Youth Justice Plan has been confirmed.

14. Comments of the Head of Legal Services

14.1 The Head of Legal Services has been consulted on this report, and makes the following comments.

14.2 As part of the package used to tackle youth offending within the Borough, the Council is under a statutory duty (section 40 of the Crime and Disorder Act 1998) to produce a youth justice plan. As part of that process, the Council is also required to consult with "relevant persons and bodies", which the legislation defines as being the police, probation committee or health authority.

14.3 The plan is required to set out how:

- youth justice services in the Borough is to be provided and funded
- the Council's YOS is composed and funded
- the YOS intends to operate and what functions it proposes to carry out

14.4 The Head of Legal Services advises that the action plan attached to this report meets the requirements set out above.

15. Equalities Implications

15.1 Diversity is included in the Annual Plan and Action Plan as there is a specific KPI set by the Youth Justice Board in relation to this area of work.

16. Use of Appendices / Tables / Photographs

16.1 Haringey YOS Action Plan

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Youth Justice Plan

2006 – 2007

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A. SUMMARY

Overview:

The performance of Haringey YOS in the past year has to be judged against the background of a complete re-structure, move to split sites, changes and gaps in staffing, including senior management, and ongoing frozen vacancies. Not unexpectedly, there was a slight dip in performance as a result, but improving performance is now a priority for the management team. Services continue to be delivered by the Prevention, Court, Restorative Justice and 2 Intervention/Casework Teams.

216 Start ASSETs have been completed since April 2005. 19 Final warning ASSETs had an average overall score of 4.7, community penalties had an average score of 19 and custodial had an average of 25.9. The overall average scores at all stages has increased year on year for the last two years.

Certain performance measures continue to present challenges for the YOS and the active involvement of the YOS Partnership Board in addressing these is proving to be very useful. Priority areas for 2006 will relate to use of remand and custodial sentences, via regular meetings with the Bench Legal Manager, local crown courts and co-opting a court representative onto the Partnership Board; parenting, via recruitment of a new parenting worker; education, training and employment (ETE), by identifying gaps in provision of services and substance misuse via the recruitment of a second worker.

Haringey YOS chose to focus on (1) resettlement and (2) bail and remand management for EPQA self assessments in 2005, as these were areas where significant improvements could be identified and achieved. Both areas scored 1 and the Action Plans have been approved by the Partnership Board and will be regularly reviewed by the Management Team.

The 2004 cohort had a re-offending rate after 1 year of 32.4% which was a 4.4% reduction compared to the previous year. However, the 2003 cohort had a re-offending rate of 45.8% after 2 years which was a 7% increase on the previous year.

The key objectives for the forthcoming year are:

- Recruitment to vacant positions – substance misuse, parenting, group work, YOS worker, psychologist.
- Recruiting 2 new workers (outreach and parenting workers) with additional 2 year funding for prevention from YJB.
- Combine the Prevention Team with other YOS services on one site.
- Finalise Resettlement and Aftercare Programme (RAP) and Intensive Supervision and Surveillance Programme (ISSP).
- Now the restructure review has taken place, consolidate individual performance by inculcating a performance management culture and including measures, as appropriate, as individual appraisal objectives.
- Carry out measures defined in Resettlement and Bail and Remand Action Plans in order to improve service delivery in these areas.

B. LOCAL PLANNING ENVIRONMENT

Local planning environment particularly looking at how the right balance is being achieved between children's services and crime and disorder / community safety:

Haringey YOS is managed by the Safer Communities business unit, based within the Chief Executive's Directorate, but has close links with the Children's Services. In order to ensure that the issues and needs of children and young people at risk of or actually offending are addressed in other arenas, the YOS is represented on the following local boards/steering groups – Children and Young Person's Strategic Partnership Board, Safer Communities, Anti-social Behaviour, Other Violent Crimes, Acquisitive Crime, DIP/POPO, Local Criminal Justice Board, Youth Court Liaison Panel, Junior and Senior YIPs, YISP, Safeguarding Children, Children's Fund, Neighbourhood Renewal Fund, Pupil Support Centre, MAPPA (when appropriate), Connexions LMC, Development and Training, Youth Crime Prevention. Many partners have shared or similar objectives in terms of the "Every Child Matters" agenda and these are addressed in the various protocols, procedures etc which are drawn up, and reviewed annually, by the YOS. Additionally, the YOS contributes to the business plans of other local authority departments and partner agencies when appropriate – e.g. Young People's Substance Misuse Plan. Good communication with the local police – the Borough Commander chairs the YOS Partnership Board and an Inspector, based part time in the YOS, is responsible for prevention work – ensures that any conflicting targets can be routinely addressed. The YOS also has a positive relationship with the Youth Court which, again, enables any difficulties to be resolved directly. However, further information with regard to annual performance measures will be provided to the Court this year to enable greater understanding of the YOS's priorities.

YOS members of staff have been seconded to the Youth Justice Board, Multi-systemic Therapy pilot scheme and Behaviour Improvement Programme for varying periods of time and will be able to both give and gain skills from the organisations involved.

The YOS has been fully involved in the development of the Children and Young People's Plan by contributing at the various discussion fora which have been set up. Two members of the Children's Service are members of the YOS Partnership Board; the YOS is now represented on the Children and Young Persons Strategic Partnership Board and the YOS manager is a member of the Children's Services Leadership, Children's Workforce Strategy and Family Support groups. The Chair of the YOS partnership Board represents the interests of the YOS at the Safer Communities Executive Board.

C. DRIVERS OF PERFORMANCE

C.1 GOVERNANCE AND LEADERSHIP

Overview particularly looking at strategic management and leadership arrangements:

Haringey YOS's position in the Safer Communities Unit of the Chief Executive's Service, ensures that, strategically, it is able to address crime and disorder relating to children and young people within the context of the Council's overall vision to make Haringey a place where people will choose to live and work. The work of the YOS is overseen by the Partnership Board (membership outlined below) which meets quarterly with agreement to meet more frequently if necessary. In order to improve the quality of governance a representative from the local Youth Court and CAMHS has been invited onto the Board: additionally, the Performance Co-ordinator will attend regularly to further increase the profile of performance within the YOS. Other partners will be invited to attend for specific topics – e.g. to provide information with regard to the Joint Area Review.

Table A: Composition of Management Board

Name	Agency representing	Post in agency	Ethnicity	Gender
Chair: Simon O'Brien	Metropolitan Police	Haringey Borough Commander	White uk	male
Cecilia Hitchen	Children's Service	Deputy Director	White uk	female
Jean Croot	Safer Communities	Head	White uk	female
Linda James	Haringey YOS	Strategic Manager	White uk	female
Jan Doust	Children's Service	Head of Children's Network	White uk	female
Catherine Kwan	Crown Prosecution Service	Borough Crown Prosecutor	Chinese	female
Nilgun Canver	Haringey Council	Executive Member for Crime and Community Safety	White other	female
Sean Walker	London Probation Area	Head of Service delivery- Haringey	White uk	male
Claire Wright	Haringey Teaching Primary Care Trust	Assistant Director, Children and Young People and Family Services	White uk	female
Matthew Hazelton	Haringey Youth Court	Bench legal advisor	White uk	male
Shaun Collins	CAMHS	Assistant Director	White uk	male

C.2 PERFORMANCE AND QUALITY SYSTEMS

Performance management and data quality are themes which form part of every YOS meeting agenda, including the new Management Team meetings, as it is recognised that these are key to improving service delivery.

The YOS has invested more staff time to facilitate increased activities concerned with data inputting, cleansing and interrogation. A Data Officer has been appointed in this respect to assist with the preparation and data cleansing for the Returns and the National Standards Audit.

The service's data performance staff now produce monthly reports for the management team highlighting information gaps and inaccuracies on YOIS. Data relating to the completion of asset is issued fortnightly. The data will continue to be used to monitor staff performance in relation to YOIS and action then taken to address the gaps. Monthly monitoring of the performance measures will continue to allow the management team to vigorously track and action any ongoing issues as they occur rather than analysing the data retrospectively. Data is now cleansed on a monthly basis to allow the Performance Co-ordinator to maintain accuracy. Following the implementation of YOIS Plus, the Data Analyst created new walkthroughs for all staff, which serve as a step-by-step guide to assist data recording. A computer is also available for staff supervision sessions, which will improve monitoring of each worker's caseload.

Additionally, the service underwent a technical refresh of all hardware and software within the council. After initial difficulties, this should improve network links and will provide a live network link via laptops which will expedite the flow of documentation direct from the court.

The phased introduction of secure email will also have a positive impact upon performance. It will improve all information flows (court result notifications, PSR requests, secure booking forms etc) between criminal justice organisations and is now operational.

All staff appraisal objectives for 2006/7 will be carefully linked to the YOS' performance measures and other service objectives. These will be reviewed regularly through monthly supervision meetings and via the Council's appraisal review process in May and then October/ November 2006.

C.3 RESOURCES

C3 a Financial resources

Overview of financial resources including any particularly significant changes in resources:

- Although in terms of inflation the YOS budget has increased slightly we also have to make efficiency savings of £11k. This relates to savings of £2k on staff travel costs based on more effective usage of our video link to secure estates. There is also an additional saving of £9k against a social worker post – this saving was originally dependent on the YOS gaining an additional probation officer which has not materialised.
- The YOS continues to provide a service that is highly dependent on grants and other sources of additional funding – 49% of total planned funding for 2006/7 is through this source of which YJB grants comprise 75%.
- The YJB has given approval for Haringey YOS to operate it's YJB Resettlement & Aftercare Programme in-house
- The YOS has funding through the YJB Prevention Work with young people; two workers will be recruited to the project.
- The Psychologist post within the YOS is currently vacant and recent interviews did not result in a member of staff being appointed. We are currently investigating the provision of alternative resources to address this gap in provision.
- Funding of £1,000 has been obtained for the YOS to pilot an SMS text messaging service with a view to increasing compliance rates

Table A1: Services planned for the financial year 2006 – 2007

Core activity	Budget expenditure (£)
Preventive services	£723,698
PACE Services	£32,000
Pre-court services	£41,506
Court-based services	£302,587
Remand services	£261,666
Community-based services	£845,927
Through care / after care (including RAP)	£380,859
Other orders	£129,591
Total:	£2,717,834

Table A2: Youth Offending Team Budget Financial Year 2006 – 2007 – Sources

Agency	Staffing costs (£)	Payments in kind – revenue (£)	Other delegated funds (£)	Total (£)
Police	£217,000	none		£217,000
Probation			£59,000	£59,000
Children’s Services	£324,276		£197,744	£522,020
Education	£97,000		£45,000	£142,000
Health (from Table A2b)	£44,979			£44,979
Local Authority Chief Executive	£407,116		£33,145	£440,261
Additional Funding (from Table A2a)	£1,106,574		£186,000	£1,292,574
Total (same as Table A1)	£2,196,945		£520,889	£2,717,834

Table A2a: Additional sources of income

Additional source	Amount (£)
Single Regeneration Budget	
European Funding	
Youth Justice Board	£990,255
Other	
Neighbourhood Renewal Funding	£302,650
Total (for inclusion in Table A2)	£1,292,905

Table A2b: Health service contributions to the Youth Offending Teams

Health contribution: Funding source	Amount (£)
Source 1: CAMHS – Psychologist	£28,979
Source 2: School Nurses	£16,000
Source 3: (etc)	
Total (for inclusion in Table A2)	£44,979

C3 b PROGRAMME RESOURCES

Overview of programme resources including services to meet specialist needs:

The YOS, in partnership with its statutory and voluntary sector providers, has developed a range of programmes to prevent offending and re-offending by children and young people in Haringey. These include:

- Substance Misuse -The YOS will recruit a second specialist Substance Misuse Worker to assess young people after initial screening by YOS practitioners. The Substance Misuse Workers will offer tier 2 intervention to those in need. The YOS has developed a cannabis awareness programme and is commencing work on an alcohol awareness programme. The workers also offer training as part of the induction of new staff and to YOS Referral Order Panel volunteers. The YOS works closely with Step Ahead to engage those in need of tier 3 and 4 intervention and a “satellite” service at the YOS premises has recently been set up.
- Mental Health - The YOS had a temporary part-time Psychologist whose contract ended at the end of January 2006 and a permanent replacement is being recruited. Due to the post being shared with the Adolescent Outreach Team, improvement has been made regarding speed of referrals and psychiatric assessments. In 2005 Inset mental health training took place for case workers, and a workshop focussing on the completion of specialist assessment tools for healthcare staff and others has taken place.
- Accommodation - Funding for the Accommodation Support Worker Post has been agreed for another year (2006-07), but the post was vacant for some time and has recently been recruited to. The post is pivotal to the bail and remand strategy and also to support young people who are placed in independent living.
- Specialist groups - Having identified the over representation of young black men, in the criminal justice system the YOS has devised group work programmes aimed specifically at addressing their needs. Similarly, a young women’s group, based on the success of a programme delivered for the International Women’s Day, continues to be run. A second group worker is being recruited. These groups form part of the rolling programme of group work which is offered in the YOS and is subject to review.
- Multi Systematic Therapies (MST) - The YOS continues to be part of a pilot programme managed and delivered by the Brandon Centre which uses the MST approach to support young people and their families in preventing offending and addressing its underlying causes. The programme is being used as a research project which has a randomised control group and clearly identified criteria, so is not offered universally.

The major gap in provision remains:

ETE – The YOS currently employs a teacher on a 0.8 part time basis and would benefit from additional input from educational services. 3 Connexions PA staff are attached to the YOS, but there continues to be a lack of suitable ETE placements for YOS clients, (particularly for those over statutory school leaving age, who are also in need of basic skills provision) and a lack of vocational education for those of school age. The opening of the Bruce Grove Youth Centre may assist in this area.

C3 c INFORMATION TECHNOLOGY

The purchase of YOIS Plus has assisted with data recording due to improved validation and practice performance management. We have arranged for our generic appointment letters to be added to YOIS Plus so that it automatically generates letters from YOIS to save valuable time for practitioners.

We have recently undertaken a technical refresh of all IT hardware and software within the service. We have purchased a dedicated server for YOIS Plus which has expedited response time when mobile working. We now have the ability to access network services at court which has streamlined the court practice.

We are currently piloting a SMS Text Messaging service which allows practitioners to send text messages via Outlook to clients to remind young people of appointments. This will assist the enforcement process and is expected to have a positive effect on attendance.

The infrastructure is now in place to implement the first phase of Secure Email which has now gone live. We now have the ability to electronically send forms to the secure placements team.

We are currently exploring the viability of purchasing a digital pen/paper which allows staff to complete forms whilst away from the council IT network. This will help us better manage our information capture and processing activities via the ability to create assets/sentence plans whilst away from the office.

PCs have been purchased for the interview rooms to allow immediate data access & recording whilst intervention sessions are in progress. We are currently investigating purchasing the Viewpoint application which allows young people to directly input their own "What Do You Think?" Asset. It would also allow data aggregation to support service planning.

Staff have access to the Xhibit portal which allows access to crown court results and future appearances via an internet portal. This has improved the link between Crown Courts and YOTs.

C.4 PEOPLE AND ORGANISATION

C4 a WORKFORCE PLANNING

Overview of workforce planning including volunteers and staff in agencies providing service under contract:

Details of staff are contained in table A3 below. Staff are in the process of being recruited to the vacant substance misuse, parenting worker, group worker, YOS worker, psychologist and 2 prevention worker posts. There is, inevitably, a gap between staff members leaving and replacements being appointed and it must be acknowledged that this can have a detrimental effect on services being provided. Men are under represented in the workforce in relation to the make-up of service users and this will be borne in mind in recruitment processes. Additionally, recruiting those with other languages would be an asset to the service.

The RAP service has been taken "in-house" this year and an additional worker will be appointed under the agreed re-configured budget.

In 2006/07 the YOS will reduce its use of agency staff in order to contain staffing costs. Unfortunately, the YOS has an over-reliance on different types of short term funding for staff and this will be investigated this year. Requests will also be made to partner and voluntary agencies for additional resources, which may take the form of the provision of services rather than actual staff members.

C4 b Workforce development

Overview of workforce development including volunteers and staff in outsource agencies:

The Youth Justice Board is proposing changes to workforce training in 2006 and the final decisions are awaited. There will be a reduction in access to the Professional Certificate in Effective Practice (PCEP), with financial implications for the YOS on an incremental basis throughout 07/08. The organisation of Inset training is also being altered, being centrally, rather than locally, provided. The YJB HR Strategy also plans to develop a Management Development Programme for operational managers and highlights volunteer training as a significant priority. Volunteers in Haringey already receive training and the opportunity to complete an accredited volunteering course. The assessment and management of risk has been identified as an area for development and training has recently taken place. As a result, further workshops are being set up locally to address ongoing issues and it may also be possible to include these in Inset training.

Table A3: Staff in the Youth Offending Team (by headcount)

Please ensure the two Totals are the same, and that all data entered here is consistent with that entered into Themis

	Managers Strategic	Managers Operational	Senior practitioners (FT)	Senior practitioners (PT)	Practitioners (FT)	Practitioners (PT)	Administrative	Sessional	Students/trainees	Volunteer	Total
Permanent	1	3	4		21	5	8	35	4	28	109
Fixed Term											
Seconded Social Services											
Seconded Probation											1
Seconded Police		1			2						3
Seconded Health						2					2
Seconded Education						1					1
Seconded Connexions					3						3
Seconded Other											
Outsourced					5	4					9
Temporary					1		1				2
Vacant					4		2				7
TOTAL	1	4	4		36	12	11	35	4	28	137
Gender/Ethnicity											
White Male		1	1		5	1	1		1	3	13
Black Male					8	3	1	8		3	23
Asian Male								1			1
Mixed Race Male								1			1
Chinese/Other Male											
White Female	1	1	1		8	5	3	1	1	13	34
Black Female		2	2		11	4	4	15	2	9	50
Asian Female								1			1
Mixed Race Female								1			1
Chinese/Other Female		5						7			7
TOTAL	1	4	4		34	11	9	35	4	28	130

C5. PARTNERSHIP WORKING

Overview of partnership working including complementary and conflicting targets:

- Excellent support from the Police -- Borough Commander is Chair of YOS Partnership Board, Inspector based in YOS one day per week is responsible for youth crime prevention and Safer schools programmes, two police officers based in YOS. Local police operations, objections to bail in individual cases etc can adversely affect YOS targets, particularly with regard to remand and custody.
- Excellent support from Chief Executive – financial commitment + regular information on London-wide fora.
- Excellent support from Executive Lead Member - YOS Management Board and regular information flow.
- Good support from:
 1. Probation with constructive discussions relating to transfer of cases and Priority and Other Prolific Offenders.
 2. Health – ongoing discussions with regard to provision/access to further services from health
 3. CAMHS – a representative has been invited onto the YOS Partnership Board.
 4. Children's Service – in particular, there are overlaps in relation to Looked After Children, Children in Need, educational and youth service provision, drawing up Children and Young Person's Plan etc.
 5. Youth Court – a representative has been invited onto the YOS Partnership Board.
 6. Effective working arrangements through SLAs/Contracts with both statutory and voluntary sector providers.
 7. Strong links to faith and community groups – Faith Breakfast meetings, member of Peace Alliance etc.
 8. Initial approaches have been made to Tottenham Hotspur Football Club to undertake some joint work to benefit both young offenders and the community.
 9. We will be developing stronger links with Haringey Homelessness Services to improve access to accommodation for young offenders.
 10. Strong links have been forged with the DAAT who are also a unit within the Safer Communities section.
 11. Links will be made with Regeneration with a view to improving ETE provision.

DELIVERY PLAN

D. DELIVERY PLAN

PREVENT OFFENDING

In the year 2005-2006 the 3 projects in the Prevention team – JYIP, On Track and the YISP all worked together as the restructured Prevention Team to offer support to families of children and young people aged 5 – 18 who are at risk of being involved in negative behaviour and offending. This support included involving children in breakfast clubs, lunchtime activities, in- school support – anger management groups, behaviour management through chess and individual work with targeted children and young people. This work was enhanced by our continued liaison with partner agencies and this work continues and is shown to improve the positive outcomes for children and their families.

All children and young people referred now have an ONSET assessment and plans are then devised to meet their individual needs.

Home School liaison has improved through the work of our Home-school co-ordinator and more parents are now involved in the work of the school and have a better understanding of their children's education.

Sporting activities – basketball and football have been used to engage children and young people and this is linked to their work in the classroom ensuring positive outcomes for those with challenging behaviour. These will be continued with increased contact with teachers linking the work done in the playground with work in the classroom and enhancing the school's behaviour policy.

A residential weekend took place at Pendarren House, a Haringey Outdoor education facility in Wales, with parents (including 4 fathers) and their children. This proved to be very successful as both individual parents and children saw each other in vulnerable positions where they were able to help each other; they were able to try new activities together away from the hustle and bustle of London in a relaxed atmosphere. Our aim is to continue these weekends involving parents and children if funding levels are sufficient.

We aim to increase our involvement with parents, especially fathers, to ensure their co-operation and to strengthen their ability and resolve to improve the positive life chances for their children and young people.

We aim to continue and increase our work with children and young people aged 13-18 by ensuring that, through regular roadshows, relevant agencies are aware of the work of the YISP and Prevention Team, thus increasing referrals and ensuring that any gaps in service are addressed. Effective links have been made with the Anti-Social Behaviour Team and all young people subject to ABCs are also referred to the YISP.

Data:

KPI: 05/06 April – December actual	<u>223</u>
KPI: 06/07 target	5% reduction

INTERVENE EARLY

The Prevention Team is now jointly managed by an Operational Manager and a Police Inspector based one day a week in the YOS. This has facilitated excellent links with the police locally and the Prevention Team's proposed move to the YOS (so that all staff are on one site) later this year will further add to providing a "seamless" service for children and young people.

All Final Warnings have been administered by two Police Officers in the Haringey YOS and there was a short gap when one of these officers left last year. He has now been replaced and the YOS has just received a third police officer and administrative assistant which will contribute enormously to prevention (and victim) work in the YOS. Despite these staff changes, the YOS has continued to meet and, indeed to exceed, the annual performance target.

Final Warning Policy and Procedures have now been drawn up and the information leaflet up dated. The procedure for Final Warnings will remain that the young people will be fully assessed, an Asset completed on YOIS and either an appropriate intervention will be offered or a referral made to a suitable scheme/agency. Those subject to Final Warnings can access the various groups run within the office if appropriate and, subject to funding, we plan to extend the Weapons Awareness course to pre-court cases in 2006.

Data: Final Warnings

KPI: 05/06 April – December actual (old KPI)	<u>97%</u>	EPQA: 03 rating	<u>2</u>
KPI: 06/07 target (new KPI)	<u>100%</u>	EPQA: 05 result	<u>2</u>

PROVIDE INTENSIVE COMMUNITY SUPERVISION

The North London ISSP provides an intensive community intervention programme for both prolific and serious offenders and Haringey has access to 12 places on the scheme. Demand outstrips availability and, on occasions, places have been “borrowed” from neighbouring Boroughs in the scheme and, when funding allows, additional places have been purchased. The advocates on the current scheme are recruited from the local community and reflect the ethnic diversity of the Borough. ETE is a key feature of the programme and emphasis is placed on this area of work. The ISSP provider will change in July 2006, as the contract for the next year has been awarded to NACRO. Negotiations are currently taking place to draw up a clear specification for the new scheme. Both operational and steering groups will monitor the level and quality of provision of the new scheme.

Group workers provide additionality to the supervision carried out by case workers and, after a gap of 3 months, we are now recruiting to the vacant group work post. The group work programme includes:

The Impact Road Show for young people committing car related offences – this has been further developed to include theory and law;
Weapons Awareness Course run in conjunction with the Red Cross and offering a First Aid certificate;

Young Black Men’s Group; looking at increasing young men’s awareness of their race, culture and heritage whilst exploring the offending behaviour of the group.

Young Women’s Group; incorporates raising awareness about sexual health, substance misuse as well as well as developing life and social skills.

Managing Emotions Programme which is often run on an individual rather than a group basis due to the issues raised.

A Cannabis Awareness group has also been developed and is run regularly;

A parenting drop-in session runs fortnightly and a parenting support group will be established once a second parenting worker has been recruited.

The development of any new intensive community programmes is communicated to the court via the Youth Court Panel and training is delivered to youth court magistrates on a regular basis. Our intention is to produce a quarterly Newsletter in future as identified in the Inspection Self-Assessment.

REDUCE RE-OFFENDING

During 2005 the re-structured service was reviewed and has now bedded down – the Pre-Sentence Team is acquiring skills in both report writing and in their relationship with the Youth Court which continues to be positive. As a result the magistrates have confidence in the services offered. The Restorative Justice Team has cleared the backlog of Referral Orders awaiting panels as more volunteers and an administrator have been recruited and this has allayed the Court’s concerns in this area. The specialist workers in the Casework Teams continue to provide additional services to practitioners and the recruitment of additional group, substance misuse and parenting workers will contribute further.

Asset training has taken place and will continue to be rolled out regularly due to staff turn-over to ensure consistency and quality in this area. Additionally, workshops in relation to linking Assets and forming SMART objectives will be set up.

The RAP scheme has been in existence for a year now and has recently been taken into the YOS to ensure consistency in the management of the scheme. The programme operates on a voluntary basis and focuses on young people with substance misuse and/or mental health problems – both significant risk factors in offending.

The presence of a teacher in the YOS ensures that all young people under the age of 16 have a school place. The Connexions workers concentrate on those over 16, but the high level of worklessness within the Borough, combined in some cases with a lack of basic skills, adversely affects the rate of employment in this age group. A job club is run regularly to enhance CV writing and interview skills. Links are being made with the Haringey Employment Forum and Regeneration to ensure that young people’s needs are considered.

Data:

KPI: 05/06 actual (Oct – Dec cohort)	<u>45.8%</u>
KPI: 06/07 target	<u>44%</u>

REDUCE THE USE OF CUSTODY

It has to be acknowledged that Haringey is a high crime area, with significant levels of deprivation and a small number of young people committing serious offences which, invariably, attract custodial sentences. Haringey YOS had previously been identified as a high custody area and, as a result, work was undertaken with a YJB consultant in 2005. Remand Management was deliberately chosen as one focus for EPQA in 2005 in order to improve services in this area. The EPQA score is currently 1 and an Action Plan has been drawn up and approved by the YOS Partnership Board. Work is continuing on the Action Plan with a remand strategy being drawn up; a weekly custody panel has been established and this identifies young people at risk of custody and reviews those who have gone into custody to establish any professional issues which could have prevented this; robust bail supervision and support packages are being developed and the ISSP co-ordinator attends the custody panel meetings. There are 12 ISSP places in Haringey and this restricts the number of ISSP packages which can be proposed to the Courts – the scheme always operates at full capacity.

Data:

KPI: 05/06 April – December actual	<u>49%</u>	KPI: 05/06 April – December actual	<u>6%</u>	EPQA: 05 rating (where applicable)	<u>1</u>
KPI: 06/07 target	<u>36%</u>	KPI: 06/07 target	<u>6%</u>	EPQA: 07 target	<u>2</u>

ENSURE THE SWIFT ADMINISTRATION OF JUSTICE

The specialist PSR and Court Team has resulted in a consistent and skilled service being provided to the Youth Court. Positive working relationships continue with the court with regular attendance and training being provided by YOS staff members at the Youth Court Panel meetings. The Team Manager of the pre-sentence team attends fortnightly tracker meetings held at the local court to ensure that PYO's are dealt with within the 71 day target. The YOS strategic manager meets regularly with the Bench Legal Manager and will attend the local Criminal Justice Group in future. A Legal advisor from the court has been co-opted onto the Partnership Board, as the Court is instrumental in influencing a number of KPIs. Quarterly performance monitoring reports are provided to the Court from the Partnership Board.

Reports are allocated and completed within the time scales requested from the Courts and requests for further remands are rarely requested by the YOS, allowing sentencing to take place on the due date. An analysis of reports not completed within the target timescales indicates that these are largely Crown Court remands where additional time has been allowed for a variety of reasons. Inevitably, the majority of these cases involve more serious offences, more complicated circumstances and assessments of dangerousness and are, therefore, more time consuming to prepare.

Data:

KPI: 05/06 April – December actual	<u>80%</u>
PI: 06/07 target	<u>90%</u>

ENFORCEMENT AND ENABLING COMPLIANCE

The National Enforcement Board measure is “an average of 35 working days from the relevant unacceptable absence to resolution of the case; to resolve 50% of cases within 25 working days of the relevant unacceptable absence.” The YOS is working towards this target.

The Youth Justice Board has recently issued guidance on arrangements for quality assessing performance against a range of key quality indicators linked to enabling compliance, which will then become a focus of work in the YOS. However, work in this area has already started in Haringey as a result of the EPQA inspection into bail and remand management and re-structuring with a specialist PSR and Court Team. Compliance and Enforcement procedures have been reviewed and re- launched this year – this includes a review of consistency of practice, “what works” in terms of encouraging young people to comply and how to enlist the support of parents/carers in this area. Additionally since 2005, as part of the APIS EPQA action plan a compliance and enforcement checklist was developed to be used with all young people. It enables practitioners to gather information about the young persons personal circumstances, culture, educational ability in order to identify the barriers to compliance and so a plan can be put in place from the beginning of the intervention to reduce the barriers or overcome them. We have recently introduced the computer “Texting” programme and will monitor its success over the year to establish whether the programme has contributed to an increase in compliance. A remand management strategy is being drawn up as part of the EPQA Action Plan. Also, a representative from the Youth Court has been invited onto the YOS Partnership Board, to enable better liaison to take place and emphasise shared targets. In order to speed up the enforcement procedure, the Court is currently investigating the possibility of removing the need to issue a summons to a young person subject to breach.

ENSURE EFFECTIVE AND RIGOROUS ASSESSMENT

Performance in relation to the completion of Assets has improved and is a priority for case workers overseen by Team Managers. Assets continue to be quality assured, but issues arising from the process need to be collated and feedback regularly to staff.

In-house Asset training has taken place and was positively evaluated. Reviews of Asset need to be completed more rigorously. Some specialist workers (drug workers) are contributing to the assessments at an early stage, but it is important to achieve a balance so that young people are not overwhelmed at the assessment stage. This will, therefore, be kept under review. Other specialist workers provide in depth assessments – parenting, education etc. There is currently a vacancy for a psychologist and investigations are taking place with a view to increasing education input.

A second group worker is currently being recruited, but all those referred for group work programmes are assessed as to their suitability before participating in various interventions.

Assessment and Management of Risk training has taken place and was mandatory for all practitioners. As a result of the feedback from the Trainers, an application has been made and approved for funding for regular workshops addressing risk. This has also been identified as a training need via the YJB Inset training programme for 2006. Haringey Risk Policy and Procedures and Serious Incident procedures have also been drawn up and disseminated to staff.

Data:

KPI: 05/06 April – December actual (community)	<u>93%</u>	KPI: 05/06 April – December actual (custody)	100%	EPQA: 03 rating	<u>2</u>
KPI: 06/07 target	<u>100%</u>	KPI: 06/07 target	100%	EPQA: 05 result	<u>2</u>

SUPPORT YOUNG PEOPLE ENGAGING IN EDUCATION TRAINING AND EMPLOYMENT

Implementation of the YOS EPQA action plan for ETE has been almost fully completed. The YOS has benefited from the permanent recruitment of a 0.8 teacher into post in June 2005. She has focussed on building up relationships with secondary schools, each of which now has a designated senior teacher with responsibility for liaison and communication with the YOS. This has resulted in high quality information being available for report writing and assessment purposes. We have continued to focus on supporting and working with the Pupil Support Centre (PSC) where a number of YOS clients of statutory school age are being educated. The YOS has delivered training to PSC staff on working with offenders and further joint training re managing behaviour is planned. Individual work with young people has been carried out within the school setting, aiming at maintaining them in statutory education. All young people are screened at PSR stage so that initial recording of educational placement is improved. However, recording remains an area for development in order that we can fully analyse data available to us. Whilst all young people of statutory school age now have an identified establishment which they should be attending, attendance figures need to improve; a few are not suitable for full-time education. We continue to have problems with the placement of young people over statutory school age and the lack of availability of training courses which meet the needs of young offenders. We have identified the need for pre E2E courses which can assist young people in acquiring the basic skills which will help them access further training in the future. Latterly we have linked with Rainer who provide basic skills and other training at pre E2E stage but we continue to struggle to get young people to attend regularly. Initial feedback from Haringey's involvement in the North London resettlement pilot and from RAP indicates that earlier planning for ETE on resettlement must start from the date of sentencing and we have had some success in getting young people into ETE from custody as a result. We continue to have difficulty in helping young people into employment because of the lack of employment opportunities available in Haringey which has higher than the national rate of wordlessness and also has very few large employers (apart from the Council) within the borough.

Given the focus we have had on improving our performance against this KPI it is disappointing that the data indicates some consistency in the numbers of young people we are able to place. The YOS therefore needs to focus on the accurate and ongoing collection of data for 2006/07 in order that we can extrapolate from this what the obstacles are to increasing the numbers receiving 25 hours or more ETE and make representations to key partners who may be able to offer remedial assistance. We also plan to develop the links we have with potential local employers.

Data:			
KPI: 05/06 April – December actual	68%	EPQA: 03 rating	2
KPI: 06/07 target	90%	EPQA: 05 result	2

SUPPORT ACCESS TO APPROPRIATE ACCOMMODATION

Funding has been secured from Supporting People for an Accommodation Officer for another year and, after a gap of some months, the post was filled at the beginning of 2006. Negotiations will take place to secure funding on a more permanent basis.

The Accommodation Worker is focusing on facilitating where possible young people remaining in the family home. All young people and parent/cares where possible undergo an assessment in order to ascertain what the risk factors are, level of motivation and level of needs as well as to identify the most appropriate provider.

The Accommodation Officer attends the London YOT accommodation forum where best practice is discussed amongst accommodation workers. Additionally the accommodation worker and the YOS Operational Manager are involved in Haringey's homelessness review 2006. The YOS are keen to ensure that the complex needs of young offenders are included in the restructure of Haringey's services which is moving away from procuring temporary accommodation to one of preventing homelessness. The plans for the coming year will focus on strengthening links with the Housing Department to ensure that young offenders have a better opportunity of securing council accommodation. Due to the restructure of the homelessness services all move on quotas into permanent council accommodation have been frozen. Therefore negotiations will take place this year concerning the number of places that the YOS will have access which is key to the YOS's housing scheme.

Despite the gap in securing an Accommodation Officer Haringey YOS has improved its performance since last year. The introduction of the RAP Scheme has contributed to this with RAP workers actively supporting young people in accessing accommodation upon release from custody and providing support parents/carers in order for the young people to remain at home. The accommodation officer will be working towards developing links with more providers in and around Haringey as the demand currently outweighs the number of housing providers to which young people can be referred.

Data:

KPI: 05/06 April – December actual		KPI: 05/06 April – December actual (suitable accommodation)	97%
KPI: 06/07 target (named Accommodation Officer)	<u>Yes</u>	KPI: 06/07 target	100%

SUPPORT ACCESS TO MENTAL HEALTH SERVICES

Attempts to recruit a permanent part time psychologist to the YOS last year were not successful and the temporary psychologist left at the beginning of 2006 when his visa expired. CAMHS is currently actively recruiting to the position, but there will be a significant gap in the service offered and concern that some young people are slipping through the net in terms of both assessment and referral on. Once recruited to, the fact that the full time post is split between the YOS and the Adolescent Outreach Team provides positive benefits in terms of referral and communication between the teams. A representative from CAMHS has been co-opted onto the YOS Partnership Board as CAMHS is instrumental in contributing to the achievement of this KPI.

The YOS has access to nurse provision and the majority of referrals are obtained through the open reporting centre. Investigations will take place to assess whether it is possible to increase the opening hours of the centre to attract more referrals. The Health workers attended a SIFA/SQIFA training workshop and are now able to undertake these assessments. They also contribute to various groups, including the parenting drop-in group and the young women’s group.

The YOS is currently negotiating with the PCT/CAMHS to make funds available which can be used to access specialist assessments/treatment for young people in the community or about to be released from custody. The current focus of this concerns working with young people who sexually harm others.

Data:

KPI: 05/06 April – December actual (Acute)	<u>100%</u>	KPI: 05/06 April – December actual (non-acute)	100%	EPQA: 05 rating (where applicable)	
KPI: 06/07 target	<u>100%</u>	KPI: 06/07 target	100%	EPQA: 07 target	

SUPPORT ACCESS TO SUBSTANCE MISUSE SERVICES

Haringey YOS has experienced staffing difficulties this year with specialist substance misuse staff which has impacted on meeting our KPIs. The YOS has two posts, one of which has been vacant for some time and to which we are currently recruiting. Nevertheless, some progress has been made with the delivery of services to those using substances. The YOS has introduced the use of the SASSI, screening/assessment tool which has assisted the YOS drugs worker to target those most in need of intervention. The substance misuse worker has continued to find it difficult to engage some young people due to failure to attend appointments (through denial of the problem, chaotic lifestyle). This needs to be monitored more closely in order to get accurate data as to whether the same young people are missing their other statutory appointments with the YOS.

The primary drug of choice remains cannabis although there are still some young people presenting with polydrug use (all of whom are referred to Step Ahead, the Borough's specialist drugs agency for young people). There are also some young people who are abusing alcohol and/or binge drinking. The substance misuse worker has developed a cannabis awareness programme, to deliver stage 2 drugs education but it also considers harm minimisation and uses reduction techniques. This is also done with young people on a one to one basis. It is anticipated that Health Services will be able to train some YOS workers in smoking cessation.

We have developed a new service level agreement with Step Ahead and set up a satellite service provided once a week at the YOS. This has enabled us to access specialist assessment and intervention more quickly. However, there are issues around young people not attending their appointments. The Young People's Counselling Service, part of Youth Service in Haringey, has recently offered to deliver counselling to young people who are using substances but also have underlying personal problems which may contribute to their continuing use of drugs.

Haringey YOS started a Resettlement and Aftercare Programme in May 2005 with 2 dedicated workers to undertake work for young people with resettlement needs where the entry criterion for services is the identification of substance misuse. The programme works predominantly with those serving custodial sentences and involvement on the programme is voluntary on the part of the young person. There has been some success in engaging otherwise hard to reach young people and helping them to access essential services, especially where there are dual diagnosis issues. RAP also focuses on encouraging constructive use of leisure time and attendance at ETE and where young people engage in activities such as gym work and are in education there is some anecdotal and self-reporting evidence of a reduction in use of substances. RAP has also enabled much better communication between the drugs workers in Feltham and Huntercombe, and the YOS.

Data:

KPI: 05/06 April – December actual (Assessment)	<u>72%</u>	KPI: 05/06 April – December actual (specialist assessment)	83%	KPI: 05/06 April – December actual (early access to intervention)	<u>82%</u>	EPQA: 05 (where applicable)	
KPI: 06/07 target	<u>100%</u>	KPI: 06/07 target	100%	KPI: 06/07 target	<u>100%</u>	EPQA: 07 target	

SUPPORT RESETTLEMENT INTO THE COMMUNITY

Haringey actively chose to carry out one of its EPQA audits in the area of resettlement in order to produce a baseline and an action plan to address areas for improvement. The Action Plan has been approved by the YOS Partnership Board and completion of the actions is on going.

Haringey's RAP scheme went live in May 2005 and has had some excellent results with young people engaging with RAP. The scheme focuses on young people being released from custody who have a substance misuse/mental health problem and offers support packages to maximise integration back into the community and minimise offending behaviour. The target number of young people being dealt with was substantially exceeded in the first year (74 referrals and target of 34). In May 2006 the RAP scheme was brought into the YOS, having previously been tendered to a partner organisation. Additionally, the reconfiguration of the budget has resulted in a third worker being able to be recruited to the scheme.

The YOS also took part in the Rainer North London Pilot whose aim was to place young people in some form of ETE within 7 days of release from custody. The Pilot has identified gaps in services relating to Pre – E2E provision, high levels of support needed to sustain EET places and difficulties engaging with the FE sector. The pilot resulted in 35% of young people whose custodial cases closed in the relevant period in Haringey meeting the target of 7 days.

Data: Resettlement

EPQA: 05 rating	1	EPQA: 07 target	2
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PROVIDE EFFECTIVE RESTORATIVE JUSTICE SERVICES

The re-structuring of the YOS in 2004 resulted in a Restorative Justice Team being set up, although the team has struggled with staff shortages and a resulting backlog of Referral Orders. Two police officers are based in the RJ Team, but there was a gap when a previous officer left before his replacement arrived. An administrative assistant and a third police officer have just joined the YOS – this will allow the YOS to develop its services to victims over the forthcoming year. A gap analysis will be completed in relation to the new Code of Practice for Victims of Crime and an application will be made for YJB consultant support if necessary. A presentation has been given to practitioners by the LPA Victim Unit and a Victim excel data system has been set up. Victim Policy and Procedures will be drawn up and disseminated to staff once all staff are in post and will include liaison with the local Victim Support scheme. Links are being made with retailers in Wood Green Shopping City. However it continues to prove challenging to encourage victims to participate in restorative justice processes. Training opportunities for those staff who have not been trained in restorative justice techniques have been identified so all team members should be trained in restorative justice approaches by the end of the year.

Haringey YOS achieves a high satisfaction rate with regard to victim feedback but this is based on small figures.

Data:

KPI: 05/06 April – December actual (intervention)	<u>91%</u>	KPI: 0405/06 April – December actual (satisfaction)	100%
KPI: 06/07 target	<u>75%</u>	KPI: 06/07 target	75%

SUPPORT PARENTING INTERVENTIONS

Some achievements have been made with regard to parenting resulting in an increased EPQA score from 1 to 2 in 2005. The outcome of the audit highlighted that there had been an improvement in three areas, assessment process, management and service development. A single assessment tool has been implemented for both voluntary and statutory cases. Procedures are in place so that staff are clear about accessing the services and links have been made with a other services, YISP, ASBAT, Children's Service, EWO to facilitate better partnership working and sharing of resources and good practice. Overall the YOS has seen an increase in the number of interventions supported by parenting work.

However, the Parenting Co-ordinator left at the end of 2005 and we are currently recruiting a second parenting worker. This means that there are still some actions outstanding in the improvement Plan which will be addressed once the position is filled. The Haringey Parenting Policy and Procedures was launched in 2006, in order to ensure that staff are informed as to assessment and referral procedures.

Once again, there have been low numbers of parenting orders made in the local Court as the magistrates continue to encourage parents to engage with the YOS on a voluntary basis. Once a second parenting worker has been appointed, a parenting support group will be set up using the TSA "Escape" programme. A presentation will be given to magistrates to encourage referrals to this group. Currently, a parenting drop-in service operates once a fortnight facilitated by the parenting worker with assistance from other partner agencies.

An additional parenting worker is being recruited to the Prevention Team of the YOS with the additional funding offered by the YJB. The multi-systemic therapy pilot scheme continues and preliminary results are expected next year.

Data:

KPI: 05/06 April – December actual (Interventions)	7%	KPI: 05/06 April – December actual (Satisfaction)	91%	EPQA: 04 rating	<u>1</u>
KPI: 06/07 target	10%	KPI: 06/07 target	75%	EPQA: 05 result	<u>2</u>

ENSURE EQUAL TREATMENT REGARDLESS OF RACE

Haringey is a Borough which attracts high levels of BME groups as residents, many of whom are transient. As a result, the make-up of the Borough's population changes frequently – for instance in Dec 2002 the YOS caseload consisted of 10.4% Roma clients and by Dec 2005 this had decreased to 1%. This is a complicating factor when making both historical and local comparisons and analysing data.

The 2005 Haringey Diversity Action Plan has been regularly reviewed and some achievements noted. Further data work was carried out by a Borough Information and Policy Officer, but unfortunately, we have not had the resources to drill down further and complete more detailed analysis. National research highlights the over-representation of black and dual heritage young people in the criminal justice system and all staff are aware of this issue. Quality assurance systems have been reviewed this year and continue to ensure the elimination of discrimination in assessments and reports.

An Equalities Group, with specific terms of reference, meets monthly to address issues identified by staff. The group aims to address issues of discrimination for young people as well as organisational issues with a view to increasing staff and young people's awareness of issues of diversity. Young people are encouraged to feedback when they feel that the service is not meeting their needs. An example is a young Turkish boy who wanted to know why there was a young black men's group but not a group that would address his ethnicity. In addition to this the group have started to work towards making links with community groups who could work with the YOS in supporting young people from particular cultures or faith groups. Currently the need for further diversity training for the YOS has been identified as a training need as the last event took place in 2003 and the group is encouraging staff to incorporate issues of diversity in their work with young people. International Women's month was celebrated and young people were encouraged to discuss and comment upon the contribution women have made in their lives and in the World. Examples of perceived discriminatory sentences are passed onto the YJB to be referred to the Communicating with Sentencers Steering Group.

Group work programmes have been established to reflect the make-up of the YOS caseload, both in terms of ethnicity, gender and offences. A vacancy for the second group worker has reduced the number of groups we have been able to run, but we are currently recruiting to this post. The group work programme for 2006 includes the Young Black Men's Development Group.

E. REVIEW AND APPROVAL

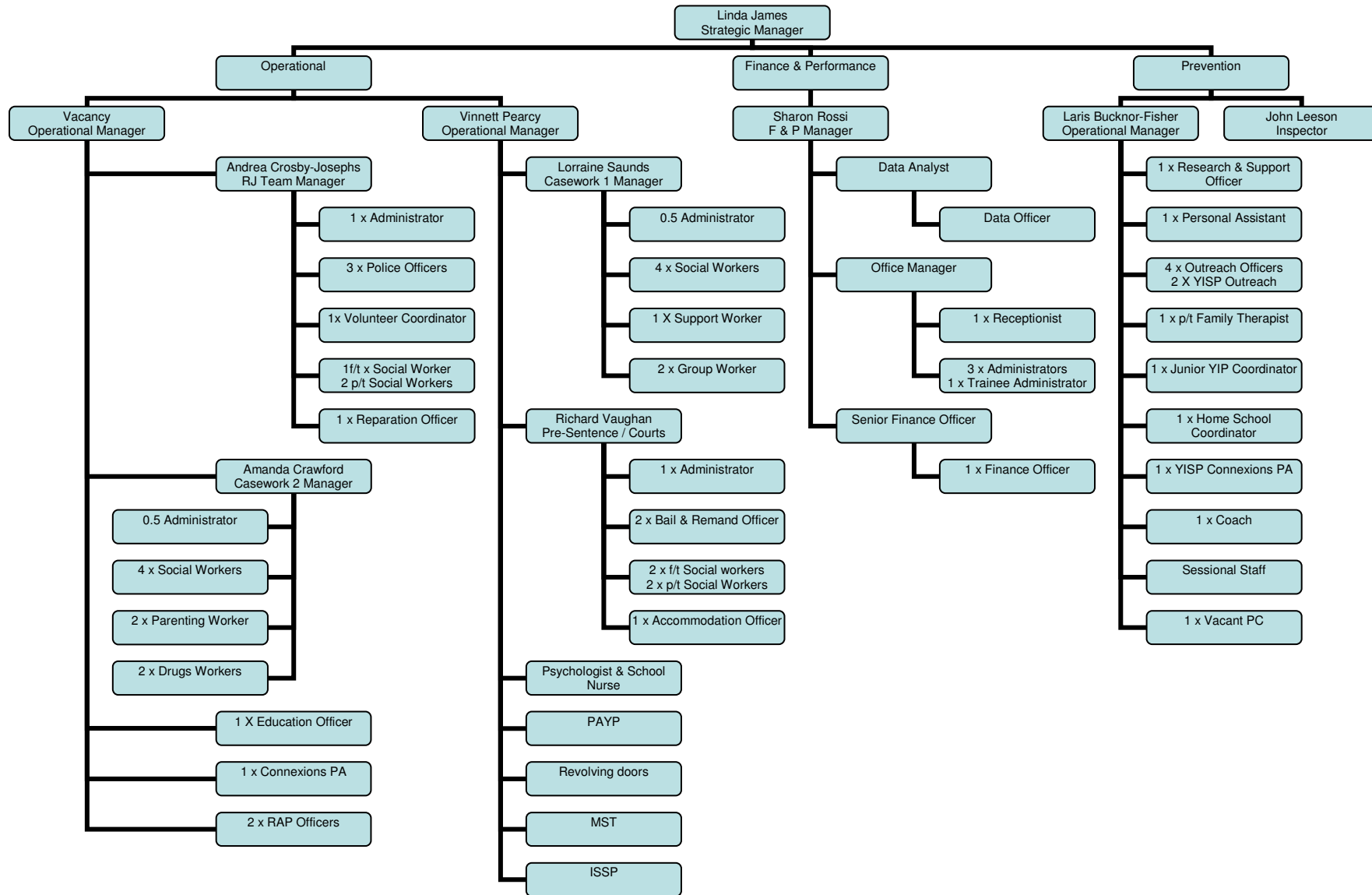
Table B: Schedule for review of plan:

Review date	Reviewer
21 st August 2006	All Managers meeting
13 th November 2006	All Managers Meeting
December	YOS Partnership Board
February 2007	All Managers meeting

Table C: Signature of approval

	Name Of Chief Officer	Signature	Date
Chief Executive Of The Local Authority	Dr Ita O'Donovan		
Health Service	Claire Wright		
Police Service	Simon O'Brien		
Probation Service	Sean Walker		
Children's Service	Sharon Shoesmith		
Other Partner(s)			

APPENDIX A: ORGANISATIONAL CHART



APPENDIX B: PERFORMANCE MEASURES

KPIs

Below please provide historical data against the KPIs associated with the themes.

Theme and measure	2004/05 outturn	2005/06 Apr-Dec Outturn	2006/07 Target
<p>Prevent offending (target since 05/06):</p> <p>Reduce year on year the number of first time entrants to the youth justice system by identifying children and young people at risk of offending or involvement in anti-social behaviour through a YISP or other evidence-based targeted means of intervention designed to reduce those risks and strengthen protective factors as demonstrated by using ONSET or other effective means of assessment and monitoring</p>		223	212
<p>Prevent Offending (old target):</p> <p>At least 200 young people are identified and targeted for support each year</p>	204	NEW TARGET	
<p>Intervene early (new target):</p> <p>Ensure that 100% of young people on a final warning are supported by an intervention if:</p> <ul style="list-style-type: none"> - their Asset score is greater or equal to 12, or - there are any concerns of risk of serious harm to others, or - their score is less than 12 but any sections score 4 			100
<p>Intervene early (old target):</p> <p>Ensure that 80% of all final warnings are supported by an intervention programme</p>	89%	97%	
<p>Reduce re-offending:</p> <p>Achieve a reduction in re-offending rates by 5% in 2006-07, when compared with the 2002-03 re-offending cohort, with respect to each of the following four populations:</p>	2002/03 cohort % reoffending after 24 months:	2003/04 cohort % reoffending after 24 months (if available):	2004/5 cohort % reoffending after 24 months:

Theme and measure	2004/05 outturn	2005/06 Apr-Dec Outturn	2006/07 Target
Pre-court	22%	37%	Reduction of 5%
First tier penalties	39%	40%	Reduction of 5%
Community penalties	66%	69%	Reduction of 5%
Custody	85%	64%	Reduction of 5%
Reduce the use of custody (secure remands): Reduce the number of remands to the secure estate (as a proportion of all remand episodes excluding conditional / unconditional bail) to 30%	43%	49%	30%
Reduce the use of custody (custodial sentences): Reduce the number of custodial sentences as proportion of all court disposals to 5%	7.1%	6%	Reduce to 5%
Ensure the swift administration of justice: Ensure that 90% of pre-sentence reports are submitted within 10 days for PYOs	71%	79%	90
Ensure that 90% of pre-sentence reports are submitted within 15 days for general offenders	90%	81%	90
Ensure effective and rigorous assessment, planning and supervision Ensure that 100% of assessments for community disposals are completed at assessment stage	96%	99%	100
Ensure that 100% of assessments for community disposals are completed at closure stage	92%	89%	100
Ensure that 100% of assessments for custodial sentences are completed at assessment stage	100%	100%	100
Ensure that 100% of assessments for custodial sentences are completed at transfer stage	100%	100%	100
Ensure that 100% of assessments for custodial sentences are completed at closure stage	91%	100%	100
Ensure that all initial training plans for DTOs are drawn up within 10 working days of sentences being passed	65%	65%	100

Theme and measure	2004/05 outturn	2005/06 Apr-Dec Outturn	2006/07 Target
Support young people engaging in education, training and employment: Ensure that 90% of young offenders who are supervised by the Yot are either in full-time education, training or employment	70%	68%	90%
Support access to appropriate accommodation: Ensure that all Yots have a named accommodation officer and that 100% of young people subject to final warnings with intervention, relevant community based penalties or on release from the secure estate have suitable accommodation to go to	95%	97%	100%
Support access to mental health services: Ensure that all young people who are assessed by ASSET as manifesting acute mental health difficulties are referred by YOTs to the CAMHS for a formal assessment commencing within five working days of the receipt of the referral with a view to their accessing a tier 3 service based on this assessment	100%	100%	100%
Ensure that all young people who are assessed by ASSET as manifesting non-acute mental health concerns are referred by the YOT for an assessment and engagement by the appropriate CAMHS tier (1-3) commenced within 15 working days	94%	100%	100%
Support access to substance misuse services: Ensure that all young people are screened for substance misuse	92%	73%	100%
Ensure that all young people with identified needs receive appropriate specialist assessment within 5 working days of assessment	91%	82%	100%
Ensure that all young people access the early intervention and treatment services they require within 10 working days of assessment	65%	83%	100%
Provide effective restorative justice services: Ensure that 75% of victims of youth crime referred to Yots are offered the opportunity to participate in a restorative process	76%	91%	75%
Ensure that 75% of victims are satisfied	94%	100%	75%

Theme and measure	2004/05 outturn	2005/06 Apr-Dec Outturn	2006/07 Target
Support parenting interventions: Ensure that 10% of young people with a final warning supported by intervention or a community disposal receive a parenting intervention	6%	7%	10%
Ensure that 75 % of parents participating in a parenting intervention are satisfied	90%	91%	75%
Ensure equal treatment regardless of race (new target): Yots must deliver targeted activity that substantially reduces local differences by ethnicity in recorded conviction rates, by March 2008			
Ensure equal treatment regardless of race (old target): All YOTs to have an action plan in place to ensure that any difference between the ethnic composition of offenders on all pre-court and post-court disposals and the ethnic composition of the local community is reduced year-on-year			NEW TARGET

EPQA

Theme and measure	Initial score	Predicted score	Actual score
Prevention: post 07			
Early intervention: Final warning interventions	2	2	2
Intensive supervision: ISSP post 07			
Managing demand for custody: Remand management 05 – 07 or 06 – 08	1		
Swift administration of justice: post 07			
Restorative justice and victims: post 07			
Race (n/a)			
Recidivism (n/a)			
Assessment, planning interventions and supervision	2	2	2
Education, training and employment	2	2	2
Substance misuse: 05 – 07 or 06 – 08			
Mental health: 05 – 07 or 06 – 08			
Accommodation (n/a)			
Resettlement	1		
Parenting	1	2	2

This version is for: **Youth Justice Plan**

Action Source	Theme	Enabler	Objective	Specific Actions	Date Action Entered	Date Action Modified	Progress	Deadline	Status	Owner	Other Key Players	Links to Plans / Performance	Risks
Youth Justice Plan	Prevent Offending	Performance & Quality Systems	Reduce number of 1st time entrants to CJS	Set up system whereby siblings of offenders are referred to Prevention Team	25-Apr-2006			31 July 2006		Prevention Ops man	Data analyst	Youth Crime prevention Plan	
		Governance & Leadership	Secure future funding	Business case to be made addressing short term funding issues	25-Apr-2006			Annually		YOS manager	Prevention Ops man	Youth Crime prevention Plan	Lack of permanent funding opportunities
		Partnership Working	Identify young people at risk of offending and provide intervention	Ensure that referral system is in place and easily accessible to other agencies	18-May-2006		Referral procedure in place	ongoing		Prevention manager		Youth Crime prevention Plan	
		People & Organisations	Provide intervention for young people at risk of offending	Ensure that all young people engaged by the YISP have individual support plans	18-May-2006			ongoing		prevention manager		Youth Crime prevention Plan	
Youth Justice Plan	Intervene Early	Partnership Working	Ensure that appropriate young people on a final warning are supported by an intervention	Extend Weapons Awareness course to pre-court cases, subject to funding.	25-Apr-2006			30 June 2006		Team and ops man	Red Cross	Acquisitive Crime and Other Violent Crime Action Plans	Lack of funding
		Partnership Working	Ensure that appropriate young people on a final warning are supported by an intervention	Induct new partnership staff members to YOS and Final Warning Scheme	25-Apr-2006			30 June 2006		Team and Ops man			
		People & Organisations	Ensure that appropriate young people on a final warning are supported by an intervention	Investigate increased use of restorative justice conferences for Final Warnings.	25-Apr-2006			Quarterly		Team and ops man	RJ team staff		Lack of take up by young people
		Partnership Working	All young people who receive a police reprimand receive an intervention	All young people the subject of reprimands are automatically referred to the YISP	18-May-2006			Quarterly		Prevention Manager		Youth Crime prevention Plan	
Youth Justice Plan	Intensive Supervision	Resources	Provide intensive supervision in appropriate cases	Monitor new ISSP provision through operational and steering groups	11-Apr-2006			Quarterly		Strategic & Ops mans			New contract with NACRO
		Partnership Working	Inform Court regularly of intervention developments	Provide quarterly newsletter to Youth Court	11-Apr-2006			Annually		PSR/Court Team man		Self Assessment	
		People & Organisations	Monitor effectiveness of group work	Evaluate group work provision	11-Apr-2006			Annually		Group worker and Team man			Inability to recruit to second groupworker post
Youth Justice Plan	Reduce Re-Offending	People & Organisations	Reduce offending by 5%	Set up workshops to address SMART objectives	19-Apr-2006			30th November 2006		Ops and team mans	Yos staff	Self Assessment & Safer Communities Plan	
		People & Organisations	Improve practice with regard to risk of harm	Following successful Assessment and Management of Risk Training, establish on going workshops	19-Apr-2006			Annually		Ops man	Risk trainer	Self Assessment	Insufficient funding
Youth Justice Plan	Reduce Custody Use	Resources	Reduce the use of the secure estate for remands and sentences	Complete actions in Remand EPQA Action Plan	11-Apr-2006			01 September 2006		Ops man	YOS staff; ISSP staff	EPQA Action Plan	Competing demands
		People & Organisations	Ensure race and ethnicity remain at forefront of work	Monitor work of equalities group	11-Apr-2006			Annually		Ops man and group members	Self Assessment	Diversity Action Plan	
		People & Organisations	Ensure disproportionality is addressed	Monitor and review custody panels	11-Apr-2006			Quarterly		Ops man		EPQA Action Plan	
Youth Justice Plan	Swift Justice Administration	People & Organisations	Increase use of Stand-downs where possible	Agenda the use of Stand-down reports at the next quarterly Youth Panel meeting	15-May-2006			31 October 2006		Team & Ops Manager	YOS Staff, Magistrates		Continued Serious offences at court which requires full report
		People & Organisations	Ensure all Youth Court reports are submitted within the timescales	Monitor allocation, and completion of reports	15-May-2006			Quarterly		Team & Ops Manager	YOS Staff / Data Analyst		Impact of Court Team being understaffed for 6 month period

This version is for: **Youth Justice Plan**

Action Source	Theme	Enabler	Objective	Specific Actions	Date Action Entered	Date Action Modified	Progress	Deadline	Status	Owner	Other Key Players	Links to Plans / Performance	Risks
Youth Justice Plan	Enforcement and Enabling Compliance	People & Organisations	Increase compliance rates: decrease breach rates	Introduce remand management and strategy	7-Apr-2006			30 June 2006		Operational Manager	YOS staff	EPQA Action Plan	Under use of "texting" pilot
Youth Justice Plan		Performance & Quality Systems	Increase compliance	Monitor "texting" programme and review effectiveness	7-Apr-2006			Annually		Data analyst	YOS staff	Self Assessment	Under use of "texting" pilot
		People & Organisations	Increase compliance	Complete YJB securing compliance checklist	7-Apr-2006			Annually		Team and Ops managers			
		Governance & Leadership	Increase compliance	On basis of results of above, draw up action plan to present to YOS Partnership Board meeting in Autumn	7-Apr-2006			Annually		Strategic & Ops mans	Team mans		
Youth Justice Plan	Assessment	Performance & Quality Systems	Ensure effective and rigorous assessment	Collate, analyse and feedback issues relating to quality assurance	11-Apr-2006			Quarterly		Team Man	Data analyst	Diversity Action Plan & EPQA action plan	
		Performance & Quality Systems	Ensure balance in assessment in terms of demands made on young people	Monitor input at assessment stage of specialist workers	11-Apr-2006			Annually		Team &Ops mans	Specialist workers		
Youth Justice Plan	ETE	Resources	Ensure that 90% of young offenders who are supervised by the YOS are either in full-time education, training or employment	To identify funding and appoint a learning mentor to support and sustain attendance at designated learning establishment	17-Apr-2006			01 September 2006		Ops Man	GOL decision re: funding		no funding identified
Youth Justice Plan		Partnership Working	Ensure that 90% of young offenders who are supervised by the YOS are either in full-time education, training or employment	To meet with designated YOS link teachers in schools on a quarterly basis to review and develop partnership working in order to maintain and sustain educational placements.	17-Apr-2006			Quarterly		YOS teacher	Secondary school designated links		
Youth Justice Plan	ETE	Performance & Quality Systems	Ensure that 90% of young offenders who are supervised by the YOS are either in full-time education, training or employment	Production of monthly lists of Asset scores 2+ in relevant area to monitor numbers of referrals	17-Apr-2006			Monthly		Data analyst	YOS teacher; YOS staff		
Youth Justice Plan	Accommodation	Partnership Working	Ensure that all young people have suitable accommodation	Review protocol between homelessness services and YOS	15-May-2006			01 September 2006		Accommodation Officer / Ops Manager	Homelessness Service / Housing providers		Short term funding for Accommodation Officers post - expires March 2007
		Partnership Working	Ensure that all young people have suitable accommodation	Arrange quarterly meeting between YOS and housing providers	15-May-2006			Quarterly		Accommodation Officer / Ops Manager	Housing providers		Short term funding for Accommodation Officers post - expires March 2007
		Partnership Working	Secure further funding for Accommodation Officer Post	Liaise with Supporting People regarding funding past March 2007, prepare briefing report.	15-May-2006			31st October 2006		Ops Manager	Supporting People		No funding available
Youth Justice Plan	Mental Health	Partnership Working	All young people with mental health problems referred appropriately	Recruit to psychologist post	19-Apr-2006			30 June 2006		Ops man	CAMHS		Inability to recruit to post
		Governance & Leadership	All young people with mental health problems referred appropriately	Investigate short term options to cover vacancy period	19-Apr-2006			30 June 2006		YOS man	CAMHS		Lack of funding/suitable staff
Youth Justice Plan	Substance Misuse	Resources	Ensure that all young people are screened for substance misuse	To train RAP and substance misuse staff to deliver smoking cessation to young people	19-Apr-2006			30th November 2006		Team ad Ops mans	PCT		no training available
		People & Organisations	Ensure all appropriate young people are referred to Cannabis Awareness group	To run, monitor and evaluate the Cannabis Awareness group	19-Apr-2006			Quarterly		Substance misuse workers	YOS staff	DAAT measures	Lack of referrals
Youth Justice Plan	Resettlement	People & Organisations	Monitor EPQA Resettlement Plan	Complete actions in EPQA Resettlement Action Plan	18-Apr-2006			Quarterly		Ops man	YOS staff	EPQA Action Plan	Competing demands
		People & Organisations	Extend parenting provision to those in custody	Once second parenting worker appointed, allocate parenting worker to parents/carers of each young person in custody	18-Apr-2006			30th November 2006		Team manager	Yos staff	EPQA Action Plan	Inability to recruit

This version is for: **Youth Justice Plan**

Action Source	Theme	Enabler	Objective	Specific Actions	Date Action Entered	Date Action Modified	Progress	Deadline	Status	Owner	Other Key Players	Links to Plans / Performance	Risks
		People & Organisations	Increase staff knowledge of RAP	Re-launch re-configured RAP scheme	18-Apr-2006			30 June 2006		Team man and RAP workers	Yos staff	EPQA Action Plan	
		Performance & Quality Systems	30% of young people in custody referred to RAP	Monitor re-configured RAP scheme from May 2006	18-Apr-2006			Quarterly		Ops man	RAP workers	EPQA Action Plan	Inability to recruit 3rd RAP worker
Youth Justice Plan	Restorative Justice	Partnership Working	75% of victims offered opportunity to participate in restorative justice and 75% of these are satisfied.	Complete gap analysis in relation to Code of Practice for Victims of crime and apply for YJB consultancy if identified as a need.	18-Apr-2006			01 September 2006		RJ Team man and police inspector	YJB consultant	Code of Practice for victims	Insufficient resources
	Restorative Justice	People & Organisations	75% of victims offered opportunity to participate in restorative justice and 75% of these are satisfied.	Complete Victim Policy and Procedures and disseminate to staff	18-Apr-2006			01 September 2006		RJ Team man and police inspector	Police officers	Code of Practice for victims	
		Resources	75% of victims offered opportunity to participate in restorative justice and 75% of these are satisfied.	Investigate RJ training opportunities	18-Apr-2006			10 September 2006		RJ Team man and Ops man			Insufficient resources
Youth Justice Plan	Parenting	Resources	Ensure that 10% of young people receive a parenting intervention	Once a second parenting worker is in post, establish and facilitate Parenting Support Group	11-Apr-2006			Quarterly		Parenting workers and Team man.			Inability to recruit 2nd parenting worker
		Performance & Quality Systems	Increase referrals to parenting worker	Production of monthly lists of Asset scores 2+ in relevant area to monitor numbers of referrals	11-Apr-2006			Monthly		Parenting workers and Team man.	Data analyst		
Youth Justice Plan	Equality	People & Organisations	Ensure equal treatment regardless of race	Routinely collate and feedback issues identified on quality assurance forms	7-Apr-2006			Quarterly		Team and Ops man	Data analyst	Diversity Action Plan	
		Resources	Evaluate group work provision	Monitor attendance and effectiveness of the Black men's self development group	7-Apr-2006			Annually		Group worker		Diversity Action Plan	Inability to recruit to second groupworker post
		People & Organisations	Increase access to other resources for BME young people	Through the Equalities Group, identify gaps in targeted activity relating to the YOS caseload and the local community in relation to ethnicity	7-Apr-2006			Quarterly		Ops manager		Diversity Action Plan	lack of time to make community contacts

Success Criteria
Increased referrals from other YOS teams
Access funding
comparison of referral rates with similar periods
audit trail
Specific number of courses to be agreed and completed in 2006
Induction and training completed
RJ conferences taking place
Identify gaps between number of reprimands issued and number of referrals received
No disruption to ISSP provision
Production of newsletter
Increase in attendance at groups
Workshops completed and relevant staff attended
Specific number of workshops completed in 2006/07
Completion of action plan
Annual review completed
Decrease in custody rates
Increase of PSRs completed within timescales
PSRs written within timescales requested by Courts

Success Criteria
Decrease in number of breaches
Decrease in number of breaches
Completion of checklist
Action Plan formulated
Improvement in quality of PSRs
Improvement in quality of assessments
appointment of member of staff
Meetings taken place
More accurate data
All young people in suitable accommodation
Continued access to housing provision
Funding secured past March 2007
Post filled
Service provided
Staff trained
Number of groups run, positive evaluation.
Actions completed
Parenting worker allocated to those in custody

Success Criteria
Increased referrals to RAP
Increase in RAP services.
YJB consultant services provided
Policy completed
Training accessed
Groups established and running regularly
Monthly lists produced
Improvement in quality of PSRs
Increase in attendance at groups
Identify gaps and resources

Agenda item:

Executive**4 July 2006**Report Title: **Proposed Developments to Muswell Hill and Coombes Croft Libraries**

Forward Plan reference number (if applicable): []

Report of: **Assistant Chief Executive (Access)**Wards(s) affected: **Muswell Hill &
Northumberland Park**Report for: **Key Decision****1. Purpose**

1.1 To seek authorisation for consultations on building developments to Coombes Croft and Muswell Hill Libraries, in line with the Library Strategy agreed by the Council in June 2005, noting and agreeing in principal the funding routes proposed for these developments.

2. Introduction by Executive Member

2.1 In 2003, the Department for Culture, Media and Sport published *Framework for the Future*, which set out a strategy to support the development of public libraries over the next ten years. Our own library strategy, agreed by the Council last year, aims to address the key elements of *Framework for the Future*: promoting books, learning and reading; facilitating digital citizenship; and fostering community and civic values.

2.2 Access to good library facilities is fundamental to the achievement of the priorities set out in our Community Strategy. Our libraries are important as a social space, as well as a source of reading and information. *Framework for the Future* urges libraries to incorporate cafes, learning centres and performance spaces where possible to deliver a wide range of services and to make creative use of space.

2.3 Coombes Croft and Muswell Hill are well used and well loved local libraries. Coombes Croft serves a deprived area in North Tottenham where the crucial role it plays in encouraging learning, especially amongst children and young people, is undermined by cramped premises. Muswell Hill library is a listed building in poor condition with significant access limitations for disabled people. Like Coombes Croft the building is too small for the needs of the local population. Both libraries need major investment.

2.4 In approving this report the Executive is agreeing to public consultation on development options for both libraries and, in the case of Muswell Hill, to ring fencing any capital receipts to funding the library works.

3. Recommendations

- 3.1 To authorise consultation with local communities in relation to the development proposals to Coombes Croft and Muswell Hill Libraries, in the case of Coombes Croft after a source of funding is identified.
- 3.2 To authorise the submission of a bid to DCMS to fund the Coombes Croft development and any other source of relevant funding which becomes apparent, noting that this development can only proceed if an external funding source is found.
- 3.3 To note that Muswell Hill development is predicated on realising value from the Council's assets and, therefore, to agree that, subject to the consultation, sufficient capital receipts arising from the proposals are ring fenced to the library developments.

Report Authorised by: **Justin Holliday Assistant Chief Executive (Access)**

Contact Officer: **Diana Edmonds Head of Libraries, Archives and Museum Service**

4. Executive Summary

Feasibility studies have been undertaken to ascertain how Coombes Croft and Muswell Hill Libraries might be improved and developed. Three designs options were created for the library at Muswell Hill and one for Coombes Croft Library. This report describes the development proposals at each library.

This report seeks authority to undertake a consultation exercise with local communities and with other stakeholders in the area and agreement to the ring fencing of any capital receipts arising from the proposals to the library developments.

5. Reasons for any change in policy or for new policy development (if applicable)

- 5.1 The feasibility studies were commissioned pursuant to a previous decision of the Executive. The ring fencing of any capital receipts is a departure from the Council's existing policy on capital receipts (albeit heralded in the agreed strategy) and requires a specific decision.

6. Local Government (Access to Information) Act 1985

The following background papers were used in the preparation of this report:

The two feasibility studies relating to the development of Coombes Croft and Muswell Hill Libraries prepared by John Miller and Partners.

For background information, please contact Diana Edmonds, Head of Libraries, Archives & Museum Services on 020 8489 2759

7. Background

The Library Strategy agreed by the Executive in June 2005 set out, *inter alia*, the need to invest in four of our library facilities. Two of these were Muswell Hill and Coombes Croft Libraries which are both heavily used and which need development in order to have sufficient capacity to deliver the services which are required by local communities.

The Executive agreed to undertake Feasibility Studies to identify the potential to develop each of these libraries. This report sets out the results of these feasibility studies for decision.

8. Description

Two Feasibility Studies were undertaken by John Miller and Partners, an architectural practice with experience in the sympathetic development of historic library buildings.

Coombes Croft

The scheme proposed for Coombes Croft Library, subject to the consultation, aims to open up the existing library spaces, maximising the potential of the available space without extension. The existing staff workroom and kitchen would be removed to create a more open plan layout. A new glazed screen would increase the sense of space and light in the library, by opening up views to the very pleasant existing courtyard. In summer, this arrangement would make it possible for children and parents using the library to spill outside, using the playground or participating in outdoor activities. In order to minimise the cost of the redevelopment, it is proposed that the existing block containing WCs and boiler room should remain. This would be refitted to provide an accessible WC including baby changing facility, and a new staff kitchen. Two further WCs and storage would be accommodating in a corresponding block in the adult lending library. Staff desks would be positioned at either side of the main entrance, to enable staff to supervise and support the use of both the children's and adult libraries. A self issue kiosk would also be installed, to enable customers to issues library material. To the front of the building, it is proposed that the existing planting bed and ramp handrails could be remodelled to refresh the external appearance of the library.

The costs of the development are estimated to be in the region of £275,000. It is anticipated that the proposed development could be funded by a new DCMS funding stream for community libraries which will be formally announced in July. Authority to put in relevant bids is sought.

The scope of the consultation is set out in section 9.

Muswell Hill

The feasibility study explored three options for Muswell Hill:

1. Minimum work to improve accessibility and resolve condition issues
2. Development with ground floor restaurant and housing development to the rear
3. Development with housing development to the rear

The Executive, in approving the feasibility studies, was careful to specify that the studies should be constrained by the likely availability of funding. We have not been able to identify a funding source other than the site value, which means that neither option one (with a cost of £500,000 and an estimated capital receipt of £nil) nor option three (with a cost of £1,800,000 and an indicative capital receipt of substantially less) are viable.

Option two is, therefore, the only viable option. This option provides, at ground floor level, a new entrance which is both dramatic and accessible. The adult lending library would be relocated to a ground floor extension. A lift and new staircase would be provided on the site of the existing IT suite, in a space which could also be used for exhibitions.

The ground floor of the existing library would be released for use as a restaurant, releasing a capital sum to fund work to the library.

The first floor of the existing building would be returned to its original function as a reading room, with power and data provision to allow for lap tops to be used at any study desk. The children's and teen library would be accommodated in the extension, with a flexible partition to allow the space to be used together or separately at different times. WCs for library use would be located between the children's library and reading room, acting as an acoustic buffer.

The cost of this development has been estimated at £1,800,000. An assessment by Corporate Property Services in relation to the development of the site incorporating a restaurant facility and via a sympathetic housing development to the rear of the library has indicated that a value of £1,800,000 could be realised subject to appropriate building and planning consent for change of use, listed building consent and other statutory requirements. The estimated capital receipt of £1,800,000 makes this option financially viable if, as heralded in the June 2005 report, the Executive decides to ring fence a sufficient amount of the capital receipt to library developments.

The scope of the consultation is set out in section 9.

9. Consultation

It is proposed to conduct the consultation in July and August. Two primary forms of consultation will be used:

- displaying design boards in each of the two libraries concerned and providing a semi structured comments form to allow customers to make comments and suggestions; and
- a number of open meetings will be held.

The primary aim of the consultations is to gain feedback from library users and the community generally on the detailed designs and, in particular, the internal arrangements in each facility. Clearly the consultation will elicit feedback, for members to consider, on the overall nature of the proposals.

10. Financial implications and justification for departure from the policy on capital receipts

The financial consequences of the proposals are clearly set out above: a cost of around £275,000 for the Coombes Croft scheme and £1.8 million for the Muswell Hill scheme. As the Executive's agreed library strategy makes clear, these schemes have been developed to address the condition of these buildings and their suitability for the volume of activity, which has, as members are aware, dramatically increased. Members will also be aware that the condition issues in the Muswell Hill library have been a matter of some public note, firmly demonstrated by the cost of the 'do minimum' option (option one) of £0.5 million

The availability of capital funding to the Council is such that mainstream funding is not prioritised to library buildings. The feasibility studies set out to identify funding sources. It is likely, as set out above, that an external funding source will be found for Coombes Croft. For Muswell Hill this is unlikely so we have investigated realising value from the library building itself and Council owned land to the rear of the building. The capital receipt has two elements: the sale of land and leasing part of the redeveloped building. The first is justified by the palpable need, set out in the report, to resolve the condition issues in this facility. The second is arguably not a capital receipt, within the sense of the policy, because it is conceptually a rental in advance which, if it were a rental, would as a matter of course be used to fund the maintenance and upkeep, of the facility and the library service generally.

The running costs of the new facilities will be contained within existing budgets.

11. Comments of the Head of Property Services

A brief assessment has been undertaken by Corporate Property Services in relation to the development of the site incorporating a restaurant facility and a small housing development to the rear of the library on land currently used as a car park.

It is considered that a value of £1,800,000 could be realised subject to appropriate building and planning consent for change of use, listed building consent and other statutory requirements.

12. Comments of the Head of Legal Services

There are no specific legal implications at this stage of the project.

13. Comments of the Acting Director of Finance

The Council's current policy on the use of capital receipts is that they are resources to be considered corporately as part of the review of the capital programme each year and allocated according to agreed priorities. Members are asked to consider in principal an exception to that policy. I support the recommendation to agree this exception on the basis outlined the report.

The development proposals are for consultation purposes and the detailed assessment of costs and values will need to be completed before any scheme could commence in order to ensure value for money is achieved and that all risks are quantified and mitigation actions identified.

14. Equalities implications

The purpose of the developments proposed for these libraries is to make them fit for purpose for the communities they serve, taking account of the diverse needs of the respective communities.

15. Comments from Planning Development Control

No comments on Coombes Croft development.

Regarding Muswell hill, it would be essential to gain planning permission for the restaurant (as it is change of use); the building of the ramp; and the car park development. The need for careful and thorough public consultation is also noted.

Executive**On 4th July 2006**

Report Title: Review of the Carers Strategy 2005-2008

Report of: Director of Social Services

Wards(s) affected: All

Report for: Information

1. Purpose

1.1 This report updates the Executive on progress to date in implementing the Haringey Carers Strategy and anticipates the next stage of its development.

2. Introduction by Executive Member

2.1 Steady progress has been made in implementing the strategy that sets out our commitment to unpaid carers. Carers play an important role supporting some of our most vulnerable residents. We will therefore continue to focus effort to further improve the services.

3. Recommendations

3.1 That the report be noted.

Report Authorised by: Director of Social Services

Contact Officer: Jan Bryant, Carers Development Manager 020 8489 3420

4. Executive Summary

4.1 The Haringey Carers Strategy 2005-2008 represents the culmination of the championing of the carers' agenda over the past several years. It sets out the vision for how services need to be developed to support carers to care and to live as full a life as possible.

4.2 Progress has been made in implementing the strategy and with a redesign of business processes improvement will accelerate.

5. Reasons for any change in policy or for new policy development (if applicable)

5.1 The Carers (Equal Opportunities) Act 2004 places new duties on local authorities to support carers in their caring role and promote their social inclusion.

5.2 The Strategy fully reflects the key elements of the Act that carers should be supported to care *and* to live as full a life as possible.

5.3 The Strategy recognises the importance of information in enabling carers to make choices about how to balance caring with a life of their own.

6. Local Government (Access to Information) Act 1985

6.1 Background papers

- Haringey Carers Strategy 2005-2008

7. Background

7.1 There is now a solid legislative framework for supporting carers. In particular, the Carers (Equal Opportunities) Act, 2004 places a duty on local authorities to inform carers of their right to a carer's assessment and make every effort to ensure carers can access the same work, education, training and leisure opportunities available to those without caring responsibilities.

7.2 Co-operation between authorities in planning and providing services is required at a strategic and an individual level to support carers to care and promote their well-being.

7.3 Haringey's multi-agency Carers Strategy 2005-2008 was formally adopted on behalf of the Council in January, 2006. It represents a commitment by health and social care partners to work together to improve support for carers over the next three years. Actions within and between Council departments and across all sectors and settings will deliver the Haringey vision that carers are empowered to care and live a better life.

8. Description

8.1 The Strategy is ambitious but deliverable over its intended implementation period. It identifies 8 key areas of work: information, assessment of carers' needs, carers' health and short breaks, carers' employment and financial security, children and young people as carers, the voice of carers in service planning, commissioning plans and staff and carers' training.

- 8.2 Performance management is the responsibility of the Carers Partnership Board and its members face a challenge in sharing the vision and working collaboratively. However there has been progress in meeting the key outcomes which carers identify as important to them.
- 8.3 Carers reiterate their need for accurate and timely information. Now more information is available where carers are e.g. in GP surgeries and accessible on the web-site, including in translation.
- 8.4 Haringey performance for 2005/06 is considered to be at an acceptable level nationally for providing services to carer following a carer assessment (C62). Take A Break as a carer's service is available to all carers of adults who provide regular and substantial care, without the on cost of a voucher scheme.
- 8.5 Two pilot projects are underway to test the role of the voluntary sector in carer assessments and the early evidence is that this is assisting 'hidden' carers to gain access to carers' services.
- 8.6 A GP protocol for identifying and referring carers for carer assessments is in place and health checks for carers will be a feature of Carers Week in Haringey.
- 8.7 Employment support for service users in Mental Health is being extended to carers and flexible working has been promoted to Council employees who are carers.
- 8.8 Young carers are being engaged as contributors and facilitators at a strategy development event to take place in Carers Week 2006.
- 8.9 Resolution of contractual issues and agreement with Haringey Teaching Primary Care Trust about joint funding have removed barriers to the development of Haringey Carers Centre as a provider of universal services to carers and a carers' 'voice'.
- 8.9 Carer awareness briefings for staff and skills training for carers are underway.

9. Consultation

- 9.1 The local knowledge of carers and their views have significantly shaped the content of the Haringey Carers Strategy. This gives it undoubted strength. Developing the strategy is a dynamic process and an anticipated next step is reviewing progress with carers' feedback.

10. Summary and Conclusions

- 10.1 The multi-agency Haringey Carers Strategy serves as a direction of travel for all the partners and the Partnership Board is facing the challenge of moving the strategy on. Lack of capacity is an issue that has slowed down progress as is the delay in the development of the Carers Centre.

- 10.2 Historically the Council has filled the gap in carers' services by operating a Carers Support Team. With funding agreed the Carers Centre is now in the position to take on the business of supporting carers and the Council's role and relationships can be realigned. In particular carers' requests for carer assessments need to be routed to care management teams.
- 10.3 With support for carers securely mainstreamed, the Lead Officer for carers will have capacity freed to boost the Partnership Board as the key driver of the carers' agenda in Haringey. The Carers Partnership Board should oversee the delivery of the Carers Strategy.
- 10.4 In order to discharge its responsibilities, it is proposed that the Board be strengthened with new membership, team-building and leadership and revised terms of reference. The contribution of carers to the partnership should be properly recognised.
- 10.5 The Partnership Board should manage the review and update of the Carers Strategy to establish ownership. The outcome of consultations with carers and the revised Strategy will be reported at a carers' conference.
- 10.6 A whole systems approach as outlined will achieve a service system that is fit for purpose and renew strategic direction.

11. Recommendations

- 11.1 That Members note the report.

12. Comments of the Director of Finance

- 12.1 The Council's main source of funding for this strategy is the Carer's Grant, although expenditure is also incurred through the mainstream Children's and Social Care budgets. The grant allocation to the Council is £1.094m in total in 2006/07.
- 12.2 Under the conditions of the grant, 20% is intended for children's services to support families of disabled children and young carers, 5% for administration and 75% for adults and older people's services.
- 12.3 There are no direct financial implications identified in this report. The financial details associated with the strategy need to be developed and the implications identified for the Council and its partners.

13. Comments of the Head of Legal Services

- 13.1 The relevant legal framework is outlined accurately in the main body of this report.

14. Equalities Implications

- 14.1 An Equalities Impact Assessment was carried out as part of the process of developing the Carers Strategy and action points identified to better meet the needs of carers from some black and minority ethnic groups and men who were underrepresented as service users.
- 14.2 A programme of information and outreach to African, African Caribbean, Greek and Turkish Cypriot and Kurdish carers about services was identified. This would include information about carers' services available in community languages.
- 14.3 Child care and transport to attend carers' forums and support groups was also identified.
- 14.4 The Carers Service was going to consult further on the needs of male carers.
- 14.5 A review of equalities performance since the introduction of the Strategy took place in November 2005. It identified more equalities issues such as an under representation of Asian and Other European people receiving a carer assessment and a worsening in the number of carer assessments that did not include equalities monitoring. However, the number of men accessing the service had improved.
- 14.6 The Carers Service then identified strategies to take corrective action. The service has produced leaflets in 10 community languages. It is essential that this work continues and that future equalities monitoring is carried out to identify outcomes and recommend actions to address any imbalances.
- 14.7 The latest equalities monitoring information shows the ethnicity of people receiving a carer's assessment as: 6% Asian, 16% African or African Caribbean, 3% Other European, 52% White, 23% unknown.

15. Use of Appendices / Tables / Photographs

- 15.1 None.

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The Executive**On 04 July 2006**

Report Title: Social Services Annual Complaints Report 2005/2006

Report of: Director of Social Services

Wards(s) affected: **ALL**Report for: **NON Key****1. Purpose**

- 1.1 To report on the statutory complaints procedure for Social Services for the year 2005/06 and make appropriate recommendations to improve performance.
- 1.2 To seek Member approval for the Social Services Annual Complaints Report for 2005/06.

2. Recommendations

- 2.1 That the Social Services Annual Complaints Report be received.
- 2.2 That the performance for 2005/6 be noted.
- 2.3 That proposed initiatives for performance improvements are noted.

Report Authorised by: **Anne Bristow, Director of Social Services****Introduction by Executive Member:**

Dealing well with complaints is important as it gives the public confidence in our services. This report demonstrates satisfactory performance over the last year, however, we are not complacent and I expect to see this develop further over the next year.

Contact Officer: Lesley Clay, Designated Complaints Officer
Tel. 0208 489 3398 **Email:** lesley.clay@haringey.gov.uk

3. Executive Summary

- 3.1 The enclosed report outlines the performance of the Social Services complaints handling procedures and practices for the period 2005/6. The regulations require that for monitoring purposes the Local Authority must produce annual reports on the operation of their complaint procedures.

3.2 The report provides recommendations for improving complaint handling and ensuring early resolution.

4. Reasons for any change in policy or for new policy development (if applicable)

4.1 Not applicable

5. Local Government (Access to Information) Act 1985

The following background papers were referred to in the preparation of this report:

- Annual Report on the Council's complaints procedure for the years 2003/04 and 2004/05.
- Department of Health statutory guidelines.

To access these guidelines please go to

<http://www.dh.gov.uk/PolicyAndGuidance/OrganisationPolicy/ComplaintsPolicy/SocialServicesComplaintsProcedure/fs/en>

6. Background

6.1 In line with the NHS & Community Care Act (1990) the local authority is legally obliged to produce an annual report reviewing the complaints handling performance.

6.2 As of 01 April 2005, Children's Services split from Social Services to form The Children's Service.

6.3 A Designated Complaints Officer has now been appointed permanently to the post.

6.4 The complaints team has relocated to within the performance structure.

6.5 There is a need to review and consider the most effective way of learning from complaints across Social Services.

6.6 The complaints team deal with the Freedom of Information requests for Social Services and this reporting period is the first full year of dealing with such requests.

7. Description

7.1 The attached report will discuss the handling of Community Care, Local Government Ombudsman, and the handling of the Corporate complaint procedure within Social Services.

7.2 The report will also make reference to the demographic information and to compliments and suggestions made to the Social Services.

8. Consultation

8.1 No consultation was required in drafting this report.

9. Summary and Conclusions

9.1 This is the 3rd edition of the Social Services Annual Report and the key changes are that this report is the first version of the complaints only relating to Adult Social Care Services. Therefore the figures will look completely different to our previous editions.

- 9.2 In order to ensure that we are responding to enquiries within timescale, weekly complaints meetings are conducted with Service leads, enabling complaints to be reviewed and monitored to ensure effective closure of cases at early resolution stage.
- 9.3 Reports on overdue complaints are submitted to the Directorate Management Team (DMT) and cascaded down to management meetings.
- 9.4 Initiatives for 2006/07 will focus on improving performance. We are currently reviewing the most effective way of learning from complaints.
- 9.5 We will continue to raise awareness of the Council's Feedback Scheme through publicity information. New procedures will be written and distributed to all staff along with specific Social Services Complaints Procedure training for staff.

10. Commission for Social Care Inspection (CSCI) and Department of Health (DOH) Complaints Review

- 10.1 In September and October 2004, both CSCI and DoH sent consultation documents to all Local Authorities relating to changes to the Social Services Complaints Procedure for Adults. New statutory regulations are expected to come in to effect in September 2006.

The main changes to the procedures will be new timescales and they will be as follows:

Stage 1 (Local resolution) from 15 days to 10 working days. Stage 2 (Local investigation) from 25 to 20 days with the option to increase to 60 days with the agreement of the complainant, complaints officer and the investigating officer. Stage 3: (independent Review) to be arranged in 20 working days (28 calendar days at present). Panel then have 5 working days to release their findings, and the Director has a further 15 working days to issue decision on the panel findings (currently 20 calendar days from date of panel).

The whole complaint process must take no longer than 12 months. The clock will be stopped between the stages.

Once the new regulations are available, a new Social Services complaints procedure will be written and distributed accordingly.

11. Local Government Ombudsman

- 11.1 The Ombudsman received 10 complaints relating to Social Services. As yet we have not had the final Letter from the Ombudsman for the period 2005/06 explaining the Ombudsman's decisions.

12. Recommendations

- 12.1 For the annual report to be received and noted

13. Legal and Financial Comments

- 13.1 All local authorities are legally required to have a social services complaints procedure as ordered by the Secretary of State under section 7B of the Local Authority Social Services Act 1970 (LASSA). In accordance with the Complaints Procedure Directions 1990 the local authority must keep a record of all representations made, the outcome and compliance with statutory time limits:
 - Stage 1 - Informal or problem solving – no statutory time limits.

- Stage 2 formal – complete within 28 days if possible and in any case, within 3 months
 - Stage 3 – complainant has 28 days within which to request review - panel consideration within 28 days of the complainants' request for review and record recommendations within 24 hours of panel meeting.
- 13.2 Provided the investigation is being conducted diligently, the authority is unlikely to be criticised either by the courts or the ombudsman if the time limits are not complied with.
- 13.3 The Local Government Ombudsman is empowered to investigate written complaints made by members of the public who claim they have suffered injustice as a result of mal-administration by or on behalf of the local authority but is reluctant to become involved unless other avenues of investigation have been exhausted.
- 13.4 The new regulatory regime that is due to come into force in July 2006 is more detailed than the current directions and also provides for investigation by the Commissioner for Social Care Inspection.

14. Equalities Implications

- 14.1 Equalities monitoring of complaints is detailed in the report however the vast majority of people with a complaint did not fill in the information about their ethnicity. It is therefore hard to identify trends to suggest that any ethnic group were making complaints about specific services. In relation to age, the largest group registering a complaint is in the 60+ group and more women have complained than men. The team will in the next year look at way to encourage people to complete the ethnic monitoring information and to look at alternative ways of collecting this information.

15. Use of Appendices / Tables / Photographs

- 15.1 Appendix one: Social Services – Service Improvement Report (Issue 3)

Social Services
Service Improvement Report
(Issue 3 Version 1)



Social Services – Service Improvement Report

Haringey Social Services aims to provide services of the highest standard. In order to achieve this we need to involve you and listen to your views.

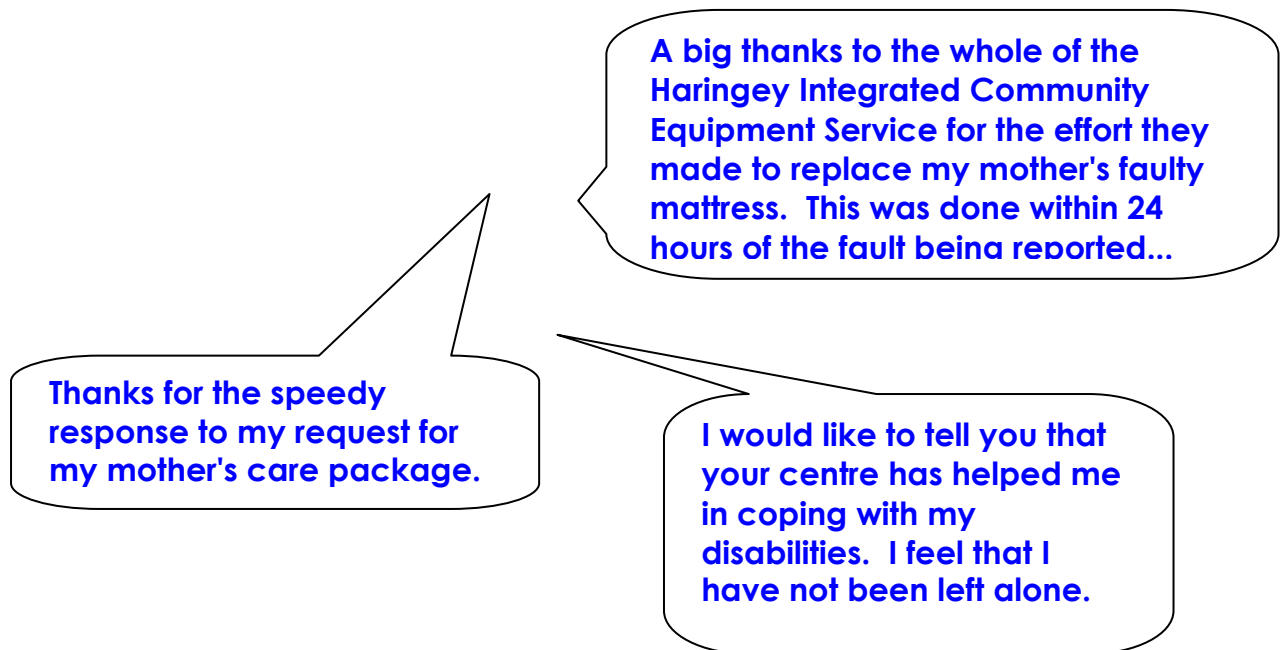
Social Services are a large department providing a wide range of services. We accept that things can go wrong and if you feel unhappy about the way you have been treated then you have a right to complain. The complaints' procedure consists of a three-step process. The first step is local resolution. Whenever possible, managers will try to resolve your complaint speedily and informally. If we are not able to resolve your complaint locally, you may then ask for a formal complaint. If you are still not satisfied with the outcome you can then request a review panel.

We welcome compliments and suggestions so that we can learn from these and improve our services.

Compliments

During the past year, we received 13 compliments with regards to the Council's Social Services Department. We encourage people to write to the Complaints Team to tell us what and whom they are happy with. We do ensure that the person or teams that are complimented are formally acknowledged.

Some of the compliments we received were:.....



Suggestions

Social Services did not receive any suggestions during this period. Suggestion forms are available in all reception areas and suggestions can be made via the web, telephone or on our complaint form.

Complaints

There are three stages involved in the NHS & Community Care Act (1990), these are local resolution, formal investigation, and review panel. Performance on complaints handling is determined by whether or not responses have been sent to the complainant within the set timescale.

Not only do Social Services handle complaints under the NHS & Community Care Act (1990), they also handle complaints under the corporate complaints procedure.

NHS & Community Care Act (1990) complaints are in relation to the service the client is receiving and the corporate complaints procedure will handle any other complaints for example if the cleaning has not been done in the common areas of a sheltered housing scheme.

Stage One – Local Resolution

The performance target set for this period was 70% and Social Services achieved 71% overall.

- The number of complaints received by the Complaints Team for the period 2005/06 was 65.
- The number of complaints received by the Complaints Team for the period 2004/5 was 77.

Stage 2 – Formal Investigation

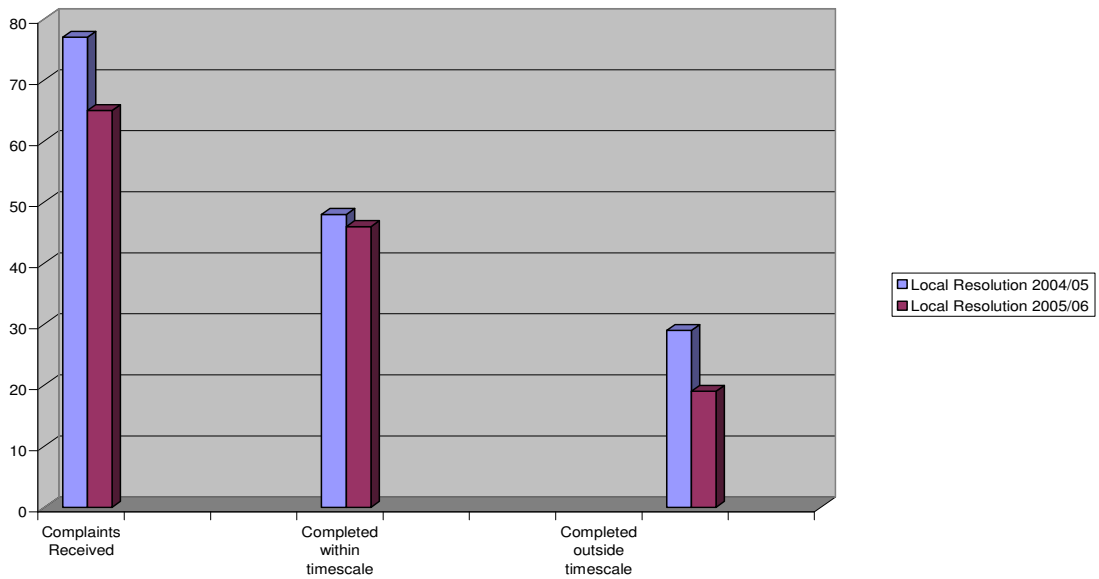
For the year 2005/06 there was a total of 4 and for the period 2004/05 there was a total of 5.

Of the 4 from 2005/06 none were completed within the allocated timescale of 28 calendar days but under the NHS & Community Care Act complaints can be extended to 3 months with the agreement of the complainant and the complaints officer. We therefore completed 3 of the 4 within this 90 day timescale. The process for the formal investigation is that an investigating officer be appointed. In most cases, Haringey appoint investigating officers from a pool of external investigating officers. The role of the investigating officer involves interviewing staff and file reviews, reviewing policies and procedures, and producing a comprehensive report. Once the investigating officer has completed their report, an Assistant Director is appointed to consider the findings and respond to the complainant accordingly.

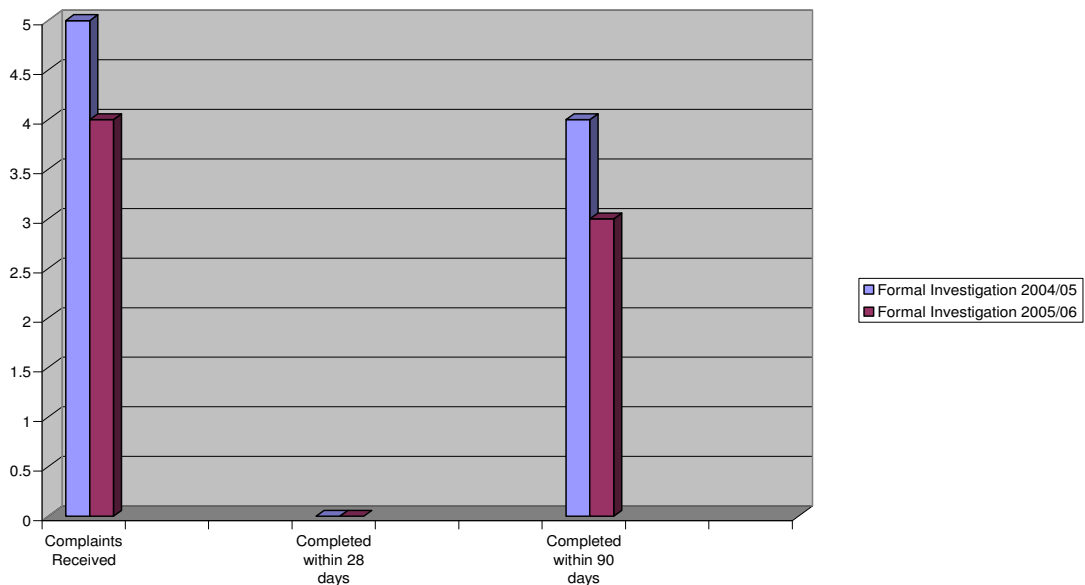
Some of the reasons for the delays in responding within timescale appear to be the complainant may not be available to meet the investigating officer or key staff being unavailable and the complexity and nature of NHS & Community Care Act 1990 complaints.

The graphs below provide a comparison of the last two consecutive years on the number of complaints received and whether or not they were handled within timescale.

NHS & Community Care Act Complaints Comparison between 2004/05 & 2005/06



NHS & Community Care Act Stage 2 Complaints Comparison between 2004/05 and 2005/06



Stage 3 – Review Panel

Social Services did not have any complaints that went to Review Panel. This would indicate that complainants were satisfied with the responses to their complaints.

For the period 2004/05 Social Services had 1 review panel.

Corporate Complaints Procedure

For the period 2005/06 Social Services received and dealt with 46 complaints under the corporate complaints procedure and 72% were dealt within timescale. For the period 2004/05 a total of 29 complaints were dealt with under the same procedure and 69% were dealt within timescale.

There were 2 formal investigations for this period and for the period 2004/05 there was 1 formal investigation. There were no review panels for 2005/06 and for 2004/05 there were a total of 2.

Whistle-blowing

Whistle-blowing is when either a member of staff or member of the public has serious concerns that something is seriously wrong with the council. Here are a few examples as to what is meant by whistle-blowing: fraud, corruption, concerns over people in our care. We will deal with these concerns anonymously if you feel that you do not wish to give your details.

All allegations are investigated by a senior member of staff.

For the period 2005/06 there was a total of 6 whistle-blowing incidents reported to us and all were dealt with appropriately by a senior manager. For the period 2004/05 there was a total of 3 incidents reported.

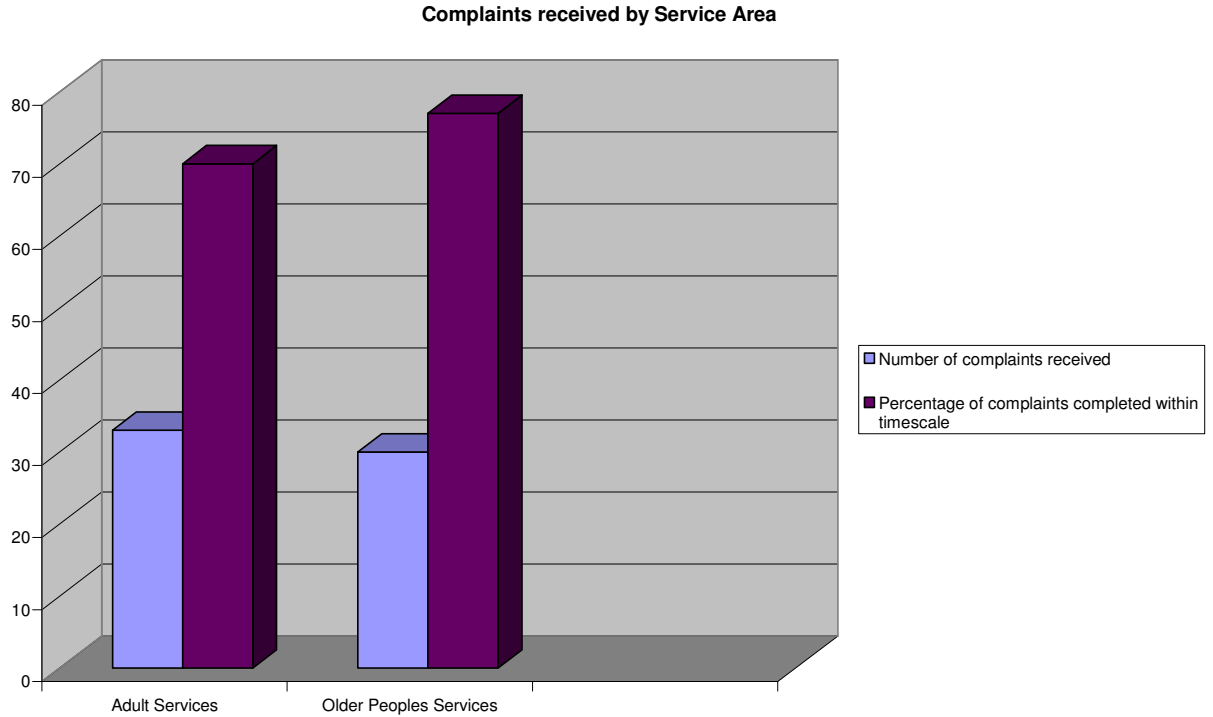
How did we handle your complaints

Social Services received 111 complaints last year including the corporate complaints that did not fall under the statutory act but were none the less dealt with by Social Services. Our managers resolved over 95% of complaints locally to the satisfaction of the customer and we continue to use feedback to improve our high quality service.

WHAT YOU TOLD US	WHAT WE DID
"I had an emergency with the water tank. I tried to contact the emergency out of hours phone number, the number just rang and rang."	We apologised for what must have been a very unpleasant and frustrating experience. There was unfortunately a fault on the system, this was rectified the next day.
"My sister has not had a review and we have not been offered a date for the review".	A review date was set up within 4 weeks of the complaint and an apology was sent.
"Carers have not been arriving when they should have."	An apology was sent and the carers were advised that they must let the client and the office know when they will be late for an appointment.

How did we respond to your complaints?

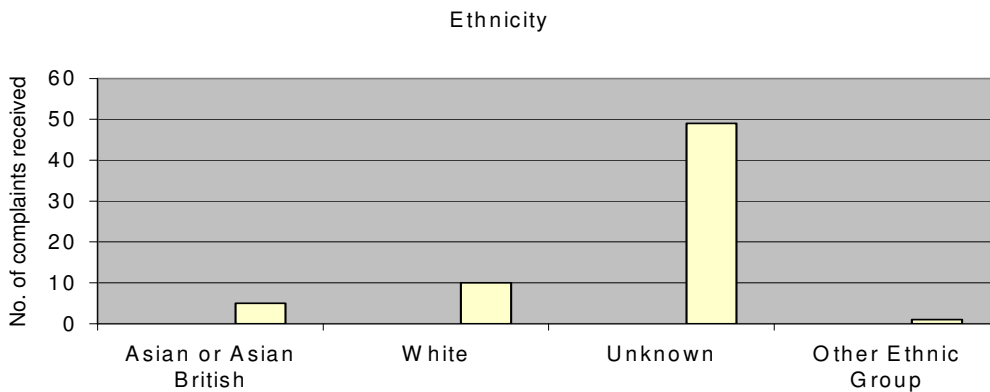
The Council takes complaints seriously. When you complain about our services, we find ways to improve the quality and delivery of services. Common themes for complaints have been long waiting times and issues with service delivery these issues are currently being addressed in the respective departments.



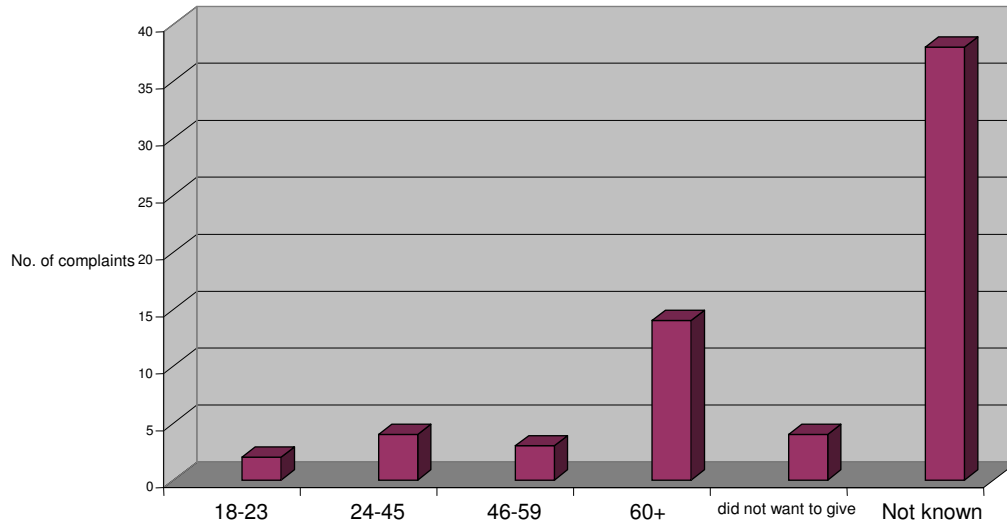
Who complained to us?

Equalities data is collected to assess how Social Services can better address the needs of the community. However, only a small number of complainants supplied information. With your help in filling out feedback forms, we will be able to serve you better.

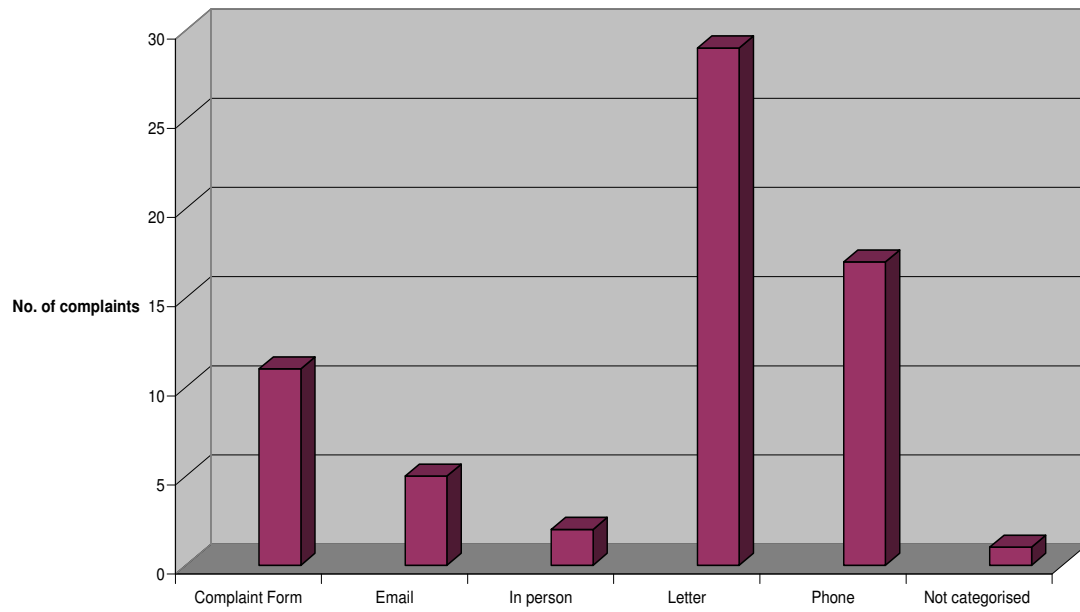
There were no obvious trends to suggest that any ethnic group were making complaints about specific services. In relation to age, the largest group that we have registering a complaint is in the 60+ group and more females have complained than men. The figures below illustrate the diversity of people who complain about the Council.



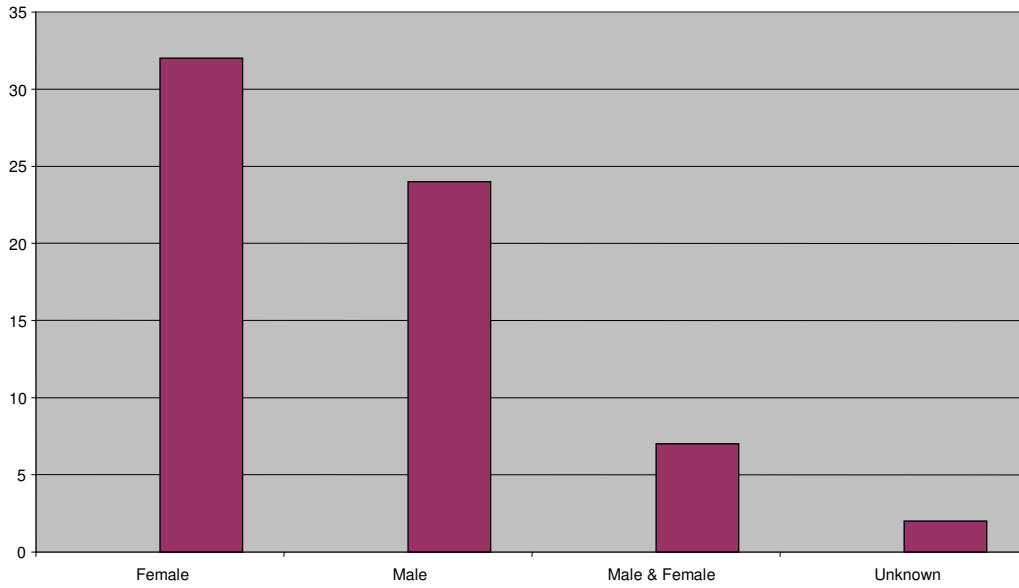
Age Demographics



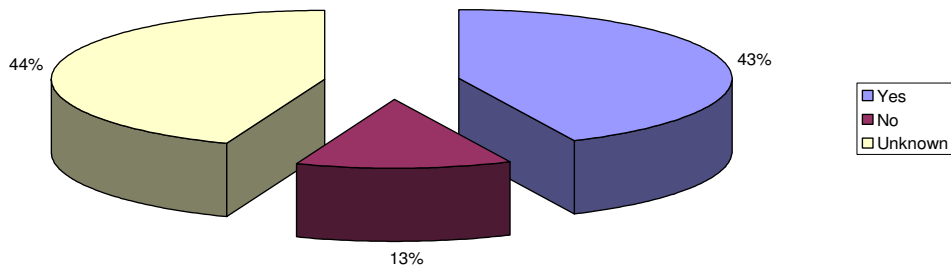
How complaints were received



Complaints Received by Gender



Complainants with a disability



Learning from Complaints

The purpose of the complaint’s procedure is to ensure that we learn from complaints and make improvements to service quality. Significant changes have been made to improve communication, increase efficiency in handling complaints, and deliver better services in the last year and the aim is to continue this good practice in the coming year. Regular weekly complaints meetings with services are conducted to allow cases to be addressed immediately. The Central Feedback team produces regular reports for all directorates on ‘learning points’ for stage 3 investigations and Ombudsman cases. Work will continue in 2006/07 on embedding the learning process.

Joint working with the Mental Health Trust

Over the past year discussions have taken place between the Mental Health Trust and the complaints team to develop a joint operational policy for co-ordination of the respective complaints procedures. This has proved to be fairly complex for both of us. Through our discussions to date our joint working has resulted in a much better working knowledge of the different complaints procedures and we now have the contact details of each team to enable us to refer people on appropriately..

Training

An updated Social Services training course will be developed this year. This course will be for staff and will enable staff to become familiar with the new guidelines that are going to be introduced later this year.

Conclusion

We take our complaints, compliments and suggestions feedback very seriously. We appreciate the need to act on this feedback to continue to improve our services by listening properly to our service users.

We endeavour to encourage all services to support early intervention and emphasis on preventing problems is paramount. We aim to provide services that will help maintain the independence for the individual whilst providing a well-trained workforce.

Early resolution of complaints is a priority, which we are aiming to achieve by implementing initiatives such as 'Learning from Complaints', and training. All Social Services staff are committed to the Council's vision of high performance and improvement.

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Agenda item:

The Executive**On 4 July 2006**Report Title: **Our Health, Our Care, Our Say**Report of: **Director of Social Services**Wards(s) affected: **All**Report for: **Non-Key Decision****1. Purpose**

- 1.1 To inform Members of the key points of the Department of Health's White Paper *Our Health, Our Care, Our Say*.
- 1.2 To invite Members to consider the Council's future policy direction for adult social care in the light of the Government policy agenda advanced by this White Paper.

2. Introduction by Executive Member

- 2.1 This is a first report setting out the new direction of travel for Adult Social Services. Over the coming year, we will need to consider some of these issues in more detail.

3. Recommendations

- 3.1 That Members consider the Council's future policy direction for adult social care with respect to the promotion of client choice and integration of services with the NHS.

Report Authorised by: **Anne Bristow, Director of Social Services**Contact Officer: **Catherine Galvin, Assistant Director Business Improvement**
catherine.galvin@haringey.gov.uk 020 8489 3719**4. Executive Summary**

- 4.1 This White Paper expands the Government's vision of social care services geared towards maintaining individuals' independence, by giving them choice and control over the services they use, with a new emphasis on preventative services.
- 4.2 The Government aims to shift the balance somewhat away from protection from risk to enable greater user choice. However, this will present a significant policy decision for Haringey Council, as some boundaries will need to be drawn.
- 4.3 The Government wants joint working between local authorities and the NHS to be developed in a broad range of areas. This matches Haringey Council's existing direction of travel, but a number of issues, some of them specifically local, will need to be resolved.

5. Reasons for any change in policy or for new policy development (if applicable)

5.1 The White Paper clarifies much of the detail about the nature of the fundamental change that will be required in local authority provision of adult social care, as previously signposted in less detail by the Green Paper.

6. Local Government (Access to Information) Act 1985

- 6.1 *Our Health, Our Care, Our Say* White Paper (Department of Health, January 2006)
- 6.2 *Guidance on the Statutory Chief Officer Post of the Director of Adult Social Services* (Department of Health, May 2006)
- 6.3 *Best Practice Guidance on the Role of the Director of Adult Social Services* (Department of Health, May 2006)
- 6.4 *Independence, Well-being and Choice* Green Paper (Department of Health, March 2005)

7. Background

7.1 This White Paper follows on from the *Independence, Well-being and Choice* Green Paper on adult social care. This set out a vision of services geared towards maintaining individuals' independence by giving them choice and control over the services they use, with a new emphasis on preventative services.

8. Policy framework

8.1 The seven outcomes for adult social care laid out in the Green Paper have been endorsed and will be the basis of new outcomes for both social care and health. These are:

- improved health and emotional well-being,
- improved quality of life,
- making a positive contribution,
- choice and control,
- freedom from discrimination,
- economic well-being, and
- personal dignity.

8.2 Promotion of good mental health is particularly prominent. It is noted in the White Paper as the most common cause of sickness absence (which, as signalled in the recent Department of Work & Pensions (DWP) Green Paper *A New Deal for Welfare: Empowering People to Work*, is a Government priority for action).

8.3 'Innovative providers' are to be encouraged, regardless of which sector they come from; there will be proactive encouragement of social care provision by the independent and voluntary sectors, and of social enterprise.

8.4 Joint working between local authorities and NHS Primary Care Trusts (PCTs) is to be developed in a broad range of areas. These include:

- the alignment of planning and budgeting cycles for the NHS with those of local authorities from 2007/08;
- a comprehensive single complaints system for health and social care, to be introduced by 2009;
- the 'tight integration' of social care into new community NHS outpatient hospitals, and easy access in one place to other services such as benefits and employment advice;

- local authority input into nationally supported commissioning of extra GP services in areas where there is a relative shortage;
- further promotion of jointly appointed Director of Public Health roles.

8.5 Jointly funded intermediate care will be heavily promoted as a means of delivering better outcomes to patients while freeing up acute bed capacity.

8.6 Assessment and inspection arrangements in the health and social care sectors will be reformed in order to complement each other in support of the seven new outcomes. Performance management systems are to be synchronised by 2008, with incentives for good joint commissioning and sanctions for failures. There will be greater enforcement of duties to consult the public over service provision – success in this area will form part of annual performance ratings.

8.7 Interest is shown in giving ward councillors an enhanced role as community advocates, potentially with a mechanism for a ‘community call for action’ led in some way by councillors.

8.8 On costs, the White Paper says: ‘Where there are additional costs for some elements of the proposals, we will make specific resources available to fund them, without placing unfunded new burdens upon local authorities or putting any pressure on the council tax.’

8.9 Local authorities and PCTs will be expected to integrate workforce planning into corporate and service planning. ‘Nationally co-ordinated action’ will improve recruitment and retention in social care and develop the social work profession.

9. Implications of the White Paper for Haringey Council

9.1 Revised statutory guidance on the role of Directors of Adult Social Services (DASS) was issued on 15 May 2006. Having appointed a Director of Children’s Services, the duties for which local authorities must now make their DASS responsible include:

- strategic needs assessments for adults and families across the borough;
- working in partnership with the Director of Children’s Services to jointly plan the social care workforce needed for the whole community;
- safeguarding vulnerable adults;
- managing cultural change to deliver the Council’s responsibility to promote well-being and delivery of preventative services.

9.2 It is the Department of Health’s intention to introduce legislation requiring local authorities to appoint a Lead Member for Adult Services, to ensure a strategic approach to provision of services for adults, and in particular promoting well-being, preventing social exclusion and protection of vulnerable adults.

9.3 Additional ‘best practice’ guidance calls for the DASS to promote well-being beyond the organisational boundaries of adult social care, working with “the full range of providers” including leisure services, adult education, community safety, the NHS, voluntary and community organisations and the independent sector. This guidance offers welcome flexibility at local level to adapt the role and related structures to meet local circumstances. This is very worthy and Haringey is already working with this range of agencies; however consideration must be given to the local position, and in the context of local NHS financial difficulty it may be especially difficult.

- 9.4 The commitment to providing extra funding where the Government's plans make it necessary represents a quiet but clear and extremely welcome climb-down from the widely derided insistence in the Green Paper that reforms must be cost-neutral. However, there is no detail at all provided of what extra funding may materialise or when.
- 9.5 An increased community advocacy role for councillors is to be welcomed. It is to be hoped that this will complement the existing role of Overview & Scrutiny.
- 9.6 Joint working with the NHS is to be broadly welcomed in principle, especially the alignment of planning and budgeting cycles. Haringey Council already jointly delivers a range of services and pools certain budgets with Haringey Teaching PCT (TPCT). There is enthusiasm in principle for the extension of this joint working and discussions are ongoing to achieve it. However there are a number of issues which should be noted and will need to be resolved, relating to the detail of frameworks and the capacity and willingness of local NHS organisations. These issues include:
- the difficulty of synchronising assessment and inspection, as the inspection regimes are currently very different, with the Healthcare Commission being much 'lighter touch' than the Commission for Social Care Inspection (CSCI);
 - doubts around the PCT's current capacity to deliver integrated workforce planning;
 - how good joint commissioning and joint performance indicators will be defined;
 - the need for proper guarantees of contractual financial security and equity in joint capital projects;
 - the likely cost implications of integrating social care into NHS facilities, as there are certain Social Services functions (such as assessment and care management) which cannot be efficiently decentralised;
 - the need for joint strategies and networks to reflect the full range of local government involvement in promoting well-being;
 - the challenges around reliable provision of information, considering the disparate nature of NHS services and the lack of a joined-up NHS IT system. This is likely to lead to a significant resource implication for the Council;
 - the change in direction that will be required at local NHS level regarding intermediate care, from which Haringey TPCT is currently withdrawing funding.
- 9.7 The biggest single implication of this Government agenda is the renewed commitment to independence and choice. Individual budgets – held by the local authority on behalf of the service user or carer – may be rolled out nationally as soon as 2009/10.
- 9.8 A key part of the new agenda is that a national approach to risk management in social care is to be developed during this year. This will codify the balance between protection from risk and the greater user choice which is a key part of the Government's vision. However, this will present a significant policy decision for Haringey Council, as some boundaries will need to be drawn. Some service users may wish to use their direct payments or individual budgets in ways which are clearly inappropriate, which would raise questions about the Council's residual responsibility towards the service user, as well as about the value being obtained for Council money. Therefore, the placing of conditions upon user choice in the new framework needs to be carefully considered.
- 9.9 The 'choice' agenda also presents issues for commissioning and control of budgets. Value for money is currently achieved through the use of block contracts in several social care services. However, when service users are given greater choice to opt for an alternative provider, this may mean they choose an alternative to the current service

when the Council might nonetheless have an ongoing contractual obligation to pay for the latter. Greater flexibility in commissioning will therefore be required to avoid extra residual costs.

- 9.10 There is already a need to review Haringey Council's charging policy for adult social care. The extension of user choice will exacerbate this need if greater inequities are to be avoided.
- 9.11 Generally, the perception remains that social care is a lesser priority for the Government than health, and there is an ongoing need to champion the value of social care to the well-being of Haringey communities.

10. Work in progress at Haringey Council

- 10.1 The Government's seven key outcomes for adult social care are secured in the Social Services Directorate's relevant business plans, and are broadly equivalent to the seven outcomes and strategic objectives of Haringey's Well-being Partnership Board.
- 10.2 Haringey Council is performing above comparable authorities in the number of its service users receiving Direct Payments.
- 10.3 The Council's Carers Strategy is being developed with the intention of offering service users and their carers more independence.
- 10.4 The cornerstone of the Council's Community Care Strategy is moving away from institution-based provision towards services to enable people to continue to live at home, and it also contains measures to increase choice.
- 10.5 The Social Services Directorate is also looking at the Customer Services Strategy and its uses of IT to enable direct communications with service users, with a view to introducing online booking facilities.
- 10.6 The White Paper also provides further Government endorsement of Haringey Council's Welfare to Work for the Disabled programme.

11. Consultation

- 11.1 It is proposed to hold a series of consultation events with social care staff and service users during Summer 2006.

12. Recommendations

- 12.1 That Members consider the Council's future policy direction for adult social care with respect to the promotion of client choice and integration of services with the NHS.

13. Comments of the Director of Finance

- 13.1 The initial implications of the White Paper were taken as part of the Social Services Directorate's pre-business planning process and consequently as part of the Council-wide budget-setting process. Planning to meet the objectives of this agenda will need to be done in the context of the financial pressures that exist within the health and social care sectors. Any additional financial implications will need consideration by Members as and when they emerge.

14. Comments of the Head of Legal Services

14.1 The proposals in the White Paper do not yet have any specific legal implications. If the proposals are implemented, the Director of Adult Social Services (DASS) will have a wider responsibility than at present. It is envisaged that the DASS, Director of Public Health and Director of Children's Services (who are currently responsible for undertaking regular Strategic needs Assessments to inform future planning and commissioning across health, well-being and care) will advise how local authorities and PCTs can jointly promote the health and wellbeing of local communities. The DASS will have statutory lead responsibility.

15. Equalities Implications

15.1 To achieve excellence, we will need to build on our past experience integrating equalities into all of these new proposals from the beginning. We will use equalities policy-proofing so any new proposals are checked to ensure all equalities issues have been considered and built into any new proposals/policies as they are developed.

15.2 We know from equalities monitoring information and consultations that our existing services promoting independent living in the community, such as direct payments, have been highly successful in meeting the needs of service users from black and minority ethnic groups. We have already started to plan joint work with Health and other partners. An example of this is the report that went to Well-being Partnership Board reporting on progress to standardise all our approaches to complying with the Race Relations (Amendment) Act, equalities monitoring and translation and interpretation.

15.3 We have been including equalities issues into our workforce planning for many years now with impressive results, ensuring our workforce reflects the communities we serve and we will continue with this work in the future. It will however be essential that we address the all equalities implications of the community advocates outlined in this White Paper.

Executive**On 4th July 2006**Report Title: **Report on Managing the Housing Market**Report of: **Director of Social Services**Wards(s) affected: **All**Report for: **Non-key Decision****1. Purpose**

1.1 The report sets out the main characteristics of the general housing market, and provides a snapshot of the local Haringey market.

2. Introduction by Executive Member

2.1 The Council has to respond continuously to the workings of the housing market, in particular in terms of providing homes to meet need on a temporary and permanent basis and in the encouragement of supply through third parties such as housing associations. Whilst the Council is relatively powerless to influence the housing market, it needs to be reviewing and implementing policy and practice in the light of the best available information.

3. Recommendations

3.1 That the Executive notes this report and the need for a more detailed and consistent approach to market intelligence to guide future policy.

Report Authorised by: **Anne Bristow, Director of Social Services**

Contact Officer: Rupert Brandon, Head of Housing Supply

4. Executive Summary

4.1 This report sets out key features of the local housing market. It shows that the local market is distorted by a substantial shortage of property to meet demand. The Council is dealing with many of the consequences of this in terms of homelessness and temporary accommodation, but is rarely able to shape and influence the marketplace. Nonetheless, future policy needs to be based upon the best available information on the local and sub-regional market and this needs to be regularly updated.

5. Reasons for any change in policy or for new policy development (if applicable)

5.1 Not applicable.

6. Local Government (Access to Information) Act 1985

6.1 Haringey Strategy 2003-8 (updated December 2005)
Haringey Housing Needs Assessment, March 2006 (draft report)
Haringey Homelessness Review 2003
Haringey Empty Property Strategy 2005-8
Haringey Supplementary Planning Guidance (SPG10A), 2003

6.2 No confidential information.

7. Background

The housing market is like any other market - it consists of buyers and sellers who come together to agree a price for a transaction (in this case, to buy or rent property).

Uniquely, however, the housing market is a dynamic system comprising

- property (including houses and flats of different sizes, age, condition etc)
- people (large and smaller households, young and older, and of different cultures, beliefs and aspirations)
- economics (supply and demand for property and the inter-action of people with the means to pay the price to buy or rent).

The housing market is not confined to Borough or sub-regional boundaries. It is sensitive to change resulting from diverse forces or factors. Many of these are outside the control of individuals or organizations including the Council at local level (two examples being demographic and social trends, such as the increase in single people, divorce rates etc.).

The perpetual imbalance between housing demand and supply can result in unaffordable property prices, shortage of dwellings to meet ever-changing and complex housing needs, homelessness and an inability to house, for example, key workers with the risk of being unable to deliver local public services. Static or falling houses prices can reduce sales activity (impacting on job markets), and empty or unimproved property can lead to anti-social behaviour and deterioration in the environment and quality of life of residents.

High and low demand can occur at the same time in different places within the local sub-regional housing market. The supply of houses depends on several factors:

- the number of new homes being built
- the number of existing properties being held empty, or being converted or refurbished, and
- the number of existing owners willing to sell or rent their property.

In turn, each of these factors will be dependent and influenced by different things on a regular, perhaps daily basis. Examples of influences include current (and expected future) property prices, interest rates, planning regulations, Government policy and legislation, family circumstances, employment trends, and local neighbourhood perception and investment.

8. Description

The housing market in Haringey is made up of two key and inter-acting components: property and people.

(i) the “property component”

The 2001 census shows that property tenure in Haringey as follows:

- 45.8 per cent are owner occupiers (49.7 per cent in 1991 census)
- 20.1 per cent are renting privately (19 per cent in 1991 census)
- 19.7 per cent are Council tenants (24.9 per cent in 1991 census)
- 10.5 per cent are RSL tenants (6.4 per cent in 1991 census)

The level of owner-occupation is strikingly low compared to the national average (approximately 70%) with particular issues relating to affordability, fuel poverty, empty homes and under-occupation, and poor conditions. There are high levels of overcrowding and households lacking amenities. The 2001 census shows that:

- 20,400 households have an overcrowding indicator, which ranks us 12th in London
- 8,000 households have no central heating (11th highest in London)
- 2,000 households do not have their own bathroom/shower and toilet (3rd highest in England and Wales)

Our long-term neighbourhood renewal strategy 2002-2012, (Narrowing the Gap) sets out a transformative programme of local renewal. Complimentary to this, our Private Sector Housing Renewal Strategy is improving conditions and options for those who choose to rent privately or own their own home. Bringing empty properties into use also supports this agenda by linking to other regenerative initiatives in the locality.

Less than 20% of the stock in Haringey is in Council Ownership. We are working through Homes for Haringey to meet the Decent Homes standard for all Council homes by 2010. Housing associations, who are major landlords in the Borough, are working to the same deadline.

(ii) the “people component”

In mid-2003 Haringey’s population was estimated at 224,700 (compared to 216,800 in the 2001 census). This is a faster rate of growth than the increase of 9,500 between that 2001 census and the one in 1991. The number of households living in the borough has increased from 85,300 (1991 census) to 92,200 (2001 census).

The population and the number of households are expected to grow, with the Greater London Authority (GLA) predicting a higher than average for London increase in Haringey in households to 105,600 by 2016.

Haringey has a relatively young population, with the 2001 census indicating that just over 20 per cent of the population are aged 0 to 15, and 67.8 per cent aged 16 to 64 and the remaining 11.6 per cent are over retirement age. From these figures, two thirds of the total population may be classified as economically active. Many newly forming households will come from the 20-29 age groups which are declining as a proportion of the overall population. The most significant increase is projected in the most economically active 45-59 age group. There is also a large projected increase in the number of people aged 60 and over, with those who are likely to have some of the most acute care and support needs (those aged 85 and over) increasing significantly.

Table 1 below shows the household type breakdown in the Borough. Over a quarter of households contain children. The most common household type is two or more adults with no children.

Table 1 : Household type (as at March 2006)		
Household type	Number of households	% of households
Single pensioner	9,722	10.5%
2 or more pensioners	3,586	3.9%
Single non-pensioner	23,251	25.0%
2 or more adults, no children	30,598	32.9%
Lone parent	7,062	7.6%
2+ adults, 1 child	8,274	8.9%
2+ adults, 2+ children	10,416	11.2%
TOTAL	92,909	100.0%

Source: Fordham, March 2006

Table 2 below shows the length of time households in Haringey have lived in the Borough. Some 60.4% of households in the Haringey have lived in the Borough for more than ten years, indicating that for the majority of households Haringey is a long-term place of residence. Around a sixth of households have lived in the Borough for less than two years.

Table 2 Length of residency in Haringey	
How long lived in Haringey	% of households
Less than one year	9.1%
1 to 2 years	7.7%
2 to 5 years	11.1%
5 to 10 years	11.8%
Over 10 years	45.7%
Always lived here	14.7%
TOTAL	100.0%

Source: Fordham, March 2006

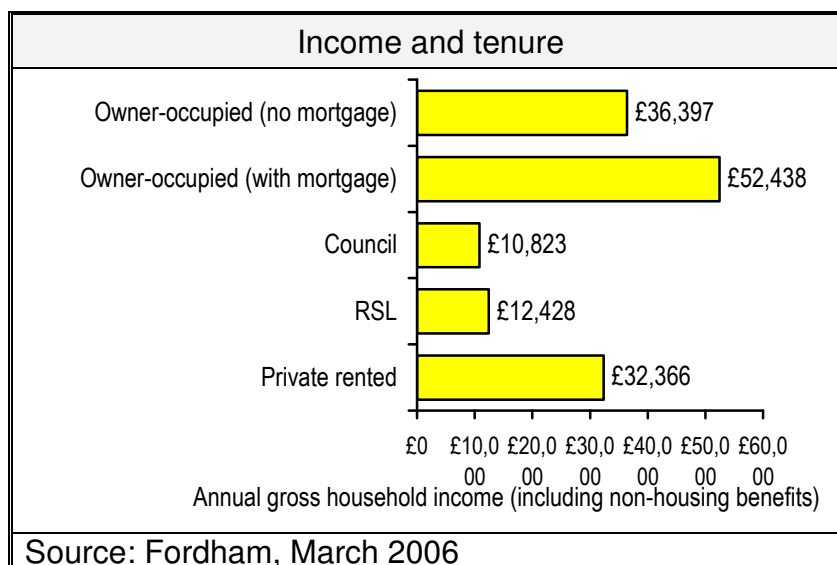
Most households that have moved in the last two years have only moved once. However, 3.8% of households have moved twice and an estimated 2.2% of households have moved three or more times. This indicates that, whilst the majority of households in Haringey do not move home on a regular basis, a subset of the population are highly transient.

Haringey will remain more socially dynamic than the rest of London – with a younger and more ethnically diverse population. This diverse community needs a variety of types of homes – for rent and sale, for single people and families with children.

(iii) The “economic component”

Haringey is a socially polarised borough, ranging from the relatively affluent areas in the west to more deprived areas, particularly in the east: 40 per cent of Haringey’s population live in wards that are amongst the 10 per cent most deprived in the UK.

The Fordham survey in March 2006 estimated average gross annual household income (including non-housing benefits) in Haringey is £33,301. There were, however, wide variations by tenure; with households living in social rented housing having particularly low income levels.



A survey in March 2006 of local estate and letting agents identified estimates of the minimum costs of housing to both buy and rent in the Borough. Overall, the survey suggested that prices started at around £130,000 for a one bedroom flat with private rental costs starting from around £620 per month.

Table 3: Minimum property prices/rent in Haringey		
Property size	Minimum price	Minimum rents (per month)
1 bedroom	£130,000	£620
2 bedrooms	£167,000	£785
3 bedrooms	£217,000	£950
4 bedrooms	£288,000	£1,165

Source: Fordham, March 2006.

In terms of affordability, for example, a couple with one child needing a mortgage on a 2 –bed property would require a minimum gross income of £54,138 if both adults were in employment and £44,897 if only one adult was in employment. For the private rented sector a couple with no children would need a gross income of £572 per week to pay a rent of £143 per week.

The figures above illustrate that for a high proportion of Haringey households owner occupation and intermediate housing is out of reach. The only affordable housing is in the social rented sector or the cheaper parts of the private rented sector. The latter is particularly affected by high levels of temporary accommodation which have led to a distortion of the private rented market.

What are the key issues in terms of demand and supply in Haringey?

(i) Demand

We have previously used housing needs information to gauge demand and to inform our development priorities and plans. This information is now greatly enhanced by the results of the recent Fordham survey. This shows that there is currently a shortfall of affordable housing in the Borough of 4,865 units per annum.

Table 4 below shows the estimated breakdown of additional affordable housing requirements by size and type of housing per annum. The figures are for gross need. The data suggests that there are shortfalls for all sizes of accommodation. The largest shortfall is for one and two bedroom units, however, the shortage relative to supply is greatest for four bedroom properties

Table 4: Amount of annual requirement for each type of affordable housing (all tenures)			
Dwelling size	Type of housing		
	Intermediate housing	Social rented	TOTAL
1 bedroom	844	2,052	2,896
2 bedrooms	105	1,720	1,825
3 bedrooms	86	669	755
4+ bedrooms	114	294	408
TOTAL	1,148	4,735	5,883

Source: Fordham, March 2006

In addition the survey showed that there is a requirement for additional affordable housing in all 19 wards in the Borough; this is most apparent in Haringey, Bruce Grove and Tottenham Green where the largest shortfalls are experienced.

Further analysis suggests that just under a quarter of this need could theoretically be met by 'intermediate' housing, available at outgoings between social rents and the minimum cost of (second hand) market housing.

Table 5 estimates the net requirements for each type of affordable housing by size.

Table 5 : Net annual need for affordable housing for each type of affordable housing (surplus)			
Dwelling size	Type of housing		
	Intermediate housing	Social rented	TOTAL
1 bedroom	828	1,602	2,431
2 bedrooms	93	1,373	1,466
3 bedrooms	81	519	600
4+ bedrooms	112	255	368
TOTAL	1,114	3,750	4,864

Source: Fordham, March 2006

This table shows that 22.9% of the net requirement is for intermediate housing. This varies according to dwelling size. It is estimated that 34.1% of the need for one bedroom properties could be met through intermediate housing, whereas only 6.3% of the need for two bedroom properties could be met in this way.

(ii) Supply

There are over 5,500 households living in temporary accommodation and many others living in poor or overcrowded conditions. We are, therefore, committed to maximising the supply of new homes through partner housing associations, and working with landlords to make private renting an option, bringing empty properties back into use and working on mobility schemes.

Table 6 shows that the annual supply of affordable housing is slightly more than 1000 properties:

Table 6: Annual supply for each type of affordable housing			
Dwelling size	Type of housing		
	Intermediate housing	Social rented	TOTAL
1 bedroom	16	450	465
2 bedrooms	12	347	359
3 bedrooms	5	149	155
4+ bedrooms	1	39	40
TOTAL	34	985	1,019

Source: Fordham, March 2006

Housing growth is a major driver in our programme to narrow the substantial gap between overall supply and demand, and within this, to improve the imbalance of the market places in the east and west of Haringey.

Our 2004/06 RSL development programme was the largest in North London, with 335 homes completed and a similar number under construction as at 31 March 2006. The new 2006/08 programme of ADP funding for Haringey is £88.5 million, providing an extensive programme of nearly 1200 new homes. Of these, 387 are for affordable rented homes with two thirds of the programme for intermediate rent and affordable home ownership.

It should be noted how this RSL programme contrasts with the need to deliver a higher percentage of affordable rent and the policy of the council in trying to obtain a split of 70-30% between the provision of affordable rent and intermediate housing. Despite this imbalance, delivery of the substantial programme through partner housing associations is vital in terms of meeting a proportion of the housing need of those with limited or no choice and the aspirations of economically active households whose decision to stay in the Borough is more closely related to affordability of rent and subsidised home ownership.

The supply of new housing is dependant upon meeting planning and other requirements in particular the Supplementary Planning Guidance (SPG 10a) on affordable housing, produced in 2003. This sets out our approach to delivering new affordable housing. Because of the intense pressures in Haringey, the SPG states that 'the Council will seek to negotiate an element of affordable housing on all housing sites capable of providing 10 or more units, with the aim of achieving a borough wide target of 50% affordable housing, in line with the Mayor's draft London Plan'.

Affordable housing is defined in our planning guidance, as "housing which is attainable to buy/rent, for those people whose incomes are insufficient to allow them to afford to buy/rent locally on the open market. This will include social rented and intermediate forms of housing (shared ownership, key worker and sub market schemes). Affordable housing should achieve weekly outgoings at levels appreciably below the minimum cost of market housing and should be available in perpetuity for those in housing need".

As well as influencing new supply of housing, we are also committed to make best use of the existing stock in the borough. At the end of March 2005, a total of 2939 properties in Haringey were empty – around seventy per cent for more than six months. Nearly two thirds of these had been empty for more than six months without any known plans to bring them back into use.

Within the Council stock now managed by the ALMO we are taking firm action on voids – to ensure that void turnaround times are improved and deliver efficiencies in the lettings process- and also tackling under occupation to free up larger size properties.

What, then, are the key areas of housing where the Council currently influences the housing market in Haringey? Whilst the housing market is affected by external and non-housing factors, such as crime, grime, and local education or employment issues, the key housing areas where the Council has an impact in housing terms are currently as follows:

- We have over 3,500 units on various forms of lease for homeless households and also rent 1000 private sector properties as annexes and short-term B&Bs
- We provide advice to owners about property usage through housing advisers, empty property officer and environmental health
- We provide grants e.g. empty property grant to bring properties back into use
- We make land available for development
- Through the planning process, we issue planning briefs, undertake development control and negotiate about affordable housing provision

9. Consultation

9.1 Not applicable.

10. Summary and Conclusions

It should be evident from this report that the housing market in Haringey is susceptible to a wide range of influences and changes on a regular basis. The current and future actions of the Council have a limited role on the overall housing market, but local initiatives can ease or exacerbate longstanding problems or local pressure-points.

We can see, for example, that the move to reduce Temporary Accommodation by 50% by 2010 will have a significant impact upon the private sector rented sector, in particular in Tottenham, as leasing schemes will be replaced by direct lettings between the landlord and tenants. Will landlords continue to rent direct to the homeless via Haringey or perhaps switch to house other Boroughs' homeless referrals, or will they remain as landlords with different client groups or sell in the open market? In the latter case, will property be purchased by first time buyers to live in, or re-emerge for investment under buy to let arrangements?

Any reduction in the total number of homes to meet the Council's priority housing needs, will place greater pressure upon delivery of the current pipeline of Corporation grant-assisted homes, and in the effectiveness of new initiatives, such as our Temporary to Permanent housing options. Elsewhere, for example, we need to consider if intervention is possible so that new homes intended for outright sale are not immediately used for buy to let or Temporary Accommodation with consequential implications for social inclusion.

The success or otherwise of such initiatives will be heavily dependant upon obtaining and sustaining a more sophisticated understanding of both the housing market in Haringey and the broader sub-region. Helpful information can be secured if we commission a detailed Housing Market Assessment: this is the logical next step to link in with the recent Fordham study on Housing Needs and to influence the next set of corporate and planning policies.

11. Recommendations

- 11.1 That the report be noted and that further work be undertaken on the local and sub-regional housing market to inform future policy.

12. Comments of the Director of Finance

- 12.1 The development of the strategy is funded within the Housing services budget. The financial implications of the strategy will need to be identified through the budget planning process as it will be key to the council's medium term financial strategy.

13. Comments of the Head of Legal Services

- 13.1 The Head of Legal Services has been consulted in the preparation of this report and only wishes to comment on the Councils statutory obligations with regards assistance with housing (paragraph 7.1.).

13.2 As a housing authority any allocation of housing accommodation must be made in accordance with Part VI of the Housing Act 1996. The Council also has a statutory obligation under Part VII of the same Act to secure that accommodation is made available (whether from their own stock or by securing that it is provided by someone else) for the homeless, in priority need of accommodation, who did not become homeless intentionally

14. Equalities Implications

14.1 The Council is committed to promoting equality of opportunity for everyone. We need to ensure that opportunities in the housing market (whether related to tenure or affordability) are made available to meet the needs of our diverse communities. Whilst the Council can only have a limited direct impact on the workings of the local and sub-regional housing market, it needs to ensure its policy and practice is based on reasonably up to date market intelligence.

15. Use of Appendices / Tables / Photographs

15.1 None. All tables are included in the main text.

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Agenda Item

Council Joint Consultative Committee on 26 June 2006
General Purposes Committee on 29 June 2006
The Executive on 4 July 2006

Report title: **Employee Profile Analysis**

Report of: **Head of Personnel**

1. Purpose: To advise the Committee of the key workforce statistics for the last financial year 1 April 2005 to 31 March 2006.

2. Recommendations

Note the contents of the attached Employee Profile Analysis in appendix A.

Report authorised by:

A handwritten signature in black ink, appearing to read "Stuart Young".

for Chief Executive

Contact officer: **Stuart Young, Head of Personnel**

Telephone: **3174**

3. Access to information:

Local Government (Access to Information) Act 1985

No documents that require to be listed were used in the preparation of this report.

4 Introduction

- 4.1 The Employee Profile has been produced using information from the Council's management information system SAP.
- 4.2 It provides key information about the workforce for the period 1 April 2005 to 31 March 2006.
- 4.3 The data is for Haringey employees excluding teachers, casual staff and agency workers.
- 4.4 The Employee Profile helps the Personnel Service to plan and target actions that will improve the Council's workforce profile, ensure the Council has a workforce that is representative of the community it serves, and that the objectives of the HR Strategy are achieved.
- 4.5 The Employee Profile attached at Appendix A provides a wealth of information about the workforce including ethnic breakdown, age analysis, turnover, sickness absence, disciplinary and accident statistics.
- 4.6 The Profile is broken down into sections to make it easier to digest.
 - At the front is a contents page.
 - On pages 2-5 are key 'At a Glance' tables and charts that summarise key statistics about the council workforce
 - There are 5 sections covering Workforce Statistics, Employee Turnover, Sickness Absence Management, Disciplinary Cases, Health & Safety.
 - Each section has a summary at the front which provides a brief analysis of the key headline data in the section and actions Personnel Services have taken or plan to take to improve the workforce profile.
 - The summaries for each section can be found on pages 6, 18, 24, 30 and 36.

5 Key Information

- 5.1 The Employee Profile is based on information for 7556 staff. This excludes teachers and casual staff. Note - the Council employs approx 2200 Teachers.
- 5.2 Approximately 70% of the workforce are women.
- 5.3 Approx. 46% of the workforce are from black & minority ethnic groups compared with the Haringey population of approx 34% black & minority ethnics.
- 5.4 The Council is one of only 3 Inner London authorities with black & minority ethnic representation over 40%.

- 5.5 Approx. 26% of the Top 5% earners in the Council are from black & minority ethnic groups. This Best Value Performance Indicator puts the Council 1st in London.
- 5.6 Approx. 46% of the workforce work part time (less than 36 hours per week).
- 5.7 The average age of the workforce is 43 years old.
- 5.8 Employee turnover rates stood at 15% over the last year. This is broadly in line with turnover levels in other London boroughs.
- 5.9 The Council's sickness absence levels stand at 10.4 days average per employee. This puts the Council in the bottom quartile of London Borough performance.
- 5.10 Personnel Services have been working to improve absence management. Long term sickness absence accounts for 50% of overall sickness levels. Personnel have worked hard with managers to reduce outstanding long term absence cases by 33% over the last 6 months. It should be noted however, that this reduction will not improve the statistics for several months because absence levels are based on the last 12 months performance.
- 5.11 Personnel have worked hard to improve sickness absence input and this has improved by 23% over the last year.
- 5.12 There were 124 disciplinary cases handled over the last year. This accounts for only 2.3% of the workforce.

6 HR Strategy

- 6.1 The information provided by the Employee Profile Analysis will feed into the strategic plans and actions that HR develops for workforce planning purposes.
- 6.2 The HR Strategy 2004-2007 provided a vision to improve service performance by ensuring people perform. Many of the actions and work undertaken by HR over the past 2 years has helped to improve the workforce profile.
- 6.3 The work undertaken by HR services in delivering on the HR Strategy is the subject of a separate committee report on this agenda.

7. Legal comments

- 7.1 The Head of Legal Services has been consulted on the content of this report. While the statistics set out in the report and its appendix are for noting, the strategic plans and actions referred to as being informed by

the content of these statistics will assist the Council in meeting its statutory and common law duties as an employer.

8. Financial implications

- 8.1 There are no financial implications that have not already been accounted for within the Council's cash limited budgets.

9. Equal opportunities implications

- 9.1 Equalities issues have been incorporated within the body of the report and in the attached Employee Profile at appendix A.
- 9.2 The information provided in the report will be utilised to help to ensure the Council continues its good work in promoting diversity and achieving Levels 3 and 4 of the Equality Standards for Local Government.

HARINGEY COUNCIL EMPLOYEE PROFILE ANALYSIS

APRIL 2005 – MARCH 2006 EDITION

A Personnel Services Report produced by

HR PERFORMANCE & SYSTEMS TEAM

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Introduction

The information in this report is taken from SAP. It covers the period 01 April 2005 - 31 March 2006.

The data is based on Haringey Council employees who

- hold Permanent, Temporary or Fixed Term Contracts
- are considered as Supernumerary (employees that have been on a Temporary Contract for more than 52 weeks)

Note that this data excludes:

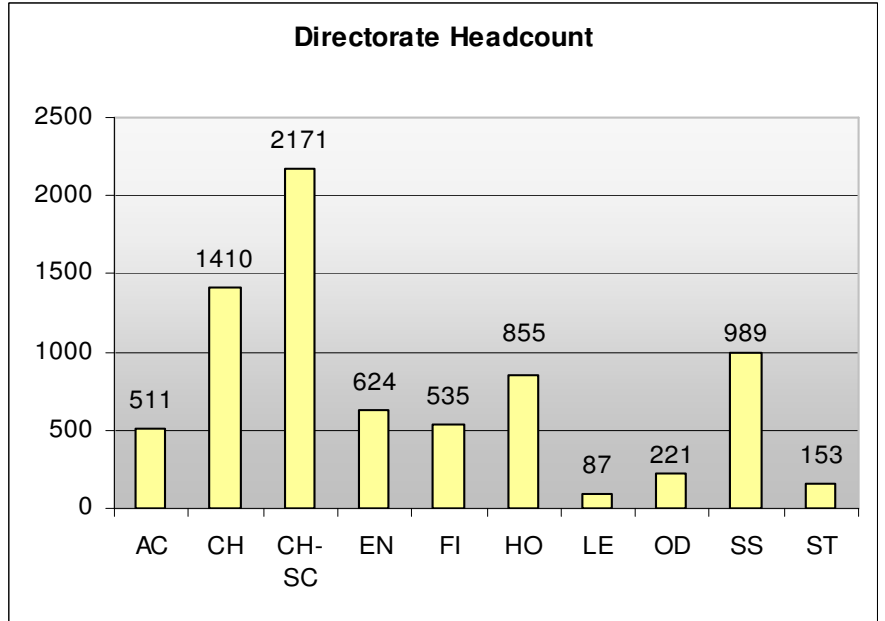
- Casual or Sessional Workers
- Teachers
- Agency Workers

Legend	
Access	AC
Children's Services	CH
Children's Services Schools	CH-SC
Environmental Services Directorate	EN
Finance Services Directorate	FI
Housing Services Directorate	HO
Legal Services	LE
Organisational Development	OD
Social Services Directorate	SS
Strategy Services	ST

At a Glance

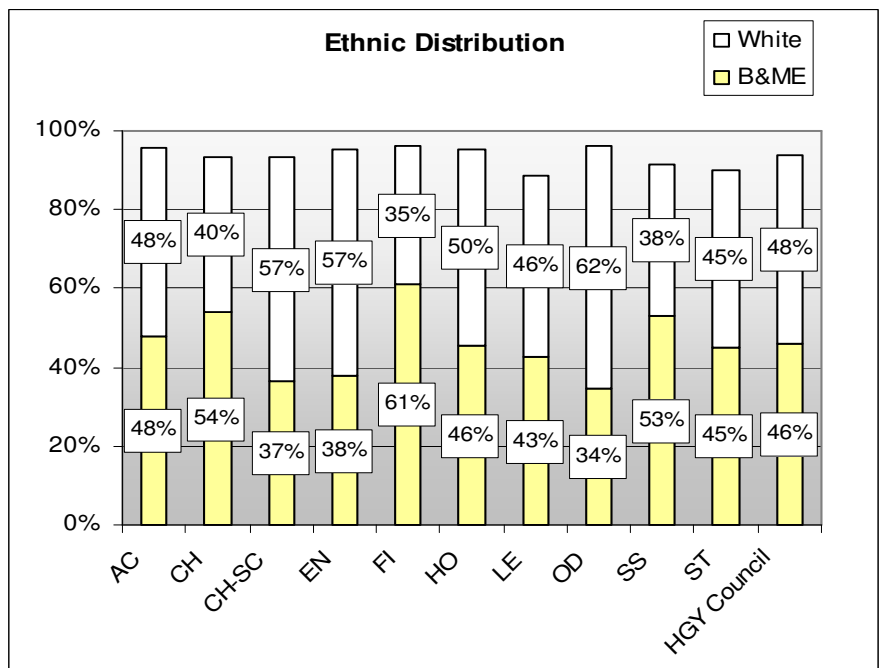
Headcount

Headcount by Directorate		
Directorate	Headcount	%
AC	511	6.8%
CH	1410	18.7%
CH-SC	2171	28.7%
EN	624	8.3%
FI	535	7.1%
HO	855	11.3%
LE	87	1.2%
OD	221	2.9%
SS	989	13.1%
ST	153	2.0%
HGY Council	7556	100%



White and B & M E

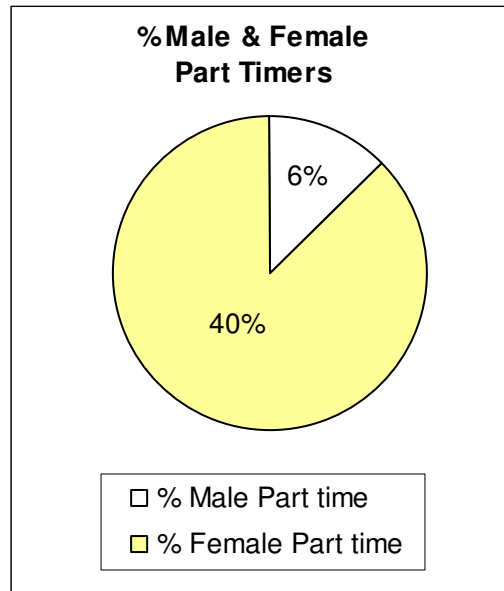
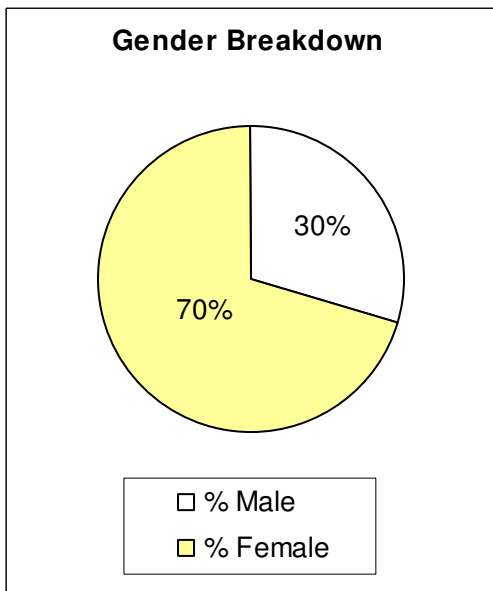
White and B & M E by Directorate		
Directorate	White	B & M E
AC	48%	48%
CH	40%	54%
CH-SC	57%	37%
EN	57%	38%
FI	35%	61%
HO	50%	46%
LE	46%	43%
OD	62%	34%
SS	38%	53%
ST	45%	45%
HGY Council	48%	46%
HGY Pop.	66%	34%



At a Glance

Gender and Part-time Breakdown

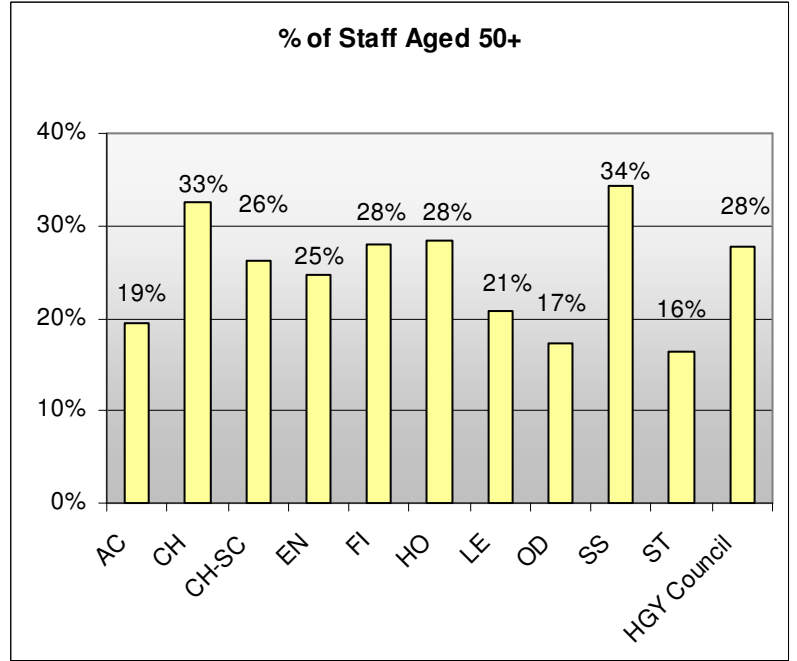
Gender and Part-time Breakdown by Directorate				
Directorate	% Male	% Male Part-time	% Female	% Female Part-time
AC	33%	8%	67%	32%
CH	30%	0%	70%	12%
CH-SC	29%	1%	71%	14%
EN	37%	3%	63%	8%
FI	19%	6%	81%	44%
HO	13%	8%	87%	76%
LE	62%	6%	38%	8%
OD	42%	11%	58%	24%
SS	64%	1%	36%	5%
ST	21%	4%	79%	35%
HGY Council	30%	6%	70%	40%



At a Glance

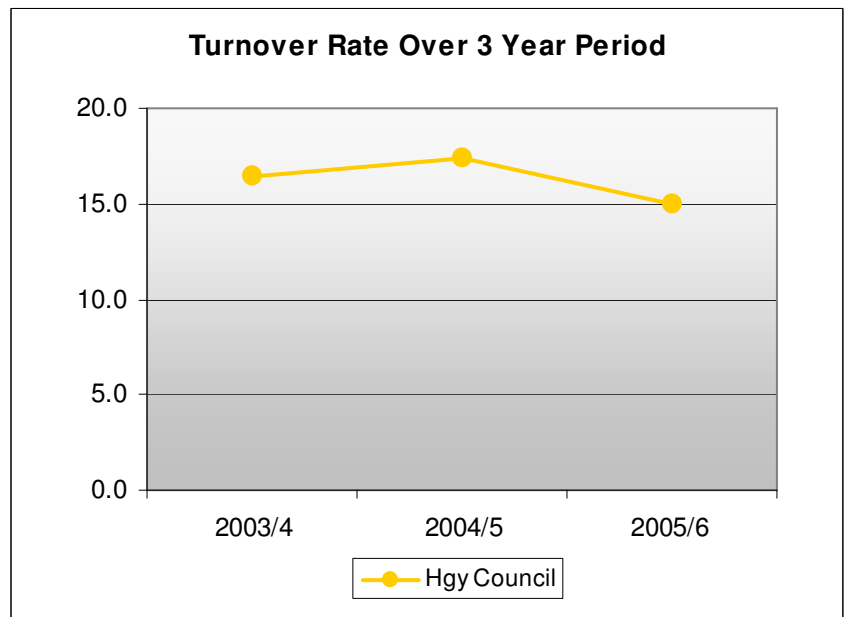
Age Summary

Age Summary by Directorate			
Directorate	% Under 25 Yrs	% 50+	Ave. Age
AC	9%	19%	39
CH	3%	33%	44
CH-SC	6%	26%	43
EN	7%	25%	41
FI	4%	28%	42
HO	5%	28%	43
LE	3%	21%	41
OD	7%	17%	40
SS	3%	34%	45
ST	8%	16%	38
HGY Council	5%	28%	43



Turnover

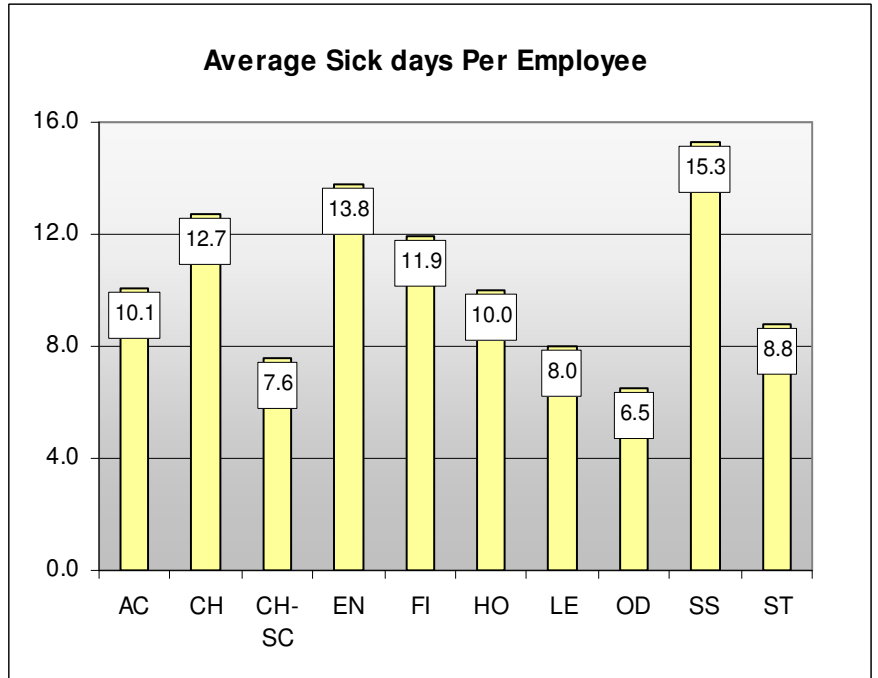
Turnover Rate by Directorate	
Directorate	Turnover Rate %
AC	10.5
CH	16.6
CH-SC	21.2
EN	11.7
FI	10.2
HO	7.7
LE	9.2
OD	14.7
SS	12.1
ST	16.5
HGY COUNCIL	15



At a Glance

Sickness Absence

Average Sickness Days by Directorate	
Directorate	Average Sick days
AC	10.1
CH	12.7
CH-SC	7.6
EN	13.8
FI	11.9
HO	10.0
LE	8.0
OD	6.5
SS	15.3
ST	8.8
HGY Council	10.4
Inner London Average 2005	9.1



Section One – Workforce Statistics

Summary

Headcount, Gender and Ethnic Breakdown

Haringey employs 7556 staff (excluding teachers and casual staff).

- 70.4% of the workforce are women
- 45.8% of the council workforce are from black & minority ethnic groups (B & M E). This compares well with the Haringey population of 34.4% black & minority ethnics (B & M E). It also compares well with the percentage of 48% white staff in the council
- The Council is one of only 3 inner London authorities with B & M E representation over 40%.
- 33.1% of the council are B & M E women, which compares well with the percentage of 33% white staff
- 4.1% B & M E staff are paid more than £32,000. This compares with 7.1% white staff paid £32,000 or more. The proportion of black & ethnic minority staff to white staff is therefore not as good as other comparators
- Of the Top 5% earners in the council 21.1% are B & M E staff. At the end of financial year the Council had 25.7% B & M E staff and this put the council 1st in London for B & M E in the top 5% of earners

The above statistics show that we have met our stated HR Strategy objective of having a workforce that reflects the community we serve.

However, we are still continuing to strive for better representation where appropriate. We have achieved level 2 of the local government Equalities Standard and we have plans in place to achieve levels 3 & 4 by 2007.

Earnings Growth

The Council's workforce has not increased substantially in size over the last 2 years. However, there has been a large increase in earnings over the last 2 years.

This is evidenced by the fact that the number of staff in grades PO4 and above (£32k+) have increased by more than 20% over the past 2 years. Whilst, the number of staff in grades below Scale 5 (less than £21k) have gone down by more than 5%.

Personnel are leading on the Equal Pay and Conditions Review which will address issues of harmonising the pay and conditions of former manual and officer staff and address any equal pay issues. This review will ensure that the correct levels of pay are awarded across the organisation. The review is due for implementation from April 2007.

Full-time and Part-time

- 46.1% of the workforce is classed as part time workers. Of these 40.3% are female and the remaining 5.8% are male
- The largest groups of female part timers work in Access, Finance, Housing, Organisational Development and Strategy Directorates

Section One – Workforce Statistics

Summary (Continued)

Age Profile

- The average age of the workforce is 43 years old
- 5% of staff are aged under 25 compared with 15% in whole economy
- 28% of staff are aged 50 plus compared with 24% in whole economy
- The percentage of 50 plus workers increases in the higher pay grades. This is to be expected since with increased experience the opportunity to get better paid jobs increases

In October 2006 new Age Discrimination legislation will come into effect.

Personnel have conducted lunch time seminars for staff to inform them about the changes the legislation will bring. Committee have approved new retirement processes which will give people the opportunity to work longer than age 65.

Personnel are developing new policies to take account of the opportunities that changes to the pension scheme will bring to older workers to continue working whilst drawing a pension.

We will also continue with a variety of entry schemes to attract new employees at the lower end of the age range. Examples are the New Start scheme and the Graduate scheme.

Disabled staff

- 2.1% of the workforce are disabled. This is an increase from 1.9% last year
- 4.1% of the Top 5% of earners have a disability.

Although the number of disabled staff increased from last year it is important to continue this trend and improve representation across the organisation.

The Council was awarded the two ticks symbol for promoting disabled employment in 2005.

The Council has increased awareness advertising focussing on encouraging people with a disability to consider working for the Council. Recruitment looked into new ways of promoting Haringey by using advertising space at train and underground stations and in specific media targeting disabled applicants. The Council will widen its awareness advertising to other under-represented groups.

Section One – Workforce Statistics

Headcount & Ethnic Breakdown

This section contains data on the number of employees employed by Haringey Council.

Haringey Council employed **7556** employees (excluding Teachers and Casual/Sessional employees) at the end of the 01 April 2005 - 31 March 2006 period.

The table below shows the different ethnic groups by gender and salary bands (see appendix A for Salary information).

Ethnic Comparison by Gender & Salary Bands (Percentages against total number of staff in Haringey Council)															
*Ethnic Group	Gender	MAN & CFT		SC1-SC5		SC6-SO2		PO1-PO3		PO4-PO7		PO8+		TOTALS	
		Total	%	Total	%	Total	%	Total	%	Total	%	Total	%	Total	%
White	Male	301	4	204	2.7	219	2.9	189	2.5	154	2	71	0.9	1138	15.1
	Female	556	7.4	799	10.6	586	7.8	250	3.3	215	2.8	85	1.1	2491	33
	Total	857	11.3	1003	13.3	805	10.7	439	5.8	369	4.9	156	2.1	3629	48
+B & M E	Male	303	4	235	3.1	214	2.8	110	1.5	84	1.1	14	0.2	960	12.7
	Female	835	11.1	648	8.6	630	8.3	185	2.4	177	2.3	28	0.4	2503	33.1
	Total	1138	15.1	883	11.7	844	11.2	295	3.9	261	3.5	42	0.6	3463	45.8
- Black	Male	250	3.3	175	2.3	145	1.9	64	0.8	53	0.7	5	0.1	692	9.2
	Female	641	8.5	440	5.8	453	6	128	1.7	125	1.7	17	0.2	1804	23.9
	Total	891	11.8	615	8.1	598	7.9	192	2.5	178	2.4	22	0.3	2496	33
- Asian	Male	24	0.3	27	0.4	49	0.6	28	0.4	14	0.2	5	0.1	147	1.9
	Female	116	1.5	128	1.7	90	1.2	38	0.5	28	0.4	6	0.1	406	5.4
	Total	140	1.9	155	2.1	139	1.8	66	0.9	42	0.6	11	0.1	553	7.3
- Mixed	Male	12	0.2	18	0.2	9	0.1	9	0.1	8	0.1	2	0	58	0.8
	Female	33	0.4	50	0.7	46	0.6	9	0.1	13	0.2	4	0.1	155	2.1
	Total	45	0.6	68	0.9	55	0.7	18	0.2	21	0.3	6	0.1	213	2.8
- Other	Male	17	0.2	15	0.2	11	0.1	9	0.1	9	0.1	2	0	63	0.8
	Female	45	0.6	30	0.4	41	0.5	10	0.1	11	0.1	1	0	138	1.8
	Total	62	0.8	45	0.6	52	0.7	19	0.3	20	0.3	3	0	201	2.7
Not Declared	Male	39	0.5	45	0.6	24	0.3	11	0.1	14	0.2	6	0.1	139	1.8
	Female	72	1	154	2	52	0.7	18	0.2	22	0.3	7	0.1	325	4.3
	Total	111	1.5	199	2.6	76	1	29	0.4	36	0.5	13	0.2	464	6.1
HGY Council	Male	643	8.5	484	6.4	457	6	310	4.1	252	3.3	91	1.2	2237	29.6
	Female	1463	19.4	1601	21.2	1268	16.8	453	6	414	5.5	120	1.6	5319	70.4
	Total	2106	27.9	2085	27.6	1725	22.8	763	10.1	666	8.8	211	2.8	7556	100

* = See Appendix B for ethnic group's composition.

+ = Black & Minority Ethnic Groups

Section One – Workforce Statistics

Headcount & Ethnic Breakdown (Continued)

The above table provides a wealth of data but it is appreciated that it may be difficult to pick out key information. Therefore the table below summarises key information from the table above and allows for quick comparison of key data by ethnic group, females and salary level.

Level 1 – picks out the overall percentages for ethnic groups across the council

Level 2 – drills down to identify the percentage of females within these ethnic groups

Level 3 – drills down the ethnic groups into summarised salary levels and also provides the percentage of ethnic females within each salary level

Summary of Ethnic Comparison by Gender and Salary								
	Level 1	Level 2	Level 3					
Ethnic group	% Workforce	% Females	£32k+ (PO4 and above)		£21k – 32k (Sc6 to PO3)		Less than £21k (Manual to Sc5)	
			% Staff	% Females	% Staff	% Females	% Staff	% Females
Black	33	23.9	2.7	1.9	10.4	7.7	19.9	14.3
Asian	7.3	5.4	0.5	0.5	2.7	1.7	4	3.2
Mixed	2.8	2.1	0.4	0.3	0.9	0.7	1.5	1.1
Other	2.7	1.8	0.3	0.1	1	0.6	1.4	1
B & M E	45.8	33.1	4.1	2.7	15.1	10.7	26.8	19.7
White	48	33	7	3.9	16.5	11.1	24.6	18

- 45.8% of the council workforce are from black & minority ethnic groups. This compares well with the percentage of 48% white staff
- 33.1% of the council are black & minority ethnic women, which compares well with the percentage of 33% white women
- 4.1% black & minority ethnic staff are paid more than £32,000, compared with 7% of white staff. The proportion of black & minority ethnic staff to white staff is therefore not as good as previous comparators

Section One – Workforce Statistics

Headcount & Ethnic Breakdown (Continued)

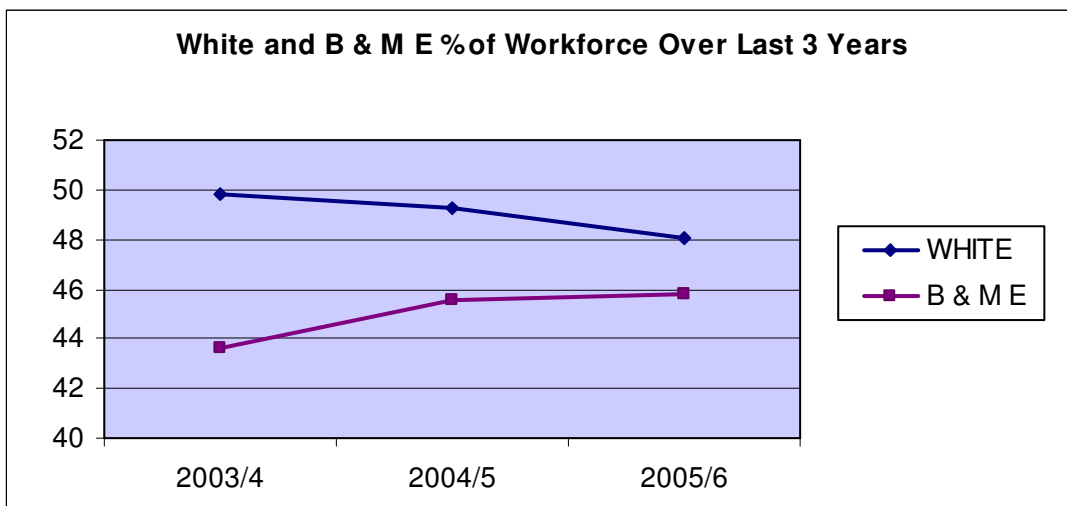
Haringey serves a multicultural community of around 217,000 with **34%** coming from black & minority ethnic communities. With over 7500 staff (approximately 9000 including teachers), Haringey Council is the largest employer in the borough. Most employees live locally and overall the Council's black & minority ethnic workforce is representative of the diverse community Haringey serves.

The following table shows the % of ethnic groups per Directorate compared with Haringey's population.

Ethnic Distribution % (Percentages against total number of staff in directorate)								
Directorate	White	B & M E	Black	Asian	Mixed	Other	Not Dec.	Total Staff
AC	47.9	47.9	28.2	10.6	4.5	4.7	4.1	511
CH	39.5	54	42.8	6.8	2	2.4	6.5	1410
CH-SC	56.9	36.7	22.9	8.8	3.2	1.8	6.4	2171
EN	57.1	38	29	5.1	1.8	2.1	5	624
FI	35	61.1	43.9	10.1	3	4.1	3.9	535
HO	49.6	45.7	36	5.4	2.2	2.1	4.7	855
LE	46	42.5	25.3	5.7	1.1	10.3	11.5	87
OD	62	34.4	21.3	7.2	5	0.9	3.6	221
SS	38.3	53	41.3	5.6	2.6	3.5	8.7	989
ST	45.1	45.1	33.3	2.6	5.9	3.3	9.8	153
HGY Council	48	45.8	33	7.3	2.8	2.7	61	7556
HGY Population	65.6	34.4	20	6.7	4.6	3.1	0	216,507

* = See Appendix B for ethnic breakdown.

+ = Haringey's Population. Figures taken from Census 2001



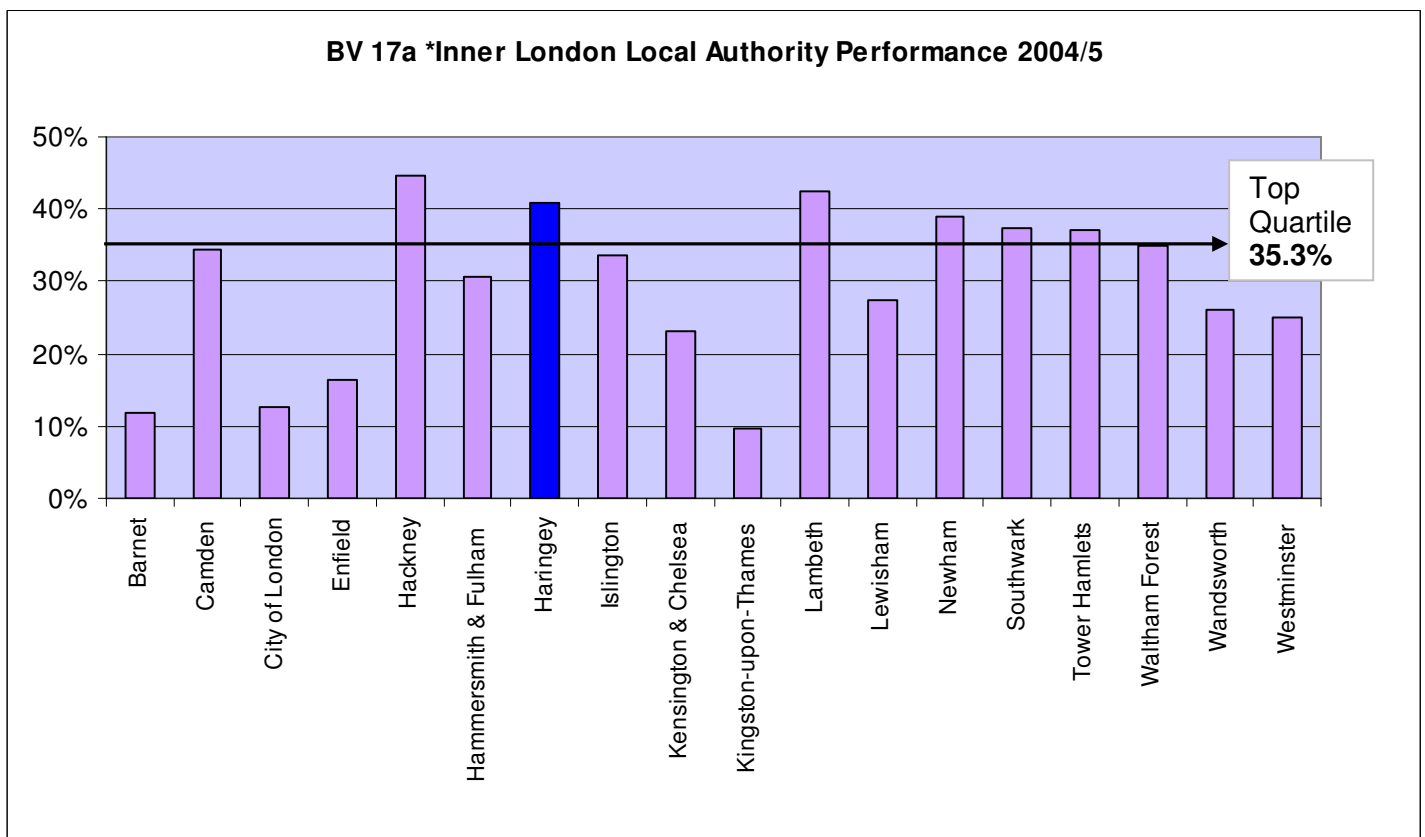
Section One – Workforce Statistics

Headcount & Ethnic Breakdown (Continued)

Haringey has consistently performed well for BVPI 17A - % of B & M E staff, and are 1 of only 3 Inner London Local Authorities, which had a representation of over **40%** for 2004/5. The table below displays the performance over the last 3 years.

BVPI 17a - % B & M E Staff					
	2003/4	Change %	2004/5	Change %	2005/6
BVPI 17A	39.3	3.8	40.8	9.3	44.6

Again, Haringey achieved higher than its target of **39.3%** with **44.6%**. Based on current standings, Haringey would be joint top Inner London Local Authority for it's representation of B & M E staff in the workforce.



* = Members of the North London Strategic Alliance are also included: Barnet, Enfield & Waltham Forest

Section One – Workforce Statistics

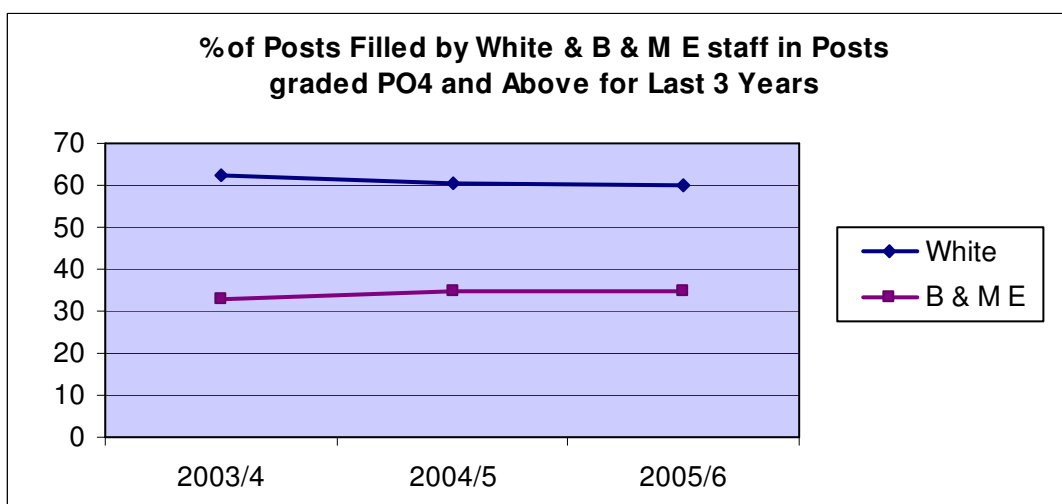
Headcount & Ethnic Breakdown (Continued)

The table below highlights that Haringey Council is employing more staff at the higher end of the salary scales than it did in 2003/4. Though the actual number of staff increased by only 2 people from last year, staff graded in the PO4-PO7 band had the largest increase of **18.7%**, which is also **23.3%** more than 2003/4. Staff within the PO8+ band also had a large increase of **21.3%** from 2003/4.

Earnings Growth Over Last 3 Years						
Salary Band	2003/4	Change %	2004/5	Change %	2005/6	Change % 2003/4 – 2005/6
MAN & CFT £10,983 - £14,514	2211	0.5	2223	-5.3	2106	-4.7
SC1-SC5 £12,780 - £20,649	2230	0	2230	-6.5	2085	-6.5
SC6-SO2 £21,267 - £26,964	1483	7.7	1597	8	1725	16.3
PO1-PO3 £26,262 - £32,208	718	3.9	746	2.3	763	6.3
PO4-PO7 £32,208 - £41,910	540	3.9	561	18.7	666	23.3
PO8+ £43,032+	174	13.2	197	7.1	211	21.3
TOTALS	7356	2.7	7554	0	7556	2.7

The table below shows the % of workforce occupied by ethnic groups at posts graded PO4 (32K+) and above.

Change in % of Posts Filled by White & B & M E Staff in Posts Graded PO4 and Above (32K+) for Last 3 Years					
Ethnic Group	2003/4	Change %	2004/5	Change %	2005/6
White	62.2	-2.6	60.6	-1.2	59.9
B & M E	32.9	5.2	34.7	-0.6	34.5



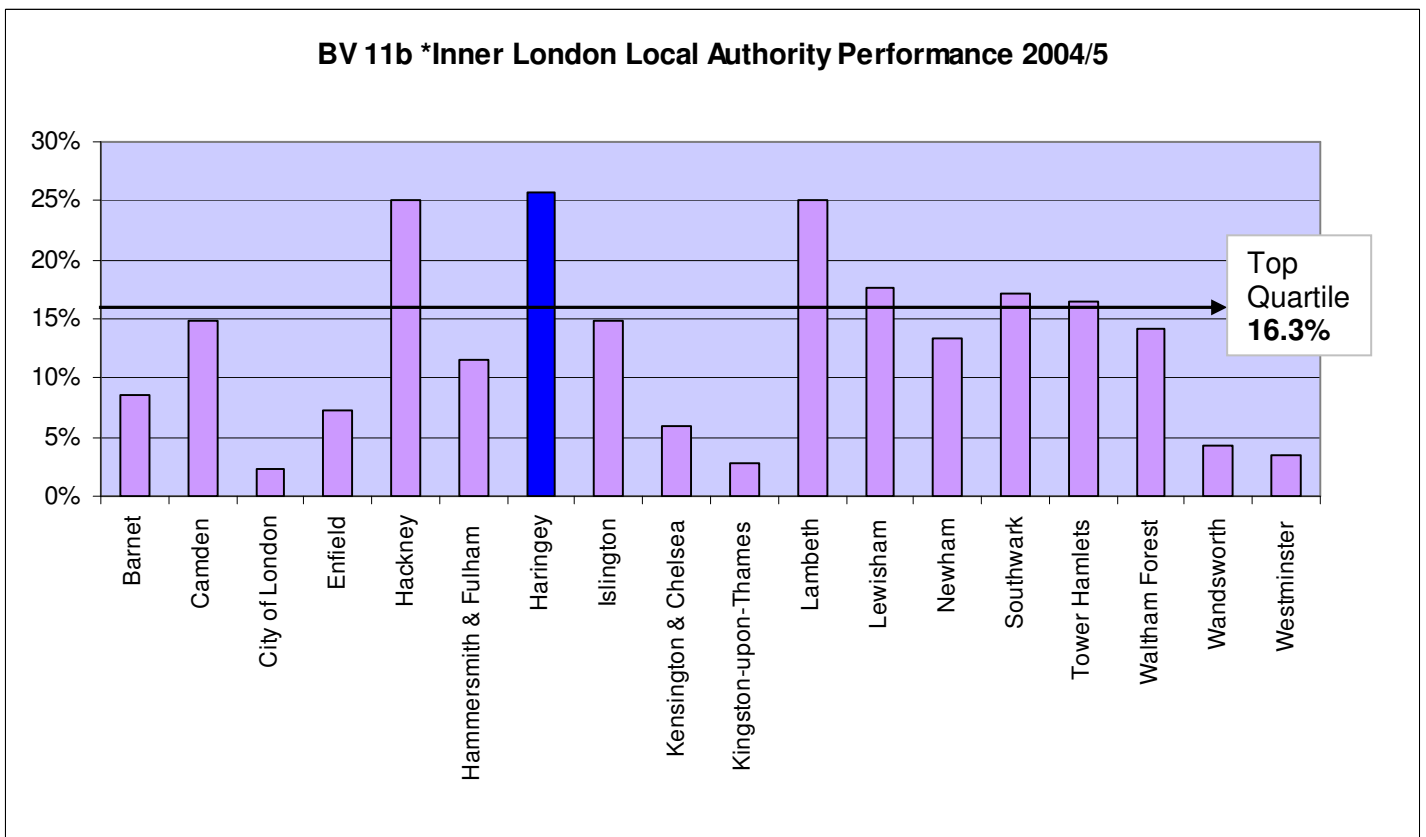
Section One – Workforce Statistics

Headcount & Ethnic Breakdown (Continued)

Haringey is currently the best performing local authority for its representation of B & M E staff in the top 5% of earners (BVPI 11b 2004/5). The table and chart displays the performance over the last 3 years.

BVPI 11b - % B & M E Staff in Top 5% of Earners					
	2003/4	Change %	2004/5	Change %	2005/6
BVPI 11B	22.9	12.2	25.7	-17.9	21.1

Though the figure was lower this year, based on current standings the Council would still remain in the top quartile of local authorities.



* = Members of the North London Strategic Alliance are also included: Barnet, Enfield & Waltham Forest

Section One – Workforce Statistics

Full Time / Part Time Distribution

This section shows the distribution of employees who are considered to be full-time (employees working the full standard week – 36 hours) and part-time (employees who work less than 36 hours).

Full Time & Part Time Employees by Directorate & Gender (Percentages against total number of staff in directorate)							
Directorate	Gender	Full-Time		Part-Time		All Employees	
		Total	%	Total	%	Total	%
AC	Male	127	24.9	42	8.2	169	33.1
	Female	177	34.6	165	32.3	342	66.9
	Total	304	59.5	207	40.5	511	100
CH	Male	26	29.9	0	0	26	29.9
	Female	51	58.6	10	11.5	61	70.1
	Total	77	88.5	10	11.5	87	100
CH-SC	Male	62	28.1	2	0.9	64	29
	Female	126	57	31	14	157	71
	Total	188	85.1	33	14.9	221	100
EN	Male	52	34	5	3.3	57	37.3
	Female	84	54.9	12	7.8	96	62.7
	Total	136	88.9	17	11.1	153	100
FI	Male	175	12.4	89	6.3	264	18.7
	Female	530	37.6	616	43.7	1146	81.3
	Total	705	50	705	50	1410	100
HO	Male	121	5.6	166	7.6	287	13.2
	Female	234	10.8	1650	76	1884	86.8
	Total	355	16.4	1816	83.6	2171	100
LE	Male	352	56.4	36	5.8	388	62.2
	Female	188	30.1	48	7.7	236	37.8
	Total	540	86.5	84	13.5	624	100
OD	Male	166	31	57	10.7	223	41.7
	Female	185	34.6	127	23.7	312	58.3
	Total	351	65.6	184	34.4	535	100
SS	Male	542	63.4	6	0.7	548	64.1
	Female	268	31.3	39	4.6	307	35.9
	Total	810	94.7	45	5.3	855	100
ST	Male	170	17.2	41	4.1	211	21.3
	Female	433	43.8	345	34.9	778	78.7
	Total	603	61	386	39	989	100
HGY COUNCIL	Male	1793	23.7	444	5.9	2237	29.6
	Female	2276	30.1	3043	40.3	5319	70.4
	Total	4069	53.9	3487	46.1	7556	100

- **46.1%** of the workforce are considered to be part-time
- **70.4%** of the workforce are women

Section One – Workforce Statistics

Age Analysis

This section highlights the age distribution throughout Haringey Council using Age Bands.

The following table displays the % of staff in each age band per Directorate.

Age Analysis by Directorate													
(Percentages against total number of staff in directorate. All Employees against total)													
Directorate	16-24		25-39		40-49		50-64		65+		Total		Avge. Age
	Total	%	Total	%	Total	%	Total	%	Total	%	Total	%	
AC	45	8.8	223	43.6	144	28.2	99	19.4	0	0	511	6.8	39
CH	42	3	400	28.4	509	36.1	459	32.6	0	0	1410	18.7	44
CH-SC	125	5.8	688	31.7	789	36.3	542	25	27	1.2	2171	28.7	43
EN	41	6.6	234	37.5	195	31.3	145	23.2	9	1.4	624	8.3	41
FI	22	4.1	189	35.3	174	32.5	143	26.7	7	1.3	535	7.1	42
HO	42	4.9	237	27.7	333	38.9	241	28.2	2	0.2	855	11.3	43
LE	3	3.4	36	41.4	30	34.5	18	20.7	0	0	87	1.2	41
OD	15	6.8	84	38	84	38	38	17.2	0	0	221	2.9	40
SS	25	2.5	265	26.8	359	36.3	337	34.1	3	0.3	989	13.1	45
ST	12	7.8	68	44.4	48	31.4	24	15.7	1	0.7	153	2	38
HGY Council	372	4.9	2424	32.1	2665	35.3	2046	27.1	49	0.6	7556	100	43

- The average age of a Haringey Council employee is **43**

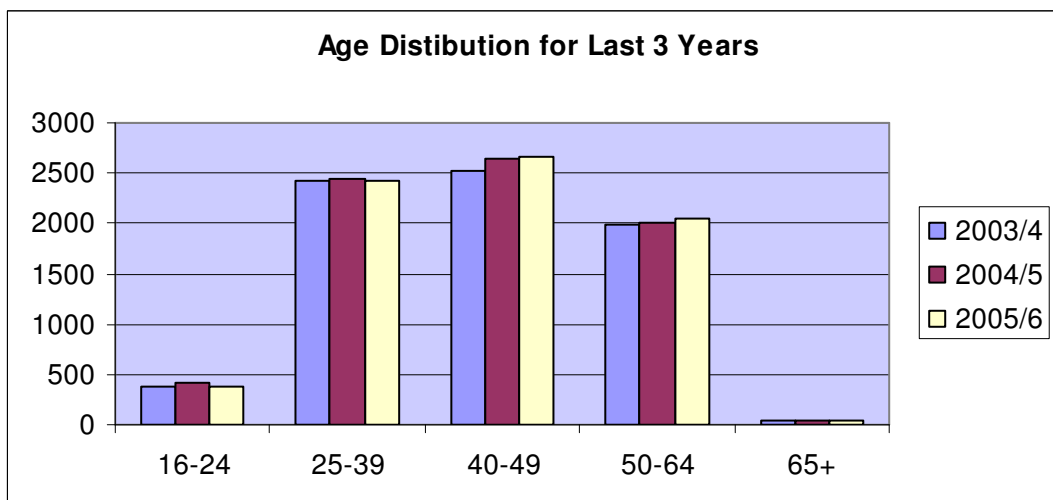
Age Analysis by Salary Bands													
(Percentages against total number of staff in Salary Band. All Employees against total)													
Salary Bands	16-24		25-39		40-49		50-64		65+		All Employees		
	Total	%	Total	%	Total	%	Total	%	Total	%	Total	%	
MAN & CFT	69	3.3	521	24.7	732	34.8	753	35.8	31	1.5	2106	27.9	
SC1-SC5	219	10.5	719	34.5	683	32.8	452	21.7	12	0.6	2085	27.6	
SC6-SO2	72	4.2	686	39.8	594	34.4	369	21.4	4	0.2	1725	22.8	
PO1-PO3	12	1.6	272	35.6	284	37.2	194	25.4	1	0.1	763	10.1	
PO4-PO7	0	0	185	27.8	278	41.7	202	30.3	1	0.2	666	8.8	
PO8+	0	0	41	19.4	94	44.5	76	36	0	0	211	2.8	
Totals	372	4.9	2424	32.1	2665	35.3	2046	27.1	49	0.6	7556	100	

Section One – Workforce Statistics

Age Analysis (Continued)

As shown in the table and chart below, Haringey Council now employs a slightly older workforce than in 2003/4. Between 2004/5 and 2005/6, the number of staff aged within the 16-39 age range decreased by **62**, with the number of staff aged over 50 increasing by **41**.

Age Profile Over Last 3 Years					
Age Band	2003/4	Change %	2004/5	Change %	2005/6
16-24	382	9.7	419	-11.2	372
25-39	2420	0.8	2439	-0.6	2424
40-49	2533	4.3	2642	0.9	2665
50-64	1979	1.6	2010	1.8	2046
65 +	42	4.8	44	11.4	49
Total	7356	2.7	7554	0	7556
Below 50	5335	3.1	5500	-0.7	5461
Above 50	2021	1.6	2054	2	2095



Section One – Workforce Statistics

Disability Analysis

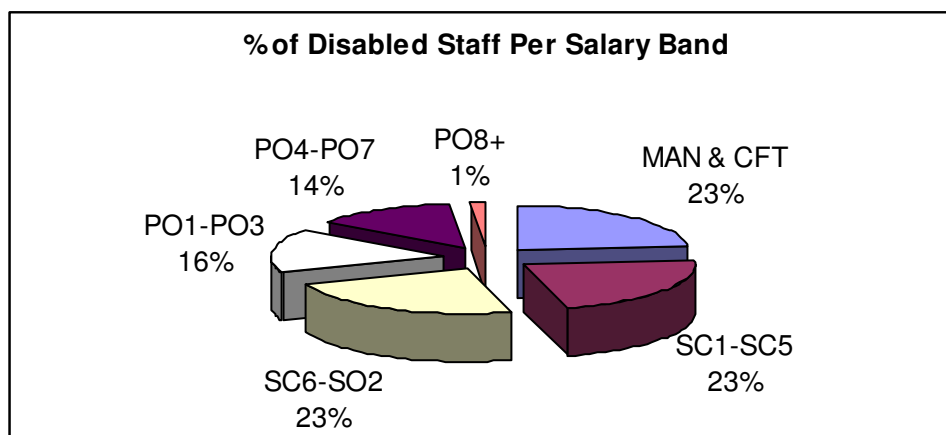
This section gives a snapshot of the number of employees who have declared that they have a disability.

The table below shows the Directorate distribution of employees declaring they have a Disability by Salary Band. The number of staff has risen to **2.1%** of the workforce, from **1.9%** last year.

The Audit Commission has introduced a new best value performance indicator, BVPI 11c – % of Top 5% of earners declaring they have a disability. We achieved **4.1%** for 2005/6 and have a target of **4.9%** for 2006/7.

Disabled Employees by Directorate & Salary Bands (Percentages against total number of disabled staff)											
*Salary Bands	AC	CH	CH-SC	EN	FI	HO	LE	OD	SS	ST	HGY COUNCIL
MAN & CFT	0	0	0	0	2	8	8	1	12	5	36
SC1-SC5	5	1	1	0	3	5	5	7	4	4	35
SC6-SO2	8	1	3	0	7	1	3	4	3	6	36
PO1-PO3	2	0	4	0	3	1	5	1	4	5	25
PO4-PO7	1	1	2	1	7	0	2	1	4	2	21
PO8+	0	0	0	1	0	0	0	0	0	1	2
Totals	16	3	10	2	22	15	23	14	27	23	155
Totals %	10.3	1.9	6.5	1.3	14.2	9.7	14.8	9	17.4	14.8	100
% of Haringey Council Workforce (7556)											+ 2.1

* = This figure is different from the 3.8% published in relation to BVPI 16a 2005/6, which is based on those staff who have a 'Yes' or 'No' held against their record on SAP.



Section Two – Employee Turnover

Summary

Employee Turnover

The Council's turnover rate stood at 15% for the last year. This is broadly in line with turnover levels in London Boroughs. In 2004/5 the turnover rate in London Boroughs was 15.2%.

The percentage of leavers within the 16-24 age group was 8.7% last year, which is a higher than the percentage of staff in the council in this age range of 4.9%. This points toward a net balance loss of staff within the 16-24 age range. For all other age groups the percentage of staff leaving were less than the percentage of staff within the age band.

44.4% of leavers were in the Black & Minority Ethnic groups. This compares favourably with the percentage of staff in the B & M E group (45.8%).

Dismissal turnover rates of staff at 0.6% are lower in Haringey compared with London borough averages of 0.8%.

We have successfully reduced the number of ill health retirements over last 2 years by more than 80%, down to 0.13% due to improved redeployment and absence management arrangements set up within the Council.

The council has a number of retention and retention initiatives to keep turnover rates at healthy levels.

Haringey provides a good employment package with competitive rates of pay and other non-financial benefits such as a flexible working scheme publicised in 2005 which promotes work-life balance.

The Council was awarded IIP accreditation in 2005 showing a commitment to training and development.

The Council has a number of schemes to improve the intake of staff into specific areas of work. We have a graduate programme that is into it's 5th year. Each year the Council recruits 9 graduates.

We have a New Start scheme that encourages apprentices and entry level administrative staff aged 18-24 into employment. We appoint between 10-20 staff each year under this scheme. Many of these young people have successfully applied for permanent jobs at the end of the scheme.

We have a programme called Pathways into Social Care and Teaching that was setup with conjunction with College of North East London, the Strategic Health Authority and a number of London boroughs. This has resulted in the recruitment of 23 Teaching Assistants and 20 trainees in Social Care. It is hoped both these groups will go on to get permanent work in teaching and social work.

We also take on between 10-15 social work trainees each year studying for B.A.'s and M.A.'s in social work. This successful programme is run jointly with Middlesex University.

In 2005 the Council was awarded the two ticks symbol for disability showing that Haringey positively encourages applications from those with a disability.

A pay and conditions package will be negotiated with trade unions during 2006 to comply with the national pay agreement for Local Government Service workers and address equal value considerations.

Staff benefit providers are being contacted to establish what kind of external benefits they can promote. The aim is to launch the staff benefits scheme with a dedicated internet site that staff can access to promote discount schemes for staff. Consideration is also being given to implementing a childcare voucher scheme through salary sacrifice.

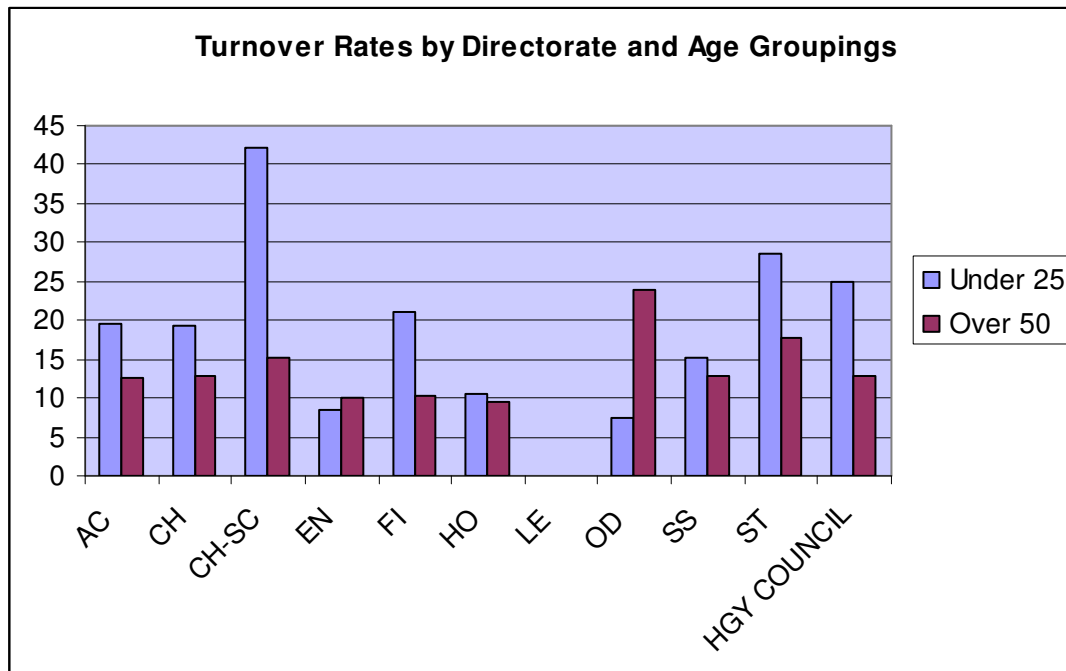
Section Two – Employee Turnover

Turnover & Leavers

This section looks at Turnover rates by Directorate, ethnic group and specified age band groupings and Leavers by Ethnicity and Age Bands. The Housing Turnover rate excludes ALMO Leavers.

Turnover Rate % by Directorate, Ethnic Group and Age Bands					
Directorate	Overall	White	B & M E	Under Age 25	Over Age 50
AC	10.5	9.5	10.2	19.4	12.7
CH	16.6	16.3	16.8	19.4	12.7
CH-SC	21.2	21.1	21.2	42.1	15.3
EN	11.7	11.2	11.8	8.6	10
FI	10.2	8.5	11.3	21.1	10.3
HO	7.7	6.6	7.1	10.5	9.5
LE	9.2	7.6	6.9	0	0
OD	14.7	6.8	16.3	7.4	24
SS	12.1	11.8	12.3	15.1	12.8
ST	16.5	18.9	9.9	28.6	17.8
HGY COUNCIL	15	14.6	14.5	25	12.9

The formula used to calculate the overall Turnover Rate is
 'No. of Leavers in year' / Average number of Employees in Same Period * 100



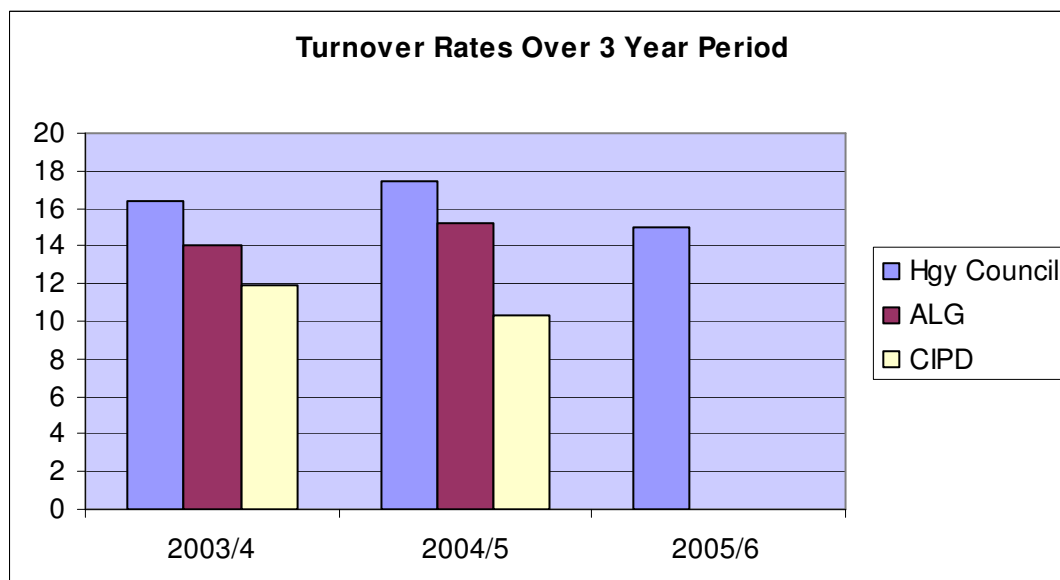
- Haringey Council's turnover rate for this period was **15%**
- Childrens Services Schools have the highest turnover rate of **21.2%**
- Haringey has an almost identical turnover rate for both White and B & M E staff
- The organisation has a higher turnover rate of staff under 25 then it does for staff over 50 and this is a prominent trend in the majority of Directorates

Section Two – Employee Turnover

Turnover & Leavers (Continued)

The table below illustrates Haringey's Turnover rate for the last 3 years and comparable data from the ALG (*Association of London Government*) and CIPD (*Chartered Institute of Personnel Development*).

Turnover Rates Over 3 Year Period			
Turnover Rate	2003/4	2004/5	2005/6
Haringey Council	16.4	17.4	15
ALG <i>Employee Turnover Survey 04/05</i>	14	15.2	0
CIPD <i>Recruitment, Retention and Turnover Survey 2005</i>	11.9	10.3	0



- Haringey's Turnover rate has decreased compared with previous years and appears to be slightly higher in comparison with the ALG and CIPD

“There is no set level of employee turnover above which effects on the employing organisation become damaging. Everything depends on the type of labour markets in which you compete. Where it is relatively easy to find and train new employees quickly and at relatively little cost (i.e. where the labour market is loose), it is possible to sustain high quality levels of service provision despite having a high turnover rate. By contrast, where skills are relatively scarce, where recruitment is costly or where it takes several weeks to fill a vacancy, turnover is likely to be problematic from a management point of view”.

(CIPD, Employee turnover and retention fact sheet, August 2005)

In the future we will be able to report on turnover rates not only by Directorate and leaving reasons but also by Job Families, focusing and providing analysis on key occupational groups with current recruitment and retention difficulties e.g. Social Workers, Environmental Health, and Planning etc.

Section Two – Employee Turnover

Turnover & Leavers (Continued)

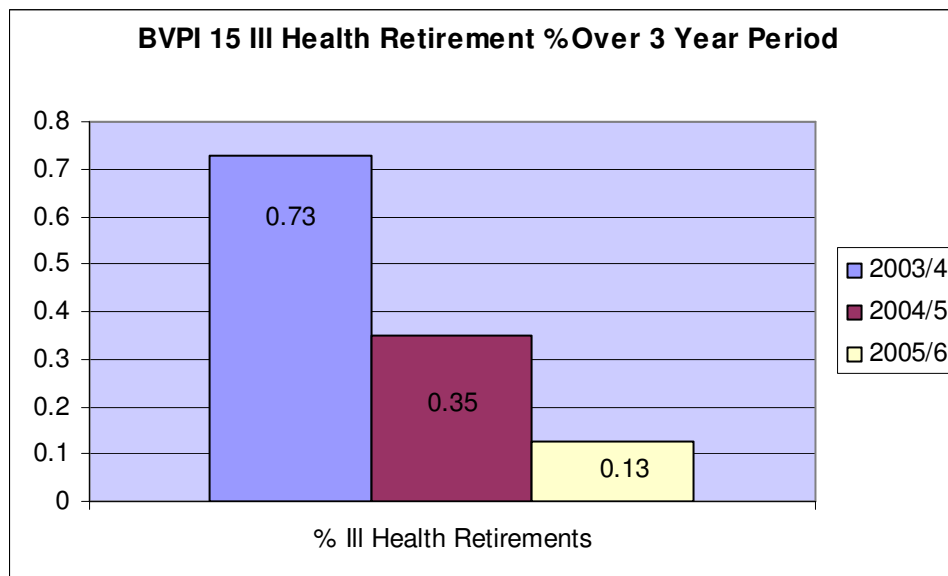
Haringey's Turnover rates by leaving reason are in line with ALG findings.

Turnover Rates by Leaving Reasons			
Reason	HGY 2005/6	ALG 2004/5	CIPD 2004/5
Voluntary Resignation	8.8	9.1	7.9
*TUPE Transfers	0.9	0.8	
†Retirements	1.4	1.3	
Dismissal	0.6	0.8	
Redundancies	0.1	0.7	
Other/Not Known	3.2	2.4	
Total Turnover	15	15.2	10.3

* = If staff made leavers due to the ALMO were included in this data then the turnover rate based on TUPE Transfers would have been **9%**. This percentage would be significantly high compared to ALG findings and would have affected Haringey's overall turnover rate increasing it from **15%** to **23.1%**

† = **0.13%** of these retirements were due to Ill Health. Haringey had a target to reduce the number of ill health retirements and we have successfully done so, this is reflective in our BVPI 15 results shown below

BVPI 15 Ill Health Retirement % Over 3 Year Period				
BVPI 15	2003/4	2004/5	2005/6	Target 2005/6
% of Ill Health Retirements	0.73	0.35	0.13	0.30



Ill Health retirements have significantly reduced as a result of improved redeployment and absence management arrangements set up within the Council.

Section Two – Employee Turnover

Turnover & Leavers (Continued)

In this period there were a total of **1124** Leavers (excluding staff made leavers due to the ALMO).

Please note that the Leavers identified in the table below have left Haringey Council and this data does not take into account any internal movement of Leavers between Directorates.

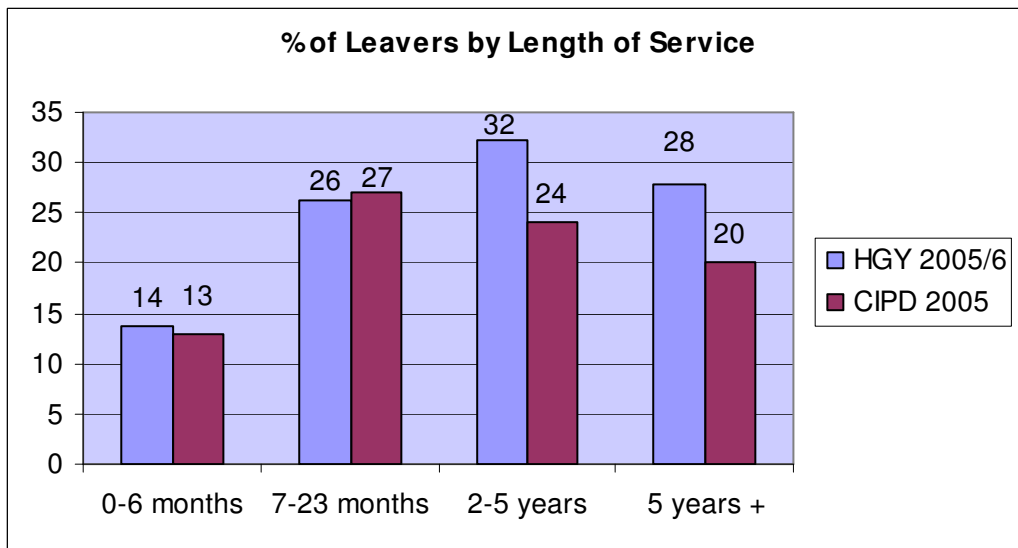
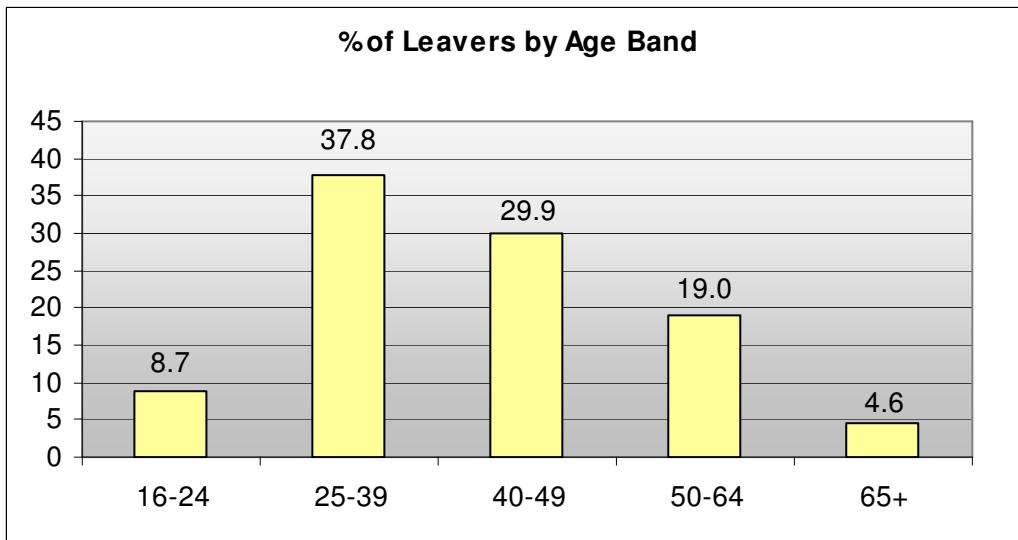
Leavers by Directorate & Ethnicity								
Directorate	White		B & M E		Not Declared		Totals	
	Total	%	Total	%	Total	%	Total	%
AC	23	42.6	25	46.3	6	11.1	54	4.8
CH	94	39.2	132	55	14	5.8	240	21.4
CH-SC	262	57	165	35.9	33	7.2	460	40.9
EN	39	55.7	27	38.6	4	5.7	70	6.2
FI	16	30.8	35	67.3	1	1.9	52	4.6
HO	26	43.3	25	41.7	9	15	60	5.3
LE	3	42.9	2	28.6	2	28.6	7	0.6
OD	9	29	12	38.7	10	32.3	31	2.8
SS	49	38.6	70	55.1	8	6.3	127	11.3
ST	12	52.2	6	26.1	5	21.7	23	2
HGY COUNCIL	533	47.4	499	44.4	92	8.2	1124	100

Leavers by Directorate & Age Band												
Directorate	16-24		25-39		40-49		50-64		65+		Totals	
	Total	%	Total	%	Total	%	Total	%	Total	%	Total	%
AC	10	18.5	20	37	12	22.2	10	18.5	2	3.7	54	4.8
CH	9	3.8	93	38.8	80	33.3	49	20.4	9	3.8	240	21.4
CH-SC	57	12.4	173	37.6	144	31.3	72	15.7	14	3	460	40.9
EN	3	4.3	31	44.3	21	30	11	15.7	4	5.7	70	6.2
FI	6	11.5	23	44.2	8	15.4	10	19.2	5	9.6	52	4.6
HO	4	6.7	16	26.7	19	31.7	15	25	6	10	60	5.3
LE	0	0	3	42.9	4	57.1	0	0	0	0	7	0.6
OD	1	3.2	15	48.4	6	19.4	9	29	0	0	31	2.8
SS	4	3.1	45	35.4	33	26	33	26	12	9.4	127	11.3
ST	4	17.4	6	26.1	9	39.1	4	17.4	0	0	23	2
HGY COUNCIL	98	8.7	425	37.8	336	29.9	213	19	52	4.6	1124	100

- **47.4%** of Leavers were in the White ethnic group
- **37.8%** of Haringey Leavers within the last year fell within 25-39 age band

Section Two – Employee Turnover

Turnover & Leavers (Continued)



Vacancy Rate by Directorate				
Directorate	Total Posts	No. Filled	No. Vacant	*% Vacant
AC	697	511	186	26.7
CH	2078	1516	562	27.0
CH-SC	4535	3705	830	18.3
EN	812	624	188	23.2
FI	690	535	155	22.5
HO	1061	855	206	19.4
LE	115	87	28	24.3
OD	275	222	53	19.3
SS	1292	988	304	23.5
ST	215	153	62	28.8
HGY COUNCIL	11770	9196	2574	21.9

* = The vacancy rate is based against all SAP positions, excluding ones marked as casual. Positions filled with an agency member of staff has been counted as vacant.

Section Two – Employee Turnover

Starters

This section looks at the number of Starters by Directorate, Ethnicity and Age Band. In this period there were a total of **1159** Starters with **33.7%** of Starters being within Children Schools.

Please note that the Starters identified in the table below are new to Haringey Council and this data does not take into account any internal movement of Starters between Directorates.

Starters by Directorate & Ethnicity								
Directorate	White		B & M E		Not Declared		Totals	
	Total	%	Total	%	Total	%	Total	%
AC	20	43.5	21	45.7	5	10.9	46	4
CH	41	27.2	55	36.4	55	36.4	151	13
CH-SC	226	57.8	159	40.7	6	1.5	391	33.7
EN	51	44	42	36.2	23	19.8	116	10
FI	19	22.4	59	69.4	7	8.2	85	7.3
HO	21	30	27	38.6	22	31.4	70	6
LE	6	20.7	18	62.1	5	17.2	29	2.5
OD	21	42.9	15	30.6	13	26.5	49	4.2
SS	44	24.3	102	56.4	35	19.3	181	15.6
ST	21	51.2	14	34.1	6	14.6	41	3.5
HGY COUNCIL	470	40.6	512	44.2	177	15.3	1159	100

Starters by Directorate & Age Band												
Directorate	16-24		25-39		40-49		50-64		65+		Totals	
	Total	%	Total	%	Total	%	Total	%	Total	%	Total	%
AC	13	28.3	20	43.5	8	17.4	5	10.9	0	0	46	4
CH	11	7.3	83	55	41	27.2	16	10.6	0	0	151	13
CH-SC	62	15.9	192	49.1	105	26.9	32	8.2	0	0	391	33.7
EN	23	19.8	69	59.5	13	11.2	11	9.5	0	0	116	10
FI	13	15.3	45	52.9	19	22.4	8	9.4	0	0	85	7.3
HO	18	25.7	27	38.6	19	27.1	6	8.6	0	0	70	6
LE	2	6.9	17	58.6	9	31	1	3.4	0	0	29	2.5
OD	7	14.3	27	55.1	9	18.4	6	12.2	0	0	49	4.2
SS	16	8.8	80	44.2	62	34.3	23	12.7	0	0	181	15.6
ST	6	14.6	25	61	6	14.6	4	9.8	0	0	41	3.5
HGY COUNCIL	171	14.8	585	50.5	291	25.1	112	9.7	0	0	1159	100

- **44.2%** of Haringey Starters were in the B & M E Group
- **50.5%** of Haringey Starters recruited within the last year fell within 25-39 Age Band

Section Three – Sickness Absence Management

Summary

Sickness Absence

The Sickness Absence Target set by the Council and reported to the Audit Commission is **8.80** days per person. The aim is to get the council into the top quartile of London boroughs.

Comparison with other London boroughs is based on March 2005 statistics. In March 2005 Haringey's sickness absence rate was 9.5 days which compared with other London boroughs puts us into the bottom quartile of performance.

At present the absence rate at end of March 2006 was 10.4 days.

Long-term absence accounts for 50% of overall sickness.

HR is focussing on improving absence management and has worked to reduce outstanding long-term cases by 33%. It should be noted however, that this reduction will not improve the statistics for several months because absence levels are based on the last twelve months performance.

We have worked hard to improve sickness absence input over the last year and this improved by 23% over the last year.

Obviously, considerable work is required to get Haringey into the top quartile of absence performance. As part of our strategy to reduce sickness absence levels the following activities have been introduced to improve absence.

As part of our strategy to reduce sickness absence levels the following activities have been designed to enable better attendance:

- Occupational Health Services have been reviewed. We have a different clinical team, new business processes, and better records. As a result the turnaround time for a medical referral has reduced by more than **25%**, the quality of doctor advice has improved, and the rate of ill-health retirement has reduced dramatically.
- The Council's smoking policy has been reviewed in consultation with our trade unions and was presented to General Purposes Committee on 2nd March 2006. Smoking cessation sessions are being run with the Primary Care Trust for our staff. At present 55 staff are accessing this support. We will continue to run smoking cessation support.
- A health programme called Health For Life is offered in partnership with the College for North East London. Two versions of the programme are available. Level 1 aims to develop understanding and use of physical exercise and an awareness of diet. Level two focuses on nutrition. 70 staff successfully completed level one last year. 150 staff are currently enrolled on to this year's course. We will re-run the programme periodically.
- A staff health fair was held on 8th March 2006 to promote the importance of diet, exercise, safe working, and general wellbeing. More than 500 staff attended. The event was held on No Smoking Day and also promoted the Council's improved leisure facilities.
- The Council has a flexible working framework that enables you to consider how best to deploy staff to achieve your service objectives. The Personnel Managers can advise on the application of flexible working.

Section Three – Sickness Absence Management

Sickness Absence Data

This section looks at Sickness Absence data, including BVPI 12 performance, absence recording and sickness data analysis. Because of comparison with BVPI 12 in this section, all data excludes temporary staff who have been working less than 1 year.

The following table shows BVPI 12 performance by directorate with a comparison of last year's results.

Average Days Sick per Employee (Rolling Year) by Directorate						
Directorate	2004/5	Jun 05	Sep 05	Dec 05	2005/6	Change % 2004/5 – 2005/6
AC	11.3	10.6	9.1	9.8	10.1	-10.7
CH	8.4	8	11.2	11.2	12.7	51.7
CH-SC	4.6	4.6	6.4	6.4	7.6	65.9
EN	12.5	12.7	12.2	11.6	13.8	10
FI	12.2	12.2	11.6	11.3	11.9	-2.7
HO	10.8	10.8	11.1	10.6	10	-7.2
LE	13	12.3	9.5	7	8	-38.9
OD	8.8	7.9	6.2	6	6.5	-25.8
SS	11.5	14.5	14.4	14.4	15.3	33.2
ST	6.8	8.3	6.5	7.6	8.8	28.5
HGY COUNCIL	9.5	8.7	9.4	9.3	10.4	9.1

The Council is committed to achieving top quartile performance and therefore aim to achieve an average of **8** days per person. The sickness absence rose by **8.8%** due to a clarification on the formula used to determine sickness absence, as set by the Audit Commission, and because of improved data collection compared with a year ago, which has resulted in an increase of sickness absence data (*see below*).

% Org Units with Absence Input by Directorate						
Directorate	2004/5	Jun 05	Sep 05	Dec 05	2005/6	Change +/- 2004/5 – 2005/6
AC	79	86	95	97	95	16
CH*	22	54	65	69	82	60
EN	82	97	100	92	98	16
FI	93	86	92	83	96	3
HO	82	77	91	88	84	2
LE	69	25	81	75	75	6
OD	77	81	74	81	83	6
SS	52	80	88	81	80	28
ST	56	59	70	79	91	35
HGY COUNCIL	64	74	84	81	87	23

* = Sickness Absence recording is not monitored for Children's Services – Schools.

Overall, the sickness absence recording within Haringey Council has improved consistently over the year resulting in a **23%** increase compared with the previous year.

Section Three – Sickness Absence Management

Sickness Absence Data (Continued)

This table shows how Haringey Council performed against other Inner London local authorities (members of the North London Strategic Alliance also included: Barnet, Enfield & Waltham Forest).

Inner London Local Authority Performance					
Local Authority	2003/4	Change %	2004/5	Change %	2005/6
Westminster	10.8	-41.5	6.3		
Wandsworth	7.8	-10.8	7		
Barnet	8.7	-10.3	7.8		
City of London	8.4	-4.4	8		
Islington	9.1	-10.5	8.1		
Enfield	8.1	3.7	8.4		
Hackney	10.4	-16.5	8.7		
Lambeth	9.5	-5.3	9		
Southwark	9.4	-2.4	9.2		
Hammersmith & Fulham	9.2	3.4	9.5		
Haringey	8.8	8.3	9.5	9.1	10.4
Kensington & Chelsea	8.8	9.1	9.6		
Camden	10.6	1.9	10.8		
Tower Hamlets	11.7	-7.7	10.8		
Lewisham	10	-9.2	11.1		
Newham	12.2	11.1	11.1		
Waltham Forest	10.2	12.5	11.5		
<i>1st Quartile</i>	<i>8.4</i>		<i>8</i>		
<i>Median</i>	<i>9.2</i>		<i>9</i>		
<i>3rd Quartile</i>	<i>10.1</i>		<i>9.5</i>		
<i>Average</i>	<i>9.5</i>		<i>9.1</i>		

Section Three – Sickness Absence Management

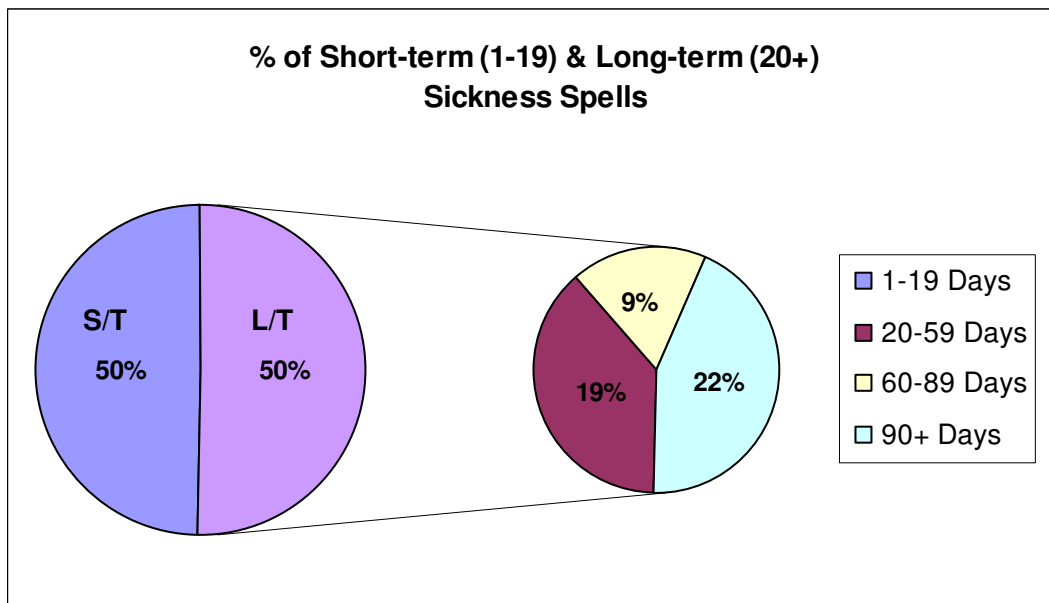
Sickness Absence Data (Continued)

Sickness Spells

The following table shows the % of sickness spells taken for all council staff. **36%** of staff had no sickness at all.

% Spells of Sickness of All Staff by Directorate						
Directorate	0	1-2	3-4	5-6	7-8	9+
AC	29	39	20	7	3	1
CH	32	41	17	6	2	1
CH-SC	37	35	17	7	3	2
EN	41	39	14	4	2	0
FI	34	43	17	4	1	1
HO	42	39	12	5	1	1
LE	26	38	22	9	2	2
OD	37	43	13	5	1	0
SS	33	42	19	6	1	0
ST	29	43	19	6	4	0
HGY COUNCIL	36	38	17	6	2	1

Short-term/long-term distribution

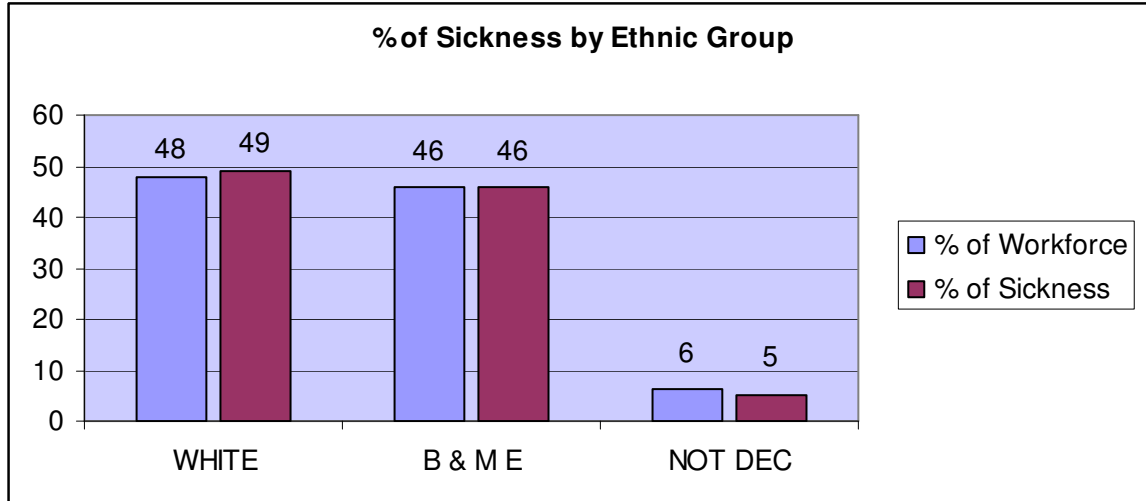


Long-term absence (single spell of 20 days or more) contributes to **50%** of overall sickness. In response, a dedicated HR team has been established to focus on assisting with absence management. The team is currently focussed on long-term sickness absence with a view to unblocking the progress of cases that appear to be unduly delayed. Since the team began they have worked to reduce the outstanding long-term cases by **33%**.

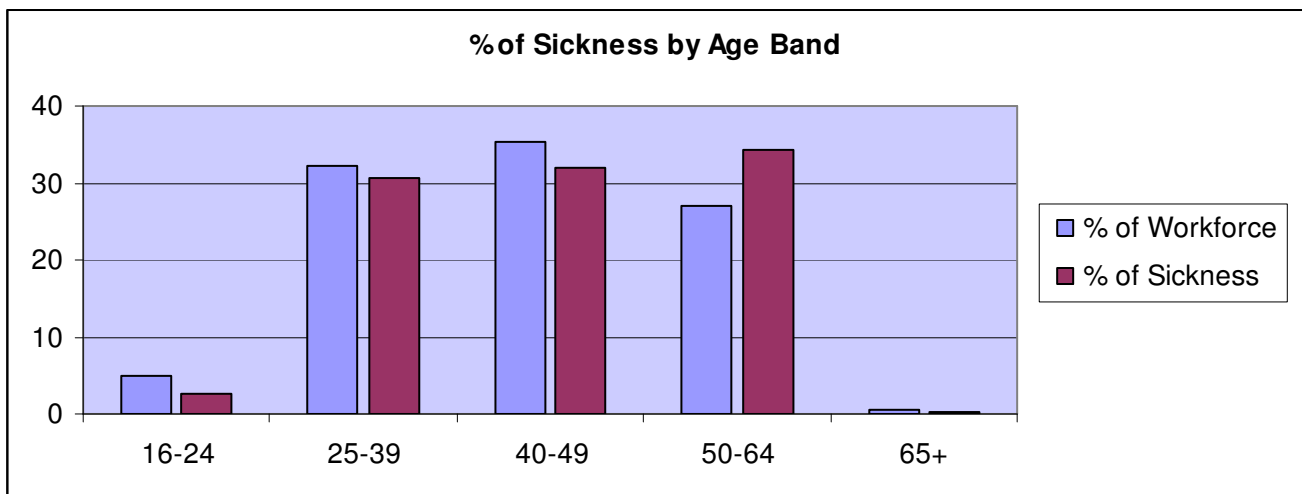
Section Three – Sickness Absence Management

Sickness Absence Data (Continued)

The % of the workforce made up by ethnic groups is also reflected by the % of sickness taken.



As shown in the table below, the % of sickness taken at each age band is slightly lower than the % of the workforce for each age band, with the exception of range '50-64', which has a larger gap between the % of workforce, **27%**, with **34%** of the sickness.



% Sickness by Age Band (Percentages by Columns)				
Age Band	% Workforce	% Sickness	% Short-Term	% Long-Term
16-24	4.9	2.7	4.4	1.1
25-39	32.1	30.6	37.2	24
40-49	35.3	32.1	33.5	30.7
50-64	27.1	34.3	24.4	44
65 +	0.6	0.4	0.6	0.2

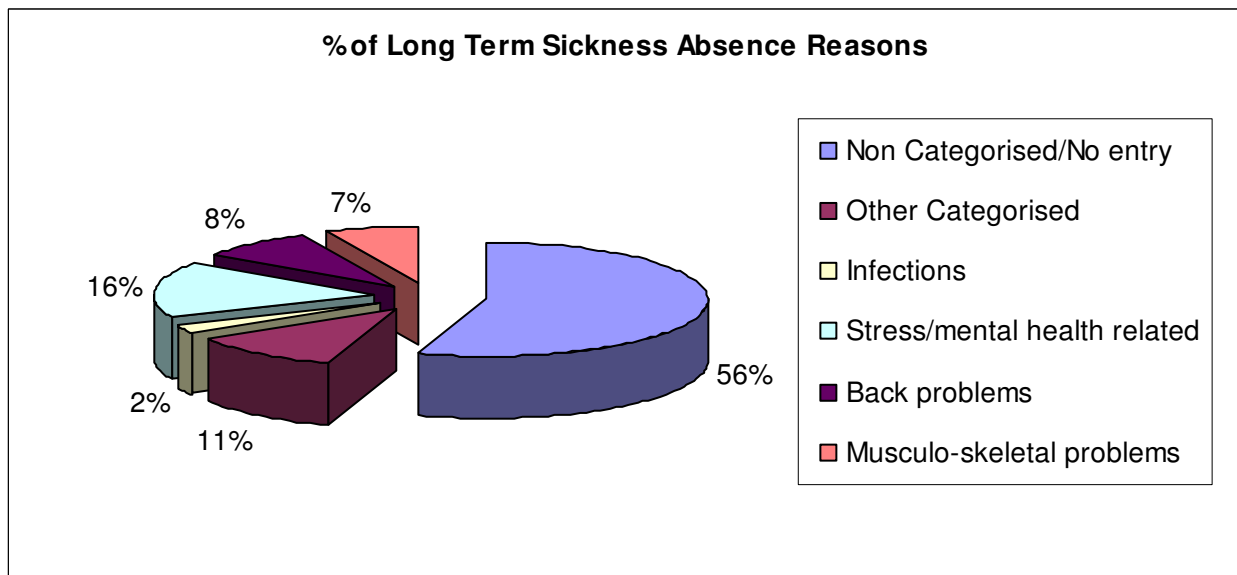
Section Three – Sickness Absence Management

Sickness Absence Data (Continued)

Sickness Absence Reasons

Sickness Absence Reasons			
Reason	Short-term (1-19 Days)	Long- term (20+ Days)	Total
Non Categorised/No entry	36%	55%	46%
Other Categorised	24%	11%	18%
Infections	25%	2%	13%
Stress/mental health related	5%	16%	10%
Back problems	5%	9%	7%
Musculo-skeletal problems	4%	7%	6%
Total	100%	100%	100%

- **46%** of sickness was recorded as 'Other' or had no entry recorded.
- Infections (flu, cold, etc) was the main cause for sickness absence overall with **13%**.
- Stress was the highest categorised cause of long term sickness absence at **16%**.



Section Four – Formal Procedures

Summary

Disciplinary Procedures

There were 124 disciplinary cases handled over the last year.

It is important to note that staff who are subject to disciplinary cases account for only 2.3% of the workforce.

The highest cause for disciplinary action was behaviour e.g. attitude, swearing, etc at 17.7%.

Men account for approx. 60% of disciplinary cases.

Black and minority ethnic staff account for approx. 60% of cases.

73% of suspension cases are heard within 120 days. 32% are heard within 60 days. On average it takes 90 days to hear a suspension case.

Personnel have only recently been able to generate useful management information on the length of suspension cases. Now that we can start to monitor this regularly management action will be started to ensure that the length of suspensions come down, including changes to management guidance on the operation of the disciplinary procedure by giving timescales for investigation and length of suspension.

Employment Tribunals

Of 24 Employment Tribunal cases finished during the year the Council lost only one case. The Council won 13 cases including those withdrawn. The remaining 10 cases were settled. This is a good performance overall.

Section Four – Formal Procedures

Disciplinary Cases

The Council's Disciplinary Procedure is considered as a tool to assist in good management and not solely as a means of imposing sanctions or setting out procedures leading to dismissal.

The procedure aims to:

- Allow managers to address issues of unsatisfactory conduct and seek improvements in behaviour
- Ensure that employees covered by the procedure are treated fairly and consistently
- Ensure that proper and adequate procedures are observed before any disciplinary decisions are taken
- Help and encourage all employees to achieve and maintain standards of conduct, attendance and job performance
- Maintain discipline essential to the delivery of high quality services
- Protect the health, safety and well being of staff, service users and members of the public
- Safeguard the integrity and good reputation of the Council
(Disciplinary Procedure July 2005)

This section looks at the number of formal actions taken against employees under the disciplinary procedure based on data retrieved from SAP.

Disciplinary Cases by Directorate

Directorate	Cases Open	Cases Closed	Total	% ⁺
AC	2	14	16	3.1
*CH	4	15	19	1.3
EN	9	10	19	3
FI	1	3	4	0.7
HO	6	27	33	3.9
LE	0	0	0	0
OD	0	1	1	0.5
SS	6	23	29	2.9
ST	1	2	3	2
HGY COUNCIL	29	95	124	2.3

* = Children's Services - Schools do not enter Formal Procedures data into SAP

⁺ = % of all staff in Directorate

- Housing Services have the highest percentage of disciplinary cases against their workforce at **3.9%**
- **29 cases** remain 'open' at the end of this period. This means that these cases have not yet been concluded
- **48.3%** of the these 'open' cases were actioned in the last quarter (Jan-Mar 06)

Section Four – Formal Procedures

Disciplinary Cases (Continued)

The following table looks at the Stages of Disciplinary cases.

Stages of Disciplinary Cases				
Stage	Cases Open	Cases Closed	Total	%
Dis. Invest Suspension	23	50	73	58.9
Dis. Invest not Suspension	3	44	47	37.9
Dis. Appeal	1	1	2	1.6
Dis. ET	2	0	2	1.6
Total	29	95	124	100

- **58.9%** of disciplinary cases led to suspension

This table displays identifies reasons for Disciplinary action against employees.

Reasons for Disciplinary Cases				
Reason	Cases Open	Cases Closed	Total	%
Assault	0	1	1	0.8
Behaviour	4	18	22	17.7
Council Procedures	5	9	14	11.3
Criminal Conviction	1	2	3	2.4
Dishonesty	1	8	9	7.3
False Claims	2	2	4	3.2
Fraud	1	2	3	2.4
Gross Negligence	5	4	9	7.3
H&S Negligence	0	3	3	2.4
Housing Ben Fraud	0	1	1	0.8
Misuse of E-mail	1	6	7	5.6
Misuse of Resources	1	4	5	4
Negligence	2	4	6	4.8
Not Comply Mgt Inst	0	2	2	1.6
Other	2	12	14	11.3
Personal Gain	0	1	1	0.8
Private Work	1	3	4	3.2
Racist Actions	1	1	2	1.6
Sexual Misconduct	0	3	3	2.4
Timekeeping	1	5	6	4.8
Unauthorised Abs	1	4	5	4
Total	29	95	124	100

- The highest cause for disciplinary action was behaviour with **17.7%**

Section Four – Formal Procedures

Disciplinary Cases (Continued)

The following table identifies the outcomes of the 95 cases that were concluded.

Disciplinary Cases by Stage and Outcome						
Outcome	Dis. Invest not Suspended	Dis. Invest Suspended	Dis. Appeal	Dis. ET	Total	%
Dis. No Action	4	10	0	0	14	14.7
Dis. Verbal Warning	17	1	0	0	18	18.9
Dis. Written Warning	17	1	1	0	19	20
Dis. Final Writ Warning	3	11	0	0	14	14.7
Dis. Dismissal	0	19	0	0	19	20
Dis. Other	3	8	0	0	11	11.6
Total	44	50	1	0	95	100

- **20%** of cases had an outcome of Dismissal
- **14.7%** of cases resulted in no action

This table looks at the ethnic breakdown and gender split for Disciplinary cases

Disciplinary Cases by Ethnicity and Gender Breakdown							
Ethnic Class	Male		Female		All		Workforce Comparison
	Total	%	Total	%	Total	%	%*
White	28	37.3	11	22.4	39	31.5	1.6
B & M E	45	60	34	69.4	79	63.7	3
Not Declared	2	2.7	4	8.2	6	4.8	1.9
Total	75	60.5	49	39.5	124	100	2.3

* = % of all staff in ethnic group

- **60.5%** of employees disciplined were Male
- Disciplinary cases only represent **2.3%** of the workforce

Section Four – Formal Procedures

Disciplinary Cases (Continued)

Summary of Suspension Cases	
Case Status	Total
No. of Cases Concluded	44
No. of Cases not concluded	23
No. of Cases not heard - Leaver	6
Total	73

Of the 73 suspensions, 44 of these have had a hearing.

The table below looks at the 44 cases heard and identifies the no. of working days taken for each case to be concluded, from the date the employee was suspended, up until the case was heard.

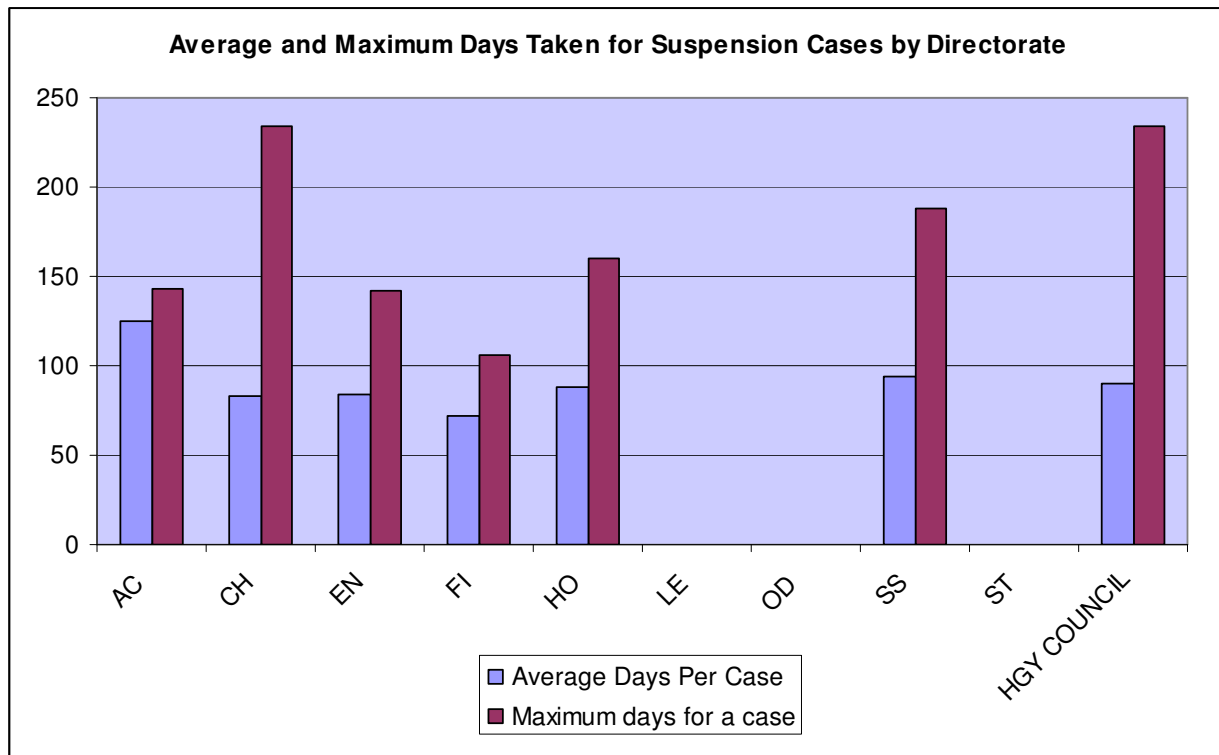
The table also identifies the average number of days taken by Directorate for each case to be heard and the maximum days for one single case to be heard.

Timescales of Suspension Cases Heard								
Directorate	1-60 Days	61-120 Days	121-180 Days	181-240 Days	Total Cases Heard	Total no. of days taken for all cases	Average Days Per Case	Maximum days taken for a case to be heard
AC	0	1	3	0	4	499	125	143
CH	6	2	0	2	10	831	83	234
EN	2	3	1	0	6	503	84	142
FI	1	1	0	0	2	144	72	106
HO	2	7	2	0	11	968	88	160
LE	0	0	0	0	0	0	0	0
OD	0	0	0	0	0	0	0	0
SS	3	4	3	1	11	1035	94	188
ST	0	0	0	0	0	0	0	0
HGY COUNCIL	14	18	9	3	44	3980	90	234

- **72.7%** of suspension cases were investigated and heard within 120 days or 24 weeks
- **31.8%** of these cases were heard within 60 days or 12 weeks

Section Four – Formal Procedures

Disciplinary Cases (Continued)



As mentioned above, even though on average the majority of suspension cases are investigated and heard within 120 days, there are some Directorates where one case can take much longer this.

Good practice suggests that an organisation should aim to reduce the average length of time taken for a case to be heard from our current average of 90 to 60 days. This practice would lessen any negative effects on Service delivery and staff morale.

Employment Tribunal Cases

Summary of Employment Tribunal cases heard, finished or started during the period 1 April 2005 to 31 March 2006. It shows that out of 24 cases finished the Council lost only 1.

Note – Tribunal applications can arise from current employees as well as those dismissed.

Directorate	Open Case	Won	Withdrawn	Settled	Lost	Total
Corporate Services (incl OD, Legal, Access, Strategy)	6	2	0	1	0	9
CH	1	0	0	1	0	2
EN	1	2	4	3	1	11
FI	0	0	0	0	0	0
HO	5	1	1	3	0	10
SS	3	1	2	2	0	8
HGY COUNCIL	16	6	7	10	1	40

Section Five – Health & Safety

Summary

Accident Statistics

The majority of reported accidents were made in the Children's, Social Services and Housing Directorates.

Approximately 59% of accidents were reported by employees and approx. 33% were reported by school children.

Over 30% of accidents were slip/ trip/ falls in nature.

A team from the Health and Safety Executive carried out a snapshot inspection of this Council's health and safety management systems during November 2005.

The inspectors made a number of comments and recommendations including:

Training Both strengths and weaknesses in the Council's Health and Safety management systems were identified within the findings

Systems and Procedures The Council already has systems that will effectively drive good health, safety and welfare management i.e. Business Planning, People Plans, Corporate and Service Induction, Performance Appraisal Targets, One to ones, Team Briefing etc.

Communication The Inspectors felt that the Council's health and safety forum and communication systems could be improved.

Contractor Monitoring and Management The circumstances of the Crowland School Fire merit further improvement of systems for monitoring contractors and sub-contractors.

Data reporting and Analysis The Inspectors welcomed the Council's systems reporting of accident and sickness absence statistical information but felt that the capture of data and also the identification and analysis of trends could be taken much further in driving pro-active strategies. They also commented that the current corporate accident reporting pro-forma is too heavily weighted towards insurance purposes.

Stress Management Inspectors acknowledged both the existence of the Council's Stress Policy and examples of good practice demonstrated in individual Services. However, the HSE were concerned that there is no mainstream approach to the management of stress across the Council.

As a result of these comments and recommendations the Council have agreed an action plan to improve health and safety management. The actions address the following themes:

- Strengthening existing training provision and introducing improved methods of delivery
- Fast-tracking the roll out of the new corporate health and safety policy
- Introducing the HSE Stress Management standards as a corporate strategy
- Revitalising corporate and directorate communication of health and safety issues
- Improving methods of monitoring contractor/sub-contractor activity on site
- Reviewing and updating the Council's procedures for reporting and analysing work related sickness and accidents.
- Strengthening the links between Corporate Occupational Health and Health and Safety practitioner teams and improving service delivery

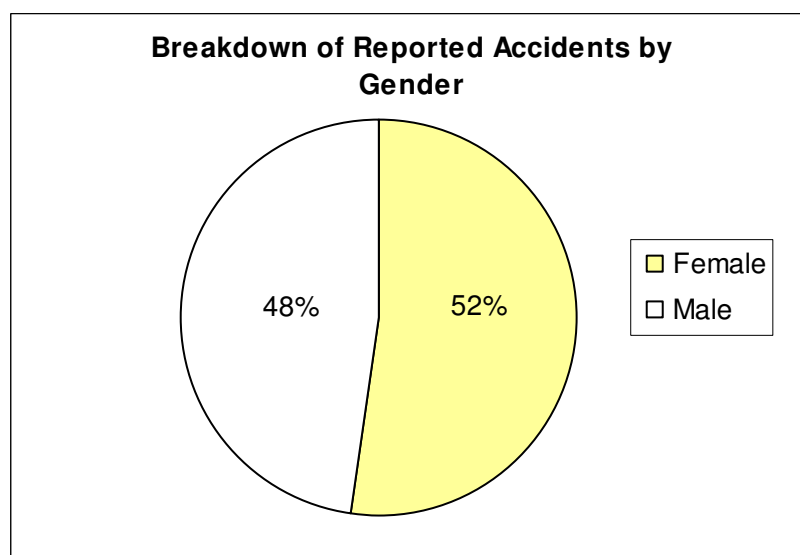
Section Five – Health & Safety

Accident Statistics

This section outlines accident statistics that have been reported during the year 1 April 2005 to 31 March 2006.

Reported Accidents by Directorate	
Directorate	Reported Accidents
C/Execs	3
CH	197
EN	1
FI	15
HO	66
SS	110
HGY Council	392

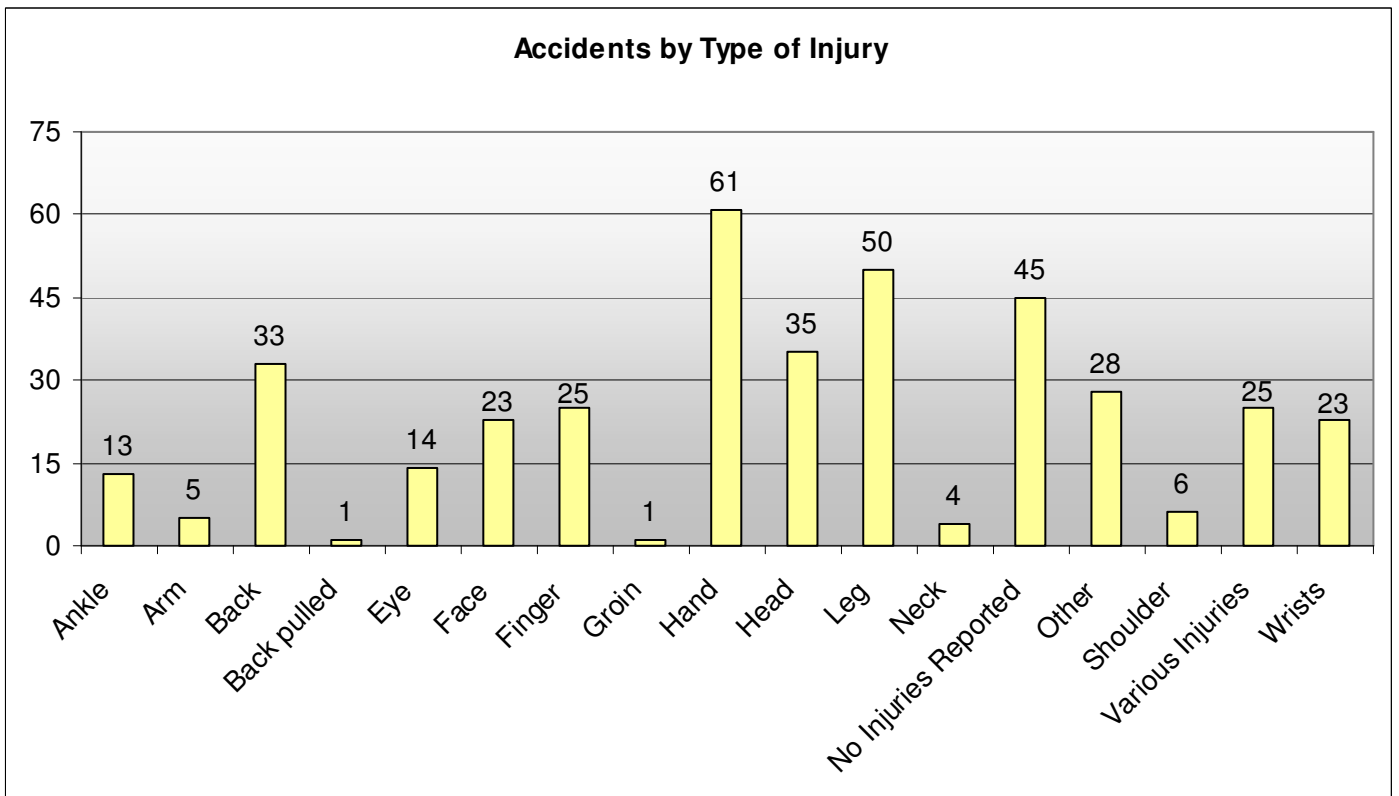
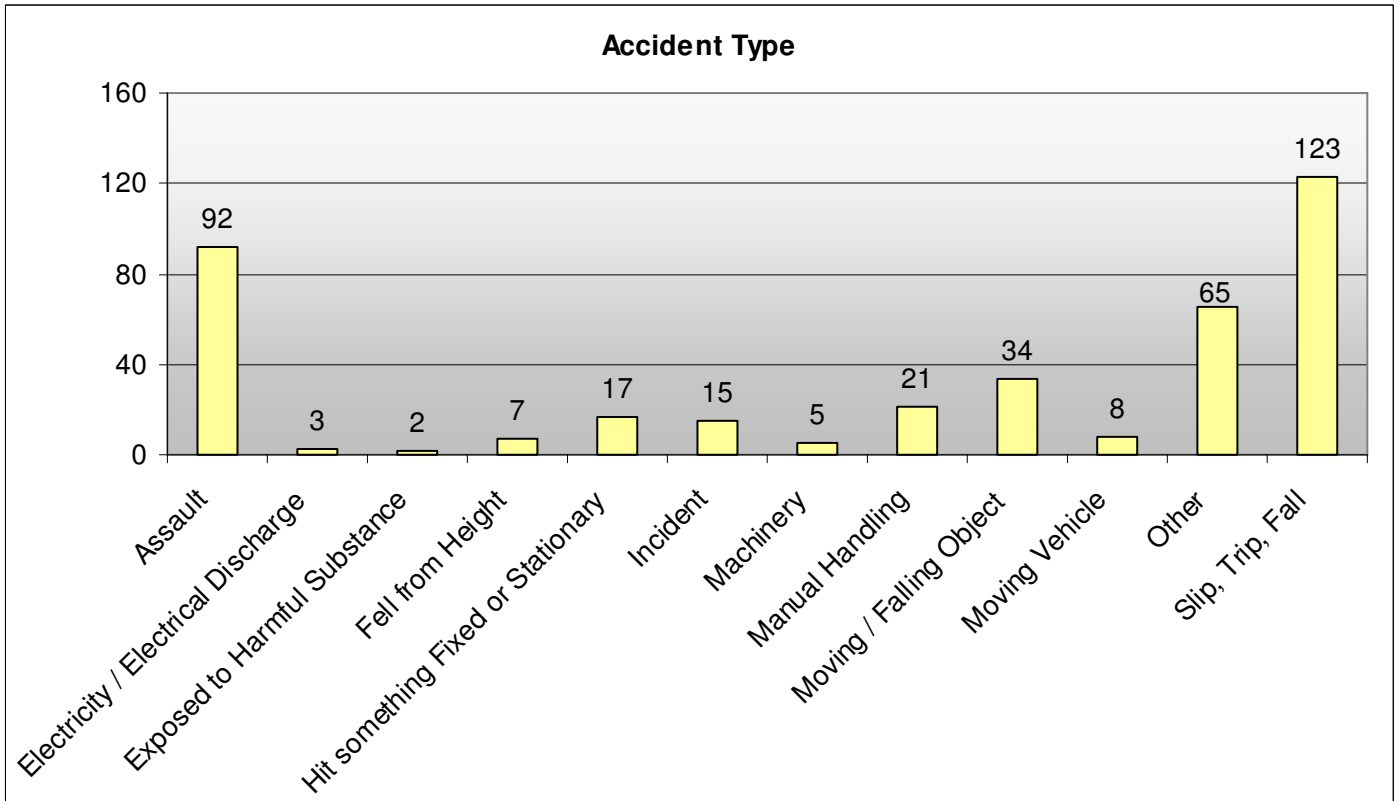
Reported Accidents by Gender		
Gender	Reported Accidents	%
Female	205	52%
Male	187	48%
Total	392	100%



Type of Person Reporting Accidents	
Type of Person	Reported Accidents
Agency Staff	2
Contractor	1
Employee	230
Member of Public	9
Pupil	131
Resident	19
Total	392

Section Five – Health & Safety

Accident Statistics (Continued)



Section Six – Appendices

Appendix A – Salary Bands

Employee's salaries have been grouped into the following salary bands:

Current Salary Band Ranges as of April 2005

Salary Band	Min	Max
MAN & CFT	£12,729	£15,876
SC1 - SC5	£12,918	£21,258
SC6 - SO2	£21,894	£27,759
PO1 - PO3	£27,036	£33,159
PO4 - PO7	£33,159	£43,146
PO8+	£44,301	+

Salary Bands – MAN & CFT

SALARY SCALE & SPINAL POINT	SALARY SCALE & SPINAL POINT
BUILD 01 To BUILD 99	GR5DSOCA 01 To GR5DSOCA 99
CASSMSA 01 To CASSMSA 99	GR5NLW 01 To GR5NLW 99
CLMMECSS 01 To CLMMECSS 99	GR5S+L 01 To GR5S+L 99
ELECTRN 01 To ELECTRN 99	GR5S+LO 01 To GR5S+LO 99
ENGINEER 01 To ENGINEER 99	GR5SA 01 To GR5SA 99
GENLAB 01 To GENLAB 99	GR6 01 To GR6 99
GR1 01 To GR1 99	GR6+1 01 To GR6+1 99
GR1S+L 01 To GR1S+L 99	GR6+2 01 To GR6+2 99
GR1S+LO 01 To GR1S+LO 99	GR6+3 01 To GR6+3 99
GR2 01 To GR2 99	GR6S+L 01 To GR6S+L 99
GR2DSOCA To GR2DSOCA 99	GR6S+LO 01 To GR6S+LO 99
GR2SA 01 To GR2SA 99	H&V 01 To H&V 99
GR2NLW 01 To GR2NLW 99	JOURNEY 01 To JOURNEY 99
GR2S+L 01 To GR2S+L 99	LABOUR 01 To LABOUR 99
GR2S+LO 01 To GR2S+LO 99	MAPPCFT 01 To MAPPCFT 99
GR2SA 01 To GR2SA 99	MAPPELE 01 To MAPPELE 99
GR3 01 To GR3 99	MAPPPLB 01 To MAPPPLB 99
GR3DSOCA 01 To GR3DSOCA 99	MSTRPY 01 To MSTRPY 99
GR3NLW 01 To GR3NLW 99	NDMANUAL 01 To NDMANUAL 99
GR3S+L 01 To GR3S+L 99	NJCMUE 01 To NJCMUE 99
GR3S+LO 01 To GR3S+LO 99	NJCMUE 01 To NJCMUE 99
GR4 01 To GR4 99	PLUMBER 01 To PLUMBER 99
GR4DSOCA 01 To GR4DSOCA 99	TTEAS 01 To TTEAS 99
GR4NLW 01 To GR4NLW 99	
GR4S+LO 01 To GR4S+LO 99	
GR5 01 To GR5 99	
GR5+1 01 To GR5+1 99	
GR5+2 01 To GR5+2 99	
GR5+3 01 To GR5+3 99	

Section Six – Appendices

Appendix A – Salaries (Continued)

Employee's salaries have been grouped into the following salary bands:

Salary Bands – SC1 to SC5	
SALARY SCALE & SPINAL POINT	SALARY SCALE & SPINAL POINT
CSS1 01 To CSS1 99	REGB+2 19 To REGB+2 25
CSS2 01 To CSS2 99	RH4 23 To RH4 25
CSS3 01 To CSS3 99	SW2 24 To SW2 25
CSS4 01 To CSS4 99	SW2/3 24 To SW2/3 25
CSS5 01 To CSS5 99	ADMIN 01 To ADMIN 99
DN2 01 To DN2 99	COOK 01 To COOK 99
DN2U 01 To DN2U 99	DW KA 01 To DWKA 99
DN3/4 01 To DN3/4 99	MAINT 01 To MAINT 99
DN4/5 01 To DN4/5 99	NRW 01 To NRW 99
DN5 01 To DN5 99	RW ACO 01 To RW ACO 99
FLASST 01 To FLASST 99	
HOK3 01 To HOK3 99	
HOK4 01 To HOK4 99	
HOK5 01 To HOK5 99	
NDOFF 01 To NDOFF 99	
REGA+2 01 To REGA+2 99	
SC1 01 To SC1 99	
SC1+1 01 To SC1+1 99	
SC2 01 To SC2 99	
SC2+1 01 To SC2+1 99	
SC3 01 To SC3 99	
SC3+1 01 To SC3+1 99	
SC3+1 01 To SC3+1 99	
SC3S+LO 01 To SC3S+LO 99	
SC4 01 To SC4 99	
SC4+1 01 To SC4+1 99	
SC4+2 01 To SC4+2 99	
SC4S+LO 01 To SC4S+LO 99	
SC5 01 To SC5 99	
SC5+1 01 To SC5+1 99	
YWLOCQ1 01 To YWLOCQ1 99	
YWLOCU1 01 To YWLOCU1 99	
YWLOCU2 01 To YWLOCU2 99	
YWNATQ1 01 To YWNATQ1 99	
YWNATQ2 01 To YWNATQ2 99	
UQ TEACH 01 To UQ TEACH 99	
YWLOCQ2 01 To YWLOCQ2 99	

Section Six – Appendices

Appendix A – Salaries (Continued)

Employee's salaries have been grouped into the following salary bands:

Salary Bands	
SALARY SCALE & SPINAL POINT - SC6 to SO2	SALARY SCALE & SPINAL POINT - PO1 to PO3
DN6 01 To DN6 99	DN9 01 To DN 999
DN7 01 To DN7 99	PO1 01 To PO1 99
HOK6 01 To HOK6 99	PO1+1 01 To PO1+1 99
RH5 01 To RH5 99	PO1+2 01 To PO1+2 99
RH6 01 To RH6 99	PO1+3 01 To PO1+3 99
RH6+1 01 To RH6+1 99	PO2 01 To PO2 99
SC6 01 To SC6 99	PO2+1 01 To PO2+1 99
SC6+1 01 To SC6+1 99	PO2+2 01 To PO2+2 99
SC6+2 01 To SC6+2 99	PO2+3 01 To PO2+3 99
SO1 01 To SO1 99	PO3 01 To PO3 99
SO2 01 To SO2 99	PO3+1 01 To PO3+1 99
SO2+1 01 To SO2+1 99	PO3+2 01 To PO3+2 99
SO2S+LO 01 To SO2S+LO 99	RH8 01 To RH8 99
YWLOCQ3 01 To YWLOCQ3 99	RH9 01 To RH 9 99
YWLOCU3 01 To YWLOCU3 99	ASW34 To ASW 41
ASW32 01 To ASW33	PTQTEACH 01
YWNATQ204 01 To YWNATQ2 11	EP 01 To EP 02
QTEACH 01 To QTEACH 99	IA 01 To IA 02
UQ TEACH10 YWLOCQ2 11	QTEACH 05 To QTEACH 06
DN832 01 To DN8 33	YWNATQ3 01 To YWNATQ3 07
REGB+2 26 01 To REGB+2 27	DN8 34 To DN8 35
REGE+2 27 01 To REGE+2 33	REGE+2 34 To REGE+2 36
REGG+2 32 01 To REGG+2 33	REGG+2 34 To REGG+2 41
RH426 01 To RH428	RH7 34 To RH7 35
RH732 01 To RH733	SWC 35 To SWC 41
SWC 28 To SWC3 4	SW2/3 34 To SW2/3 36
SW226 To SW2 30	SW3 34 To SW3 36
SW2/3 26 To SW2/3 33	SW3+2 34 To SW3+2 38
SW3 26 To SW3 33	SW3QU 34 To SW3QU 38
SW3+2 26 To SW3+2 33	SW3QU+2 34 To SW3QU+2 39
SW3QU 28 To SW3QU 33	SW3UQ 34 To SW3UQ 36
SW3QU+2 28 To SW3QU+2 33	SWO 34 To SWO 38
SW3UQ26 To SW3UQ 33	OT 34 To OT 41
SWO 32 To SWO33	MHSW 34 To MHSW 38
MHSW 32 01 To MHSW 33	MANAGER 01 To MANAGER 99
ASST MAN 01 To ASST MAN 99	PO1+5 01 To PO1+5 99
ASSTEP 01 To ASSTEP 99	PO2+5 01 To PO2+5 99
OT33	

Section Six – Appendices

Appendix A – Salaries (Continued)

Employee's salaries have been grouped into the following salary bands:

Salary Bands	
SALARY SCALE & SPINAL POINT – PO4 to PO7	SALARY SCALE & SPINAL POINT – PO8+
PO3+5 01 To PO3+5 99	CEO 01 To CEO 99
PO401 01 To PO4 99	CEX 01 To CEX 99
PO4+1 01 To PO4+1 99	COB1 01 To COB1 99
PO4+2 01 To PO4+2 99	COB2 01 To COB2 99
PO4+3 01 To PO4+3 99	COB3 01 To COB3 99
PO4+5 01 To PO4+5 99	CORONER 01 To CORONER 99
PO5C 01 To PO5C 99	CPSY 01 To CPSY 99
PO501 01 To PO5 99	EPPNCPL 01 To EPPNCPL 99
PO5+1 01 To PO5+1 99	HOMEOFF 01 To HOMEOFF 99
PO5+2 01 To PO5+2 99	LEAD'SHP 01 To LEAD'SHP 99
PO5+3 01 To PO5+3 99	PO7+4 01 To PO7+4 99
PO5+4 01 To PO5+4 99	PO7+5 01 To PO7+5 99
PO5+5 01 To PO5+5 99	PO7+6 01 To PO7+6 99
PO5+6 01 To PO5+6 99	PO7+7 01 To PO7+7 99
PO6 01 To PO6 99	PO7+8 01 To PO7+8 99
PO6+1 01 To PO6+1 99	PO8 01 To PO8 99
PO6+2 01 To PO6+2 99	PO8+1 01 To PO8+1 99
PO6+3 01 To PO6+3 99	PO8+2 01 To PO8+2 99
PO6+4 01 To PO6+4 99	PO8+3 01 To PO8+3 99
PO6+5 01 To PO6+5 99	PO8+4 01 To PO8+4 99
PO6+6 01 To PO6+6 99	PO8+5 01 To PO8+5 99
PO7C 01 To PO7C 99	SM1 01 To SM1 99
PO7 01 To PO7 99	SM2 01 To SM2 99
PO7+1 01 To PO7+1 99	SM3 01 To SM3 99
PO7+2 01 To PO7+2 99	SM4 01 To SM4 99
PO7+3 01 To PO7+3 99	SM5 01 To SM5 99
RH10 01 To RH10 99	SM6 01 To SM6 99
AST 01 To AST 99	AST 05 To AST 27
ASW 42 To ASW 44	EP 12 To EP 14
PTQTEACH 02 To PTQTEACH 05	IA 12 To IA 47
EP 03 To EP 11	EPSNR 03 To EPSNR 17
IA 03 To IA 11	
EPSNR 01 To EPSNR 02	
YWNATQ3 08 To YWNATQ3 09	
SWC 42 To SWC 44	

Section Six – Appendices

Appendix B – Ethnic Groups

Employee's ethnicities have been grouped into the following ethnic groups:

Ethnic Group Classifications					
White		Black		Mixed	
AA	British	DA	Caribbean	BA	White & Black Caribbean
AB	Irish	DB	African	BB	White & Black African
AC	Greek-Cypriot	DC	Any other black background	BC	White & Asian
AD	Turkish-Cypriot	DD	Somali	BD	An other mixed background
AE	Kurdish	DE	Mixed Black	BE	Black & Asian
AF	Turkish	DF	Nigerian	BF	Black & Chinese
AG	An other white background	DG	Black British	BG	Black & White
AH	English			BH	Chinese & White
AI	Scottish		Asian	BI	Asian & Chinese
AJ	Welsh	CA	Indian		
AK	Cornish	CB	Pakistani		Other
AL	Northern Irish	CC	Bangladeshi	EA	Chinese
AM	Cypriot (not stated)	CH	East African Asian	EB	Any Other Ethnic Group
AN	Greek	CE	An other Asian background	EC	Vietnamese
AO	Italian	CF	Mixed Asian	ED	Japanese
AP	Irish Traveller	CG	Punjabi	EE	Filipino
AQ	Gypsy/Romany	CH	Kashmiri	EF	Malaysian
AR	Polish	CI	Sri Lankan	EG	Arab
AS	Old USSR	CJ	Tamil	EH	North African
AT	Kosovan	CK	Sinhalese	EI	Israeli
AU	Albanian	CL	British Asian	EJ	Iranian
AV	Bosnian	CM	Caribbean Asian	EK	Middle Eastern other
AW	Croatian			EL	Moroccan
AX	Serbian			EM	Latin American
AY	Old Yugoslavia			EN	South American
AZ	Mixed White			EO	Ghanian
A1	Other white European			EP	Zairean
				EQ	Eritrean
				ER	Ethiopian
				ES	Multi-Ethnic islands

B & M E = Black & Minority Ethnic. This group of staff comprises of Black, Asian, Mixed and Other groups of staff.

Section Six – Appendices

Appendix C – Leaving Reason Groupings

Employees leaving reasons have been grouped into the following leaving reason groups.

Leaving Reason Groupings	
Voluntary Resignation	TUPE Transfers
Voluntary Resignation	TUPE Transfer
Retirements	Other/Not Known
ER, Compulsory	Contravention of Law
Compulsory Age, Retirement	Death in Service
Ill Health Retirement	End of Fixed Term Contract
Voluntary Retirement	End of Temporary Contract
VER 85 Year Rule	Frustration of Contract
VER Age 60	Not Known
VER Efficiency	Opt out of Haringey
VER Redundancy	Unsatisfactory Probation
Dismissal	Redundancies
Capability Dismissal	Compulsory Redundancy
Disciplinary Dismissal	
Sickness Dismissal	

Section Six – Appendices

Appendix D – HR Performance & Systems Team

The HR Performance and Systems Team members who have produced the report are:

- ❖ Christiana Kyriacou (020 8489 3346)
- ❖ Leon Sommers (020 8489 3315)
- ❖ Monika Omell (020 8489 3170)

Please contact any of us for further information or if you have a query about the content of this report or require any other HR management information.

If you have any other queries or comments you wish to raise regarding the report or related issues, please contact Tina Charalambous (HR Support & Systems Manager) on 020 8489 2422.



Agenda Item

Council Joint Consultative Committee on 26 June 2006
General Purposes Committee on 29 June 2006
The Executive on 4 July 2006

Report title: **Delivering the HR Strategy 2004-2007**

Report of: **Head of Personnel**

1. Purpose: To advise committee of the work that HR have been doing to deliver on the HR Strategy.

2. Recommendations
 Note the contents of the attached HR Strategy report.

Report authorised by:

A handwritten signature in black ink, appearing to read "Stuart Young".

for Chief Executive

Contact officer: **Stuart Young, Head of Personnel**
 Telephone: **3174**

3. Access to information:
Local Government (Access to Information) Act 1985
 No documents that require to be listed were used in the preparation of this report.

4 Introduction

- 4.1 In 2004 we introduced an HR Strategy for the next 3-4 years for HR related services within the council. The vision is - 'To proactively improve service performance by ensuring that people perform and they work in a modern and healthy environment'.
- 4.2 To help achieve our vision we identified a number of strategic objectives under the following themes
- Recruitment and retention
 - Organisational development and building capacity
 - Performance management
 - Valuing diversity
 - Employee engagement
 - Promoting a modern and healthy work environment
- 4.3 This attached paper (Appendix A) looks at how we have delivered on the HR Strategy.
- 4.4 Outlined on pages 1-10 are summaries of how well we delivered on each of the themes. Under each theme we have identified the key Measures of Success, the Strategic Objectives for delivery of each theme and the actions taken and planned.
- 4.5 Page 11 outlines the Best Value Performance Indicators for HR and council performance, and pages 12- 27 provide key HR performance indicators that help measure our improvement.

5 Summary of delivery by theme

5.1 Recruitment and Retention

- 5.1.1 The Council provides a good employment package with competitive rates of pay and other benefits including flexible working to promote work-life balance.
- 5.1.2 In 2005 the Council was awarded the two ticks symbol for disability showing that Haringey positively encourages applications from those with a disability.
- 5.1.3 We have developed a number of recruitment schemes to encourage specific groups of applicants and potential workers including graduates, people aged 18-24, social work and teaching trainees.
- 5.1.4 We have worked to improve recruitment by redesigning the website and making it easier for applicants to apply on-line.

- 5.1.5 We have awarded a contract for the supply of agency temps, which is expected to deliver better control, information and savings in the region of £800k per annum.

5.2 Organisational Development and Building Capacity

- 5.2.1 The Council was awarded Investors in People (IiP) status in 2005. The IiP standard 'stimulates and challenges organisations to make the best of their people and recognise their contribution' and in so doing facilitate organisational change and improvements.
- 5.2.2 The Council Leadership scheme aims to give managers the tools and techniques to be successful leaders. The top 250 senior managers have completed the course.
- 5.2.3 There is a comprehensive range of learning and development courses covering business skills, people management, customer focus, information technology, procurement, which are all branded under the 'Smart Working' logo.
- 5.2.4 The 2005 staff survey showed that 74% of staff have positively learnt from the development activities and improved as a result.

5.3 Performance Management

- 5.3.1 77% of permanent staff confirmed that they had a performance appraisal and 68% confirmed they knew the performance measures for their team.
- 5.3.2 Personnel have updated a number of personnel policies over the last year including the Disciplinary Procedure, Code of Conduct, Violence at Work Policy, Acting Up policy and Secondment policy.
- 5.3.3 People Plans have been produced for each directorate to address the key workforce challenges such as recruitment, learning, skills and behaviours.
- 5.3.4 A set of Corporate Values have been introduced to help us achieve excellence in our ways of working.
- 5.3.5 Regular Employment Profile reports are produced for the Council as a whole and for directorates which contain key workforce statistics and information.

5.4 Valuing Diversity

- 5.4.1 The Council performs well on measured equality indicators (2004-05).
- 1st in London for Black & Minority Ethnic staff in the top 5% of earners (25.6%)

- 4th in London for proportion of workforce from B&ME groups (40.8%)
- 3rd in London for women in top 5% of earners (50%)
- 6th in London for proportion of staff with disabilities (4%)

5.5 Employee Engagement

- 5.5.1 The Council has good relations with its trade unions with regular meetings held with union representatives and the Head of Personne
- 5.5.2 Personnel have improved its intranet pages to make employment information more accessible
- 5.5.3 Employment tribunal claims have gone down over the past 2 years. Year 2004 = 49 claims (42 unfair dismissal). Year 2005 = 30 claims (21 unfair dismissal).
- 5.5.4 Approx. 26% of the Top 5% earners in the Council are from black & minority ethnic groups. This Best Value Performance Indicator puts the Council 1st in London.

5.6 Promoting a Modern and Healthy Work Environment

- 5.6.1 The council's overall sickness absence rate at the end of 2005-2006 stood at 10.4 days per person. This compares with an overall absence average across London of 10.7 days (source Association of London Government).
- 5.6.2 Personnel is working to improve absence and attendance management across the Council through a combination of targeting action of long-term sick staff; improving absence monitoring; promoting ongoing health and well being through health training, health fairs and health checks for staff.
- 5.6.3 The Council approved a new No Smoking Policy and a have run a series of smoking cessation workshops which have resulted in 29 staff quitting smoking so far.

6 Legal comments

- 6.1 The Head of Legal Services has been consulted on the content of this report. Success in achieving the objectives and outcomes identified in the report will assist the Council in meeting its various statutory and common law duties as an employer.

7 Financial implications

- 7.1 There are no financial implications that have not already been accounted for within the Council's cash limited budgets.

8. Equal opportunities implications

- 8.1 Equalities issues have been incorporated within the body of the report and in the attached Delivering the HR Strategy report at appendix A.
- 8.2 The information provided in the report will be utilised to help to ensure the Council continues its good work in promoting diversity and achieving Levels 3 and 4 of the Equality Standards for Local Government.

Delivering the HR Strategy 2004-2007

In 2004 we introduced an HR Strategy for the next 3-4 years for HR related services within the council.

The HR Vision is as follows:

‘To proactively improve service performance by ensuring that people perform and they work in a modern and healthy environment’.

To help achieve our vision we identified a number of strategic objectives under the following themes

- Recruitment and retention
- Organisational development and building capacity
- Performance management
- Valuing diversity
- Employee engagement
- Promoting a modern and healthy work environment

This paper looks at how we have delivered on the HR Strategy. The following pages detail Human Resources measures of success and how they link into the strategic objectives. It also details what actions have been done to help achieve these to date and what is planned in the future.

Recruitment And Retention

Measure of Success

- **Have an employment package that attracts and retains staff**
- **Have recruitment and retention policies that reflect the business needs of the Council**
- **Turnover levels within the accepted norms for the market place – comment**

Strategic Objectives

- **Promote Haringey as an employer of choice**
- **Develop terms and conditions that attract and retain talented people**
- **Promote a flexible workforce culture**
- **Ensure staff know and understand the goals, beliefs and purpose of the organisation**

Action taken

- Haringey provides a good employment package with competitive rates of pay and other non-financial benefits such as a flexible working scheme publicised in 2005 which promotes work-life balance.
- The Council was awarded Investors in People (IiP) status in 2005. The IiP standard ‘stimulates and challenges organisations to make the best of their people and recognise their contribution’ and in so doing facilitate organisational change and improvements.

- In 2005 the Council was awarded the two ticks symbol for disability showing that Haringey positively encourages applications from those with a disability.
- The Council has increased awareness advertising focussing on encouraging people with a disability to consider working for the Council. Recruitment looked into new ways of promoting Haringey by using advertising space at train and underground stations and in specific media targeting disabled applicants.
- TMP took over response handling for the recruitment section in 2005 in order improve the service provided to managers and applicants. TMP now collate, dispatch and receive all application forms freeing time for recruitment to concentrate on other aspects of the recruitment process.
- The recruitment website was re-designed to make it more user-friendly for potential applicants and the council implemented on-line recruitment.
- Recruitment attended the CommCare live exhibition and local job fairs as well as going out to local schools to give advice on how to obtain employment.
- The council has a Graduate recruitment programme which has been running well for the past 5 years. Each year we take on approx 9 Graduates for a 2 year programme and at the end many have stayed within the council in permanent jobs.
- We have developed a Pathways into Social Care and Teaching programme with the College of North East London, Strategic Health Authority and a number of London Boroughs including Barnet, Islington and Enfield. This has resulted in the recruitment of 23 Teaching Assistants and 20 trainees in Social Care who will hopefully progress into professional teaching and social care jobs.
- We have taken on 10-15 Social Work trainees each year over the past couple of years to undertake B.A.'s and M.A.'s in social care related studies. These are 1-3 year courses run jointly in partnership with Middlesex University.
- The New Start scheme that the council runs encourages apprentices and entry level administrative staff aged 18-24 into employment. The scheme appoints approx 12 admin level staff for a year and approx 8 craft apprentices for two years each September. The scheme gives these new starters training for a recognised national qualification and valuable work experience. Many of these young people have successfully applied for permanent jobs at the end of the scheme.
- Staff turnover for April 2004 – March 2005 was 17%, this is slightly above the average turnover for London Boroughs which is 15.2%. The current rate of turnover in the council stands at 15% as at end of March 2006.
- On-line recruitment will be developed by mid 2006, allowing applicants to complete all application forms on-line.
- We have recently awarded a contract for the supply of agency temporary staffing resources. Hays have been appointed as the single agency co-ordinator for the council and will start during April/ May 2006. It is expected that better control and information can be gained through use of a single co-ordinating agency and savings in the region of £800k per annum can be achieved.

Action planned

- A pay and conditions package will be negotiated with trade unions during 2006 to address equal value considerations and comply with the national pay agreement for Local Government Service workers.
- Staff benefit providers are being contacted to establish what kind of external benefits they can promote. The aim is to launch the staff benefits scheme with a dedicated internet site staff can access by April 2007. Benefits include Bikes for Work Salary Sacrifice Schemes which give tax and N.I savings.
- Consideration is also being given to implementing a childcare voucher scheme through salary sacrifice.
- The 2006 graduate recruitment scheme starts in July, 12 people will be appointed to the scheme, 6 people to the generic and 6 people to the professional posts, they will be supported in their posts.
- Work will be done on re-designing and improving the application form.
- The Council will widen its awareness advertising to other under-represented groups.
- Recruitment will be working with Children's Services examining their recruitment and retention strategy with an aim to providing a more tailored service to suit their needs.
- The Council will explore with its partners, arrangements for pooled recruitment and staff retention (redeployment schemes).

Organisational Development And Building Capacity**Measures of Success**

- **Become an 'Investors in People' authority**
- **Have a workforce with the skills and competencies to meet the needs of the organisation**
- **Improved performance across the council.**

Strategic Objectives

- **Develop a learning organisation and become an Investor in People**
- **Support leadership development of Members and Senior Managers**
- **Increase the capacity for all managers and staff to deliver**
- **Ensure staff know and understand the goals, beliefs and purpose of the organisation**

Action taken

- The Council was awarded Investors in People (IiP) status in 2005 ahead of the expected date. The IiP standard 'stimulates and challenges organisations to make the best of their people and recognise their contribution' and in so doing facilitate organisational change and improvements. The report by the assessor drew attention to numerous cases of good practice and commented on the "excellent level of enthusiasm and initiative" of staff.
- The Leadership scheme started in 2003 aiming to give staff the tools and techniques they need to be a successful leader.

The scheme comprises of

- 360 degree feedback
- Group and sustaining workshops
- Developmental coaching
- Personality profiling tools

By April 2006, the top 250 senior managers went through the programme and phase 2 has started for the next levels of 300 4th & 5th tier managers.

- The Council currently has 34 Social work trainees studying for BA's or MA's at Middlesex University.
- We have recently recruited another six graduates to our very successful generic Graduate Trainee scheme and, for the first time, three graduates who want careers in hard to recruit to technical professions (ie Traffic engineering; Benefits and Tax; and Surveying).
- Some 60 staff are undertaking skills for life courses which CONEL are running on the Council's behalf. Courses are targeted at those who want to improve their literacy and numeracy skills. We have successfully bid for funding for the project from the London Development Agency.
- The council has agreed the Haringey Way of Working. These values – service, improvement, integrity, passion, one council – sit at the heart of how the Council wants and expects its staff to behave. The Haringey of Working was the subject of the January staff event when 600 managers talked about the importance of values to an organisation and what our values will mean to us if they are to be lived, not laminated.
- 17 managers from across the council are participating in a certificate Coaching Programme.
- A comprehensive range of learning and development courses are offered to staff covering business skills, people and strategic management, customer and community focus, personal effectiveness, and information technology. These are branded under the 'Smart Working' logo.
- A mentoring scheme was piloted in May 2004. The Mentor and Mentee meet once a month for about 1-2 hours over a period of six months. In addition to this, staff also attend a short workshop on topics such as 'getting myself motivated' and 'setting goals'. Forty mentees are on the scheme with twenty one mentors.
- The pilot aiming high scheme was launched in June 2005. The council is keen for more diversity at senior management levels, bringing different views and approaches. This 12 month leadership programme is intended to support that aim by giving participants a nationally recognised qualification in Management through a programme that focuses on networking skills, management theory and self development.
- The 2005 staff survey showed that:
 - 86% of managers felt clear on their responsibilities for developing staff who report to them
 - 73% of managers felt their staff's performance has improved as a result of development activities
 - 74% of staff felt that they have learnt from the development activities they have undertaken

- 82% of staff felt that they understood Haringey's aims and objectives
- 88% of staff understand how the work they do helps the council achieve its aims

Action Planned

- The Council will be reassessed for liP accreditation in January 2007. The liP standard was revised in late 2005. The new and harder standard puts greater emphasis than before on empowerment and involvement at all levels; management capability to lead, manage and develop people; and planning and evaluation. We are working with managers and staff to ensure we fully meet all aspects of the standard.
- The twenty participants on the current Aiming High scheme will complete the scheme in October 2006. There is a new intake planned for July 2006.
- The leadership scheme will be rolled out to 300 4th and 5th tier managers, this will continue into 2008. The first 140 of these have recently started the programme.
- A core management programme of HR skills is currently being developed for managers. It covers 6 core HR disciplines – Recruitment, Conduct & Capability, Absence Management, Health & Safety, Managing Diversity and Performance Appraisal.
- Events for staff, senior management seminars and management events are planned throughout 2006 / 2007.
- A review of the competency scheme and the introduction of corporate values will be introduced in 2006.

Performance Management

Measures of Success

- **Timely and accurate employment information available to managers that helps with current and future service planning. Including annual employment profile reports with related performance indicator and benchmarking information.**
- **Improvement in information accuracy and related processes**
- **Improved performance across the council**

Strategic Objectives

- **Develop policies and procedures to effectively manage staff**
- **Identify the targets, actions and responsibility of services and staff to deliver**

Action taken

- Whilst assessing the Council for liP accreditation in 2005 the IIP assessor noted that supervision meetings were being routinely held and people confirmed that they receive regular feedback on their work activity.
- The 2005 staff survey showed that across the council staff felt they

- received feedback that helps them to improve their performance.
- 68% confirmed that they knew what performance measures for their team are.
 - 72% of staff confirmed that they have regular meetings with their manager
 - 77% of permanent staff confirmed that they have a work plan or appraisal that sets out their tasks for the year
 - Over half of staff positively felt that their manager coaches them to improve performance.
- Advice and Consultancy continued to provide advice and coaching to managers and staff on performance issues and training and development needs were supported through the excellent training courses run in partnership with OD& Learning.
 - A personnel policy and project programme is developed from issues identified in the HR Strategy and Personnel Business Plan at the beginning of each financial year. During this last year we have agreed and produced new and revised policies including – Disciplinary Procedure, Code of Conduct, Violence at Work Policy, Secondment Policy, Acting Up Policy, and a new Maternity pack for employees. We revised the redeployment process and this process is also used to manage the re-introduction of staff re-instated following dismissal. We have promoted various health programmes for staff, and also improved the personnel intranet pages.
 - People Plans are developed from Business Plans but with a focus on people. Key challenges and issues for each service are identified from the business plans and account is taken on the capacity of the workforce to deliver these plans based on workforce data and appraisal knowledge. Personnel and OD&L consultants then work with services to produce People plans and actions to address the challenges outlined taking account of the implications for staff numbers; roles; responsibilities; skills; knowledge; behaviours, etc.
 - Regular employment profile reports are produced for the Council as a whole and directorates. They contain information on ethnicity, gender, disability, grade, turnover, disciplinary and health and safety information.
 - As part of the SAP Realisation of Benefits project a comprehensive role analysis was conducted and Managers Desktop SAP training delivered. The training aimed to improve consistency in data entry and enable staff to utilise the SAP facilities. Feedback from staff indicates that the course was well received.
 - As part of the Business Process Re-design project undertaken in 2004-2005 the cleansing of employee and organisational data was identified as a key task. Employee validation forms have been sent out in both in a manual and newly designed electronic format. The electronic forms are designed to extract and update information out of and into SAP and will speed up the process of getting correct data into SAP.
 - An audit of the establishment structure was started in late 2005 and aims to ensure the structure recorded on SAP is accurate. Electronic forms have been developed to make managing the structure easier for managers.
 - Electronic forms have been designed. These support the maintenance

of an accurate organisational structure and improve the process. These draw out information from SAP and ensure managers complete the forms in the correct way

- Corporate values were introduced in 2006.

Action to be taken

- Personnel Services have identified a challenging policy programme for developing and amending policies including attendance management, redeployment, grievance and mediation, age and retirement.
- A core management programme of HR skills is currently being developed for managers. It covers 6 core HR disciplines – Recruitment, Conduct & Capability, Absence Management, Health & Safety, Managing Diversity and Performance Appraisal.
- The staff survey has been circulated, the deadline for responses is end of the end of June. A report on the findings will be published later in the year.
- Coaching skills for managers leading to a Certificate in Coaching and Mentoring is taking place over the Summer.
- Work is currently being done on revising the competency framework
- The Agency Review project aims to have the new procedure implemented in April 2006. This will use an external provider to source agency staff. Benefits include more accurate information on costs and numbers of agency staffing and will enforce tighter restrictions on agencies used. It will result in significant cost saving across the council.
- A further business process re-design task will be undertaken in 2006 to aid the centralisation of the HR/Pay services which will streamline the HR/Pay processes and make them more transparent.

Valuing Diversity

Measures of Success

- **Have a workforce that reflects the community we serve**
- **Achieved Level 3 of the Equality Standard in race, gender and disability**

Strategic Objectives

- **Secure a workforce representative of the community**
- **Integrate valuing diversity into every aspect of working lives**
- **Achieve level 3 of the equality standard and implement the Council's Race Equality Scheme**
- **Implement national diversity legislation**

Action taken

- The council performs well on measured equality indicators (2004-2005)
 - 1st in London for BME in the top 5% of earners (25.6%)
 - 4th in London for proportion of workforce from BME groups (40.8%)
 - 3rd in London for women in top 5% of earners (50%)

- 6th in London for proportion of staff with disabilities (4%)
- The national pay agreement 2004 requires implementation of local pay reviews by 31 March 2007. An Equal Pay and Conditions Review has been undertaken to ensure that the Council meets its obligations under the pay agreement and address equal pay issues. As a result an employment package of terms and conditions has been developed that that meets the needs of the organisation and attracts and retains talented people by rewarding them appropriately.
- In October 2006 new legislation on age discrimination will come into effect. New age retirement processes have been agreed to ask people if they wish to continue working past the age of 65. Lunch time seminars were organised to inform staff about the legislation and proposed changes to council practice. Approx 180 staff attended and feedback was good.

Action planned

- The council has achieved level 2 of the Equalities standards with plans for levels 3 and 4 to be achieved by 2007.
- Personnel will implement changes required to comply with age discrimination legislation.
- The Equal Pay and Conditions Review is on schedule and will be completed in 2007. Regular meetings with management and Trade Union representatives have been scheduled.

Employee Engagement

Measures of Success

- **Have excellent industrial relations with few disputes**
- **Have an informed and engaged workforce**

Strategic Objectives

- **Ensure staff or their representatives are consulted or negotiated with, as appropriate, about changes to their work or employment terms and conditions**
- **Ensure staff are aware of key information to enable them to perform their jobs**
- **Develop effective channels of communication to keep staff or their representatives engaged and informed**
- **Reduction in the number of tribunals**

Action taken

- The Council has good relations with its trade unions with regular meetings held with union representatives and the Head of Personnel.
- Over 2400 staff attended a series of staff events at Alexandra Palace in May. The Leader of the Council and the Chief Executive spoke to staff about the challenges ahead and thanked them for their effort, energy and hard work. Participants at the event spent time looking at how the council has improved over the years, and what more needs to be done.

A public service approach to everything we do, efficiency and effectiveness and customer focus were major topics of discussion.

- Personnel have improved its intranet pages to make employment information more accessible.
- At induction new starters are given an induction by Personnel and key procedures are gone through.
- Regular contributions are made from personnel related services to the staff newsletter – 'Smart talk'
- Employment tribunal claims have gone down over the past 2 years. Year 2004 = 49 claims (42 unfair dismissal). Year 2005 = 30 claims (21 unfair dismissal).
- 87% of staff understand how they contribute to achieving the organisations aims and objectives.

Action planned

- Personnel will continue to work with trade unions. A new HR policy programme will be set for the next financial year and there will be continuing talks around the Equal Pay and Conditions Review.
- Personnel will continue to develop the intranet site.

Promoting a Modern and Healthy Work Environment

Measures of Success

- **Have pro-active health services including health promotion, screening, awareness and tests**
- **Have well developed and comprehensive health and safety policies across the council**
- **Reduction in numbers and types of accidents and working days lost through accidents**
- **Be in the upper quartile of London Borough's for absence management.**

Strategic Objectives

- **Reduce ill health and sickness absence**
- **Promote a healthy lifestyle and work life balance**
- **Promote safe systems of working and compliance with health and safety regulations**
- **Promote fast, flexible and efficient working practices**
- **Motivate empower and celebrate our people**
- **Create a modern, accessible and flexible working environment**

Action taken

- The council's overall sickness absence rate at the end of 2005-2006 stood at 10.4 days per person. This compares favourably to an overall absence average across London of 10.7 days (source Association of London Government).
- HR is focussing on improving absence management and has achieved a reduction in outstanding long-term cases by 33%.

- We have worked hard to improve sickness absence input over the last year and this improved by 23% over the last year.
- Occupational Health Services have been reviewed. We have a different clinical team, new business processes, and better records. As a result the turnaround time for a medical referral has reduced by more than **25%**, the quality of doctor advice has improved, and the rate of ill-health retirement has reduced dramatically
- Personnel is looking to improve absence management across the council through a combination of
 - Targeting the resolution of long-term sickness absence – in the first instance.
 - Improved absence monitoring
 - Improved employee and management support in dealing with sickness cases through better Occupational Health services
 - Promoting an ongoing health and well being agenda with the workforce through initiatives such as Health for Life training, staff Health Fair, Health checks for staff.
- The successful Health for Life self development programme run in partnership with the College for North East London was popular and successful. 70 successfully completed level 1 last year and 150 staff are currently enrolled on this year's programme.
- A new 'No Smoking Policy' has been agreed.
- In March 2006 the Council held a Health Fair for staff which provided health advice to over 500 staff as well as highlighted the sports and leisure facilities the borough has. For this Occupational Health, Health and Safety and the Sports and Leisure Service teamed up to promote different aspects of a healthy lifestyle
- The Council held a series of smoking cessation workshops in a move to encourage staff to improve their health by quitting smoking, so far 29 staff have successfully quit smoking.

Action planned

- In 2006 changes to the Occupational Health area in SAP will allow for the recording of immunisation and health surveillance data to be possible. This will also allow for reporting when immunisations are required again and follows the recommendations of the Health and Safety Executive inspection.
- An action plan based on the HSE recommendations has been finalised and will be implemented over the following 12 months.
- A new Health and Safety policy will be finalised by July 2006 incorporating recommendations of the Health and Safety Inspections.
- Stress management and vaccination policies are being worked on, to be agreed by mid-late 2006.

PERFORMANCE INDICATORS**April 2005 – March 2006****BEST VALUE PERFORMANCE INDICATOR'S**

BV11a Percentage of top 5% earners that are women (excluding schools)
FTE

Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Target
50%	52.43%	56.11%	55.88%	50%

BV11b Percentage of top earners from black and ethnic minority groups
(excluding schools) FTE

Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Target
24.71%	25.40%	23.48%	21.05%	25%

BV11c Percentage of top earners with a disability (excluding schools) FTE

Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Target
4.88%	4.96%	4.77%	4.06%	n/a new

BV12 Numbers of working days lost due to sickness absence (including
teachers and excluding temporary and agency staff) FTE

Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Target
8.71	9.36	9.31	10.37	8.8 days

BV14 Percentage of employees retiring early (excluding ill health) as a
percentage of total workforce by headcount including schools maintained by
the authority

Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Target
0.01%	0.03%	0.05%	0.09%	0.20%

BV15 Percentage of employees retiring on the grounds of ill-health as a
percentage of the total workforce, permanent and FTC over a year

Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Target
0.04%	0.01%	0.06%	0.13%	0.30%

BV16a Percentage of local authority employees with a disability (headcount)

Annual
3.77%

BV17a Percentage of local authority employees from minority ethnic
communities (headcount)

Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Target
41.74%	41.61%	41.52%	44.61	40.8%

HR PERFORMANCE AND SYSTEMS

Sickness reports to be issued by 20th of the month

Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Average
100%	100%	100%	100%	100%

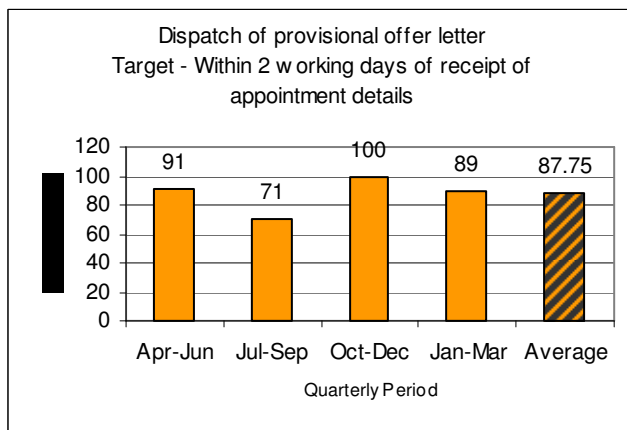
SAP training provided within agreed timescale

Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Average
100%	100%	100%	100%	100%

RECRUITMENT

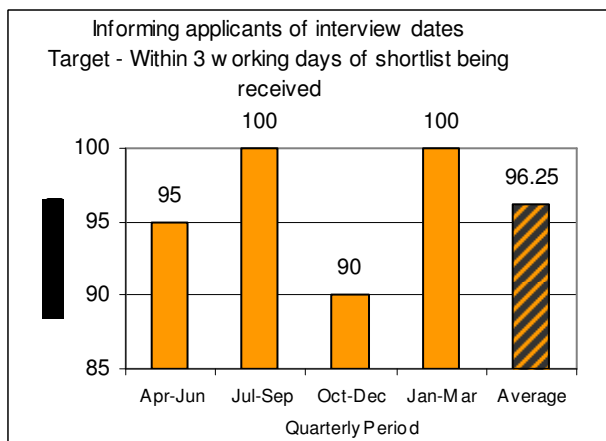
Dispatch of provisional offer letter – within 2 days of receipt of appointment details

Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Average
91%	71%	100%	89%	87.75%
Sample 41/45	Sample 7/10	Sample 20/20	Sample 40/45	
-	-20% on previous quarter	+29% on previous quarter	-11% on previous quarter	



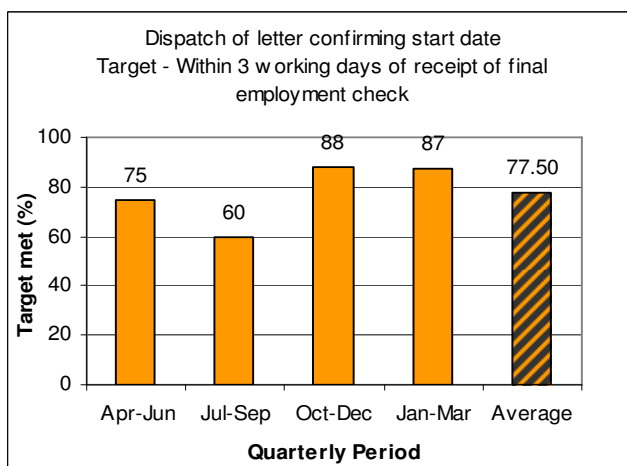
Informing applicants of interview dates within 3 working days of shortlist receipt

Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Average
95%	100%	90%	100%	96.25%
Sample 43/45	Sample 10/10	Sample 18/20	Sample 45/45	
	+5% on previous quarter	-10% on previous quarter	+10% on previous quarter	



Dispatch of letter confirming start date within 3 working days of final employment check

Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Average
75%	60%	88%	87%	77.5%
Sample 17/20	Sample 6/10	Sample 14/16	Sample 39/45	
	-15% on previous quarter	+28% on previous quarter	-1% on previous quarter	

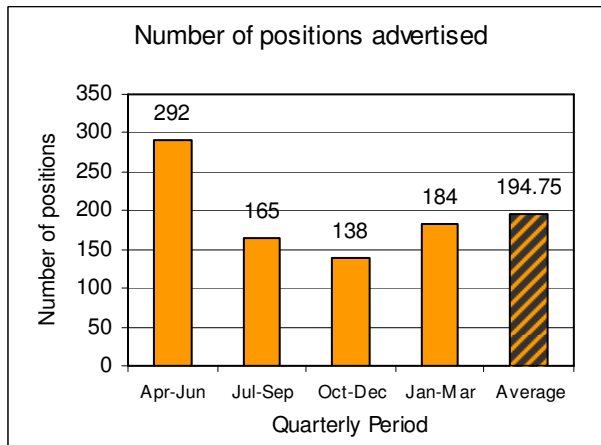


Personnel file to HR Support within 2 working days of start date confirmation

Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Average
100%	100%	100%	100%	100%
Sample 20/20	Sample 20/20	Sample 16/16	Sample 45/45	

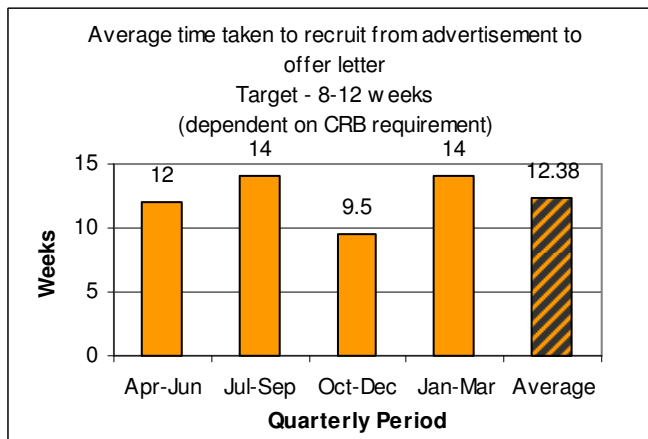
Number of positions advertised

Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Average
292	165	138	184	194.75



Average time taken to recruit from advertisement to offer letter – target 8-12 weeks depending on CRB requirement

Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Average
12	14	9.5	14	12.37



Average number of vacancies as a percentage of total workforce per year 10-11%

PAY CONTROL

Process of pay advances and other emergency payments – payments received by 5pm Friday paid into employees account by following Thursday

Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Average
100%	100%	99%	100%	99.75%

Process of employee loans – cheques/CHAPS issued within 5 days of receipt of application

Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Average
100%	100%	99%	100%	99.75%

Payment of AVC's to Pension Providers – cheques for payroll deductions to be issued to pension providers within 5 days of each run

Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Average
100%	100%	99%	100%	99.75%

Overall number of errors listed on the payroll error log

Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar
289 errors	250 errors	345 errors	193 errors
Error rate	Error rate	Error rate	Error rate
-1.07%	-13 %	+38%	-44%

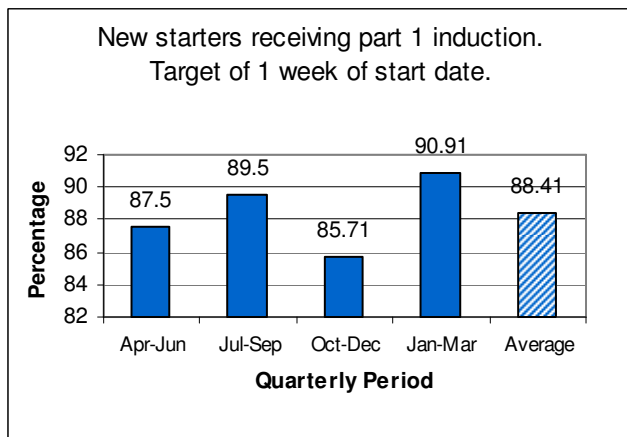
Gross to net payroll runs – target 98%

Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Average
99.52%	99.65%	99.32%	99.55%	99.51%

HR SUPPORT

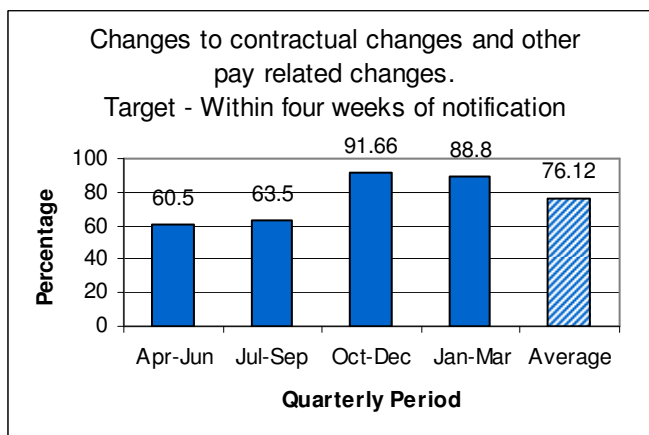
New starters receiving part 1 induction within 1 week of start date

Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Average
87.5%	89.5%	85.71%	90.91%	88.40%
Sample 20% of new starters	Sample 20% of new starters	Sample 20% of new starters	Sample 20% of new starters	
-	+2% on previous quarter	-3.79% on previous quarter	+5.2 on previous quarter	



Contractual and other pay related changes done issued within four weeks of notification

Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Average
60.5%	63.5%	91.66%	88.8%	76.11%
Sample 20% of changes	Sample 20% of changes	Sample 20% of changes	Sample 20% of changes	
-	+3% on previous quarter	+28.16% on previous quarter	-2.86% on previous quarter	



ADVICE AND CONSULTANCY

Employment tribunals, won, lost, settled

Settled	Withdrawn	Struck-out	No outcome as yet	Total
4	3	2	16	25

Job evaluations completed within 10 working days

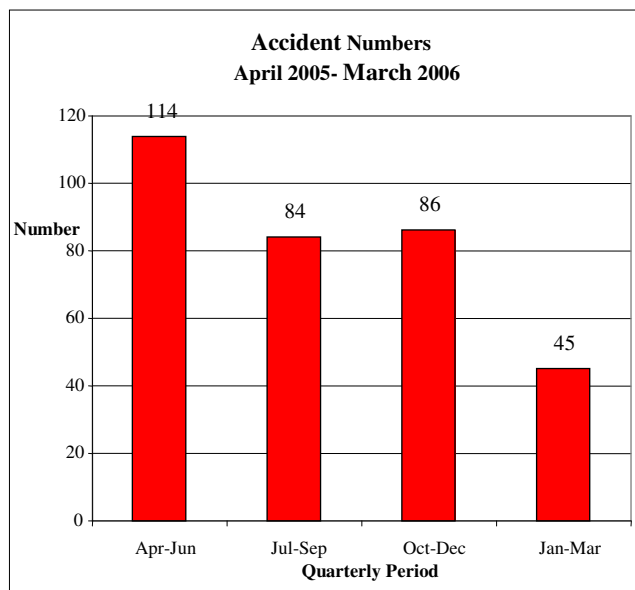
Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Average
94.61%	90%	100%	100%	96.15%

* Figures not provided from all Directorates

HEALTH AND SAFETY

Accident statistics – reduction in number of accidents when comparing to previous quarter

Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Average
114	84	86	45	82.25
	-30 compared to previous quarter	+2 compared to previous quarter	-41 compared to previous quarter	



PENSIONS

Maintenance of pensions database compared to SAP – target 100% accuracy

Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Average
96%	90%	94%	94.9%	93.72%
	-6% compared to previous quarter	+4% compared to previous quarter	+0.9% compared to previous quarter	

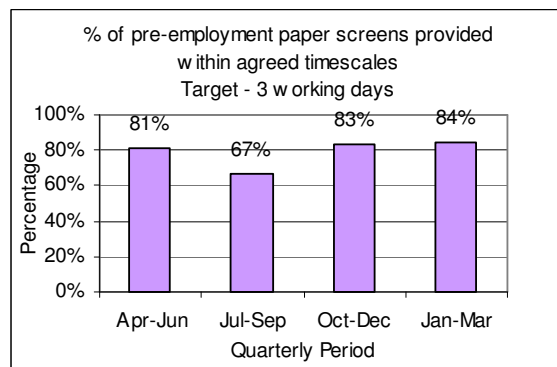
Calculations for scheme members and managers – within 10 working days of request

Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Average
88%	90%	96%	92%	91.5%
	-2% compared to previous quarter	+6% compared to previous quarter	-4% compared to previous quarter	

OCCUPATIONAL HEALTH

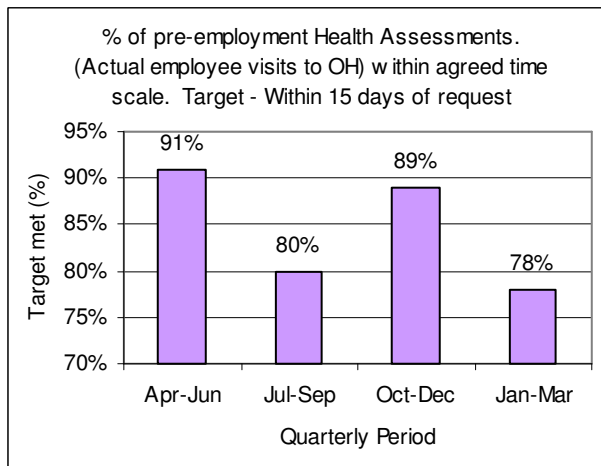
Percentage of pre-employment paper screens provided within 3 working days

Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Average
81%	67%	83%	84%	78.75%
	+14% compared to previous quarter	+16% compared to previous quarter	+1% compared to previous quarter	



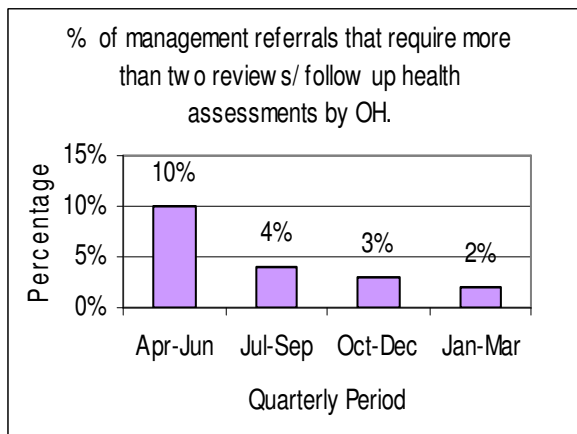
Percentage of pre-employment health assessments (actual visits to OHU) within 15 days of request

Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Average
91%	80%	89%	78%	84.5%
	-11% compared to previous quarter	+9% compared to previous quarter	-11% compared to previous quarter	



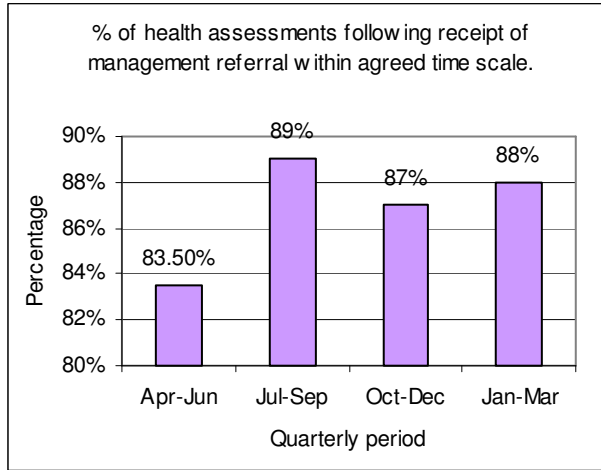
Percentage of management referrals that require more than two reviews/follow up assessments

Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Average
10%	4%	3%	2%	4.75%



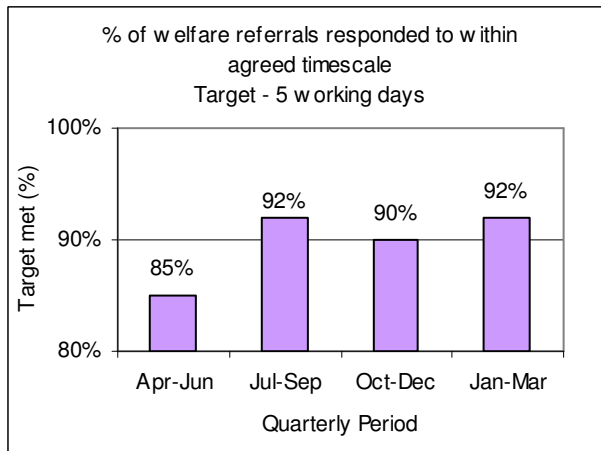
Percentage of health assessments following receipt of management referral within 20 working days of request

Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Average
83.5%	89%	87%	88%	86.87%



Percentage of welfare referrals responded to within 5 working days

Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Average
85%	92%	90%	92%	89.75%

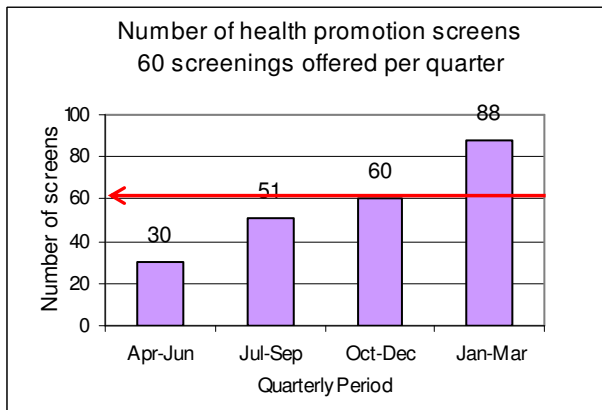


Percentage of welfare assessments conducted within 10 working days of request

Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Average
88%	96%	93%	91%	92%

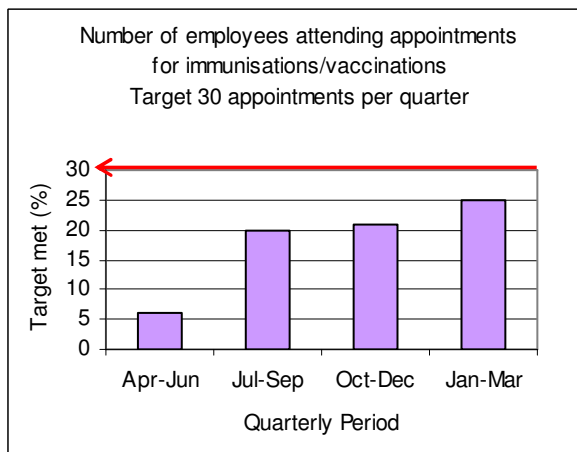
Number of health promotion screens – target 60 per quarter

Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Average
50%	92%	100%	146% (screenings offered above target)	97%



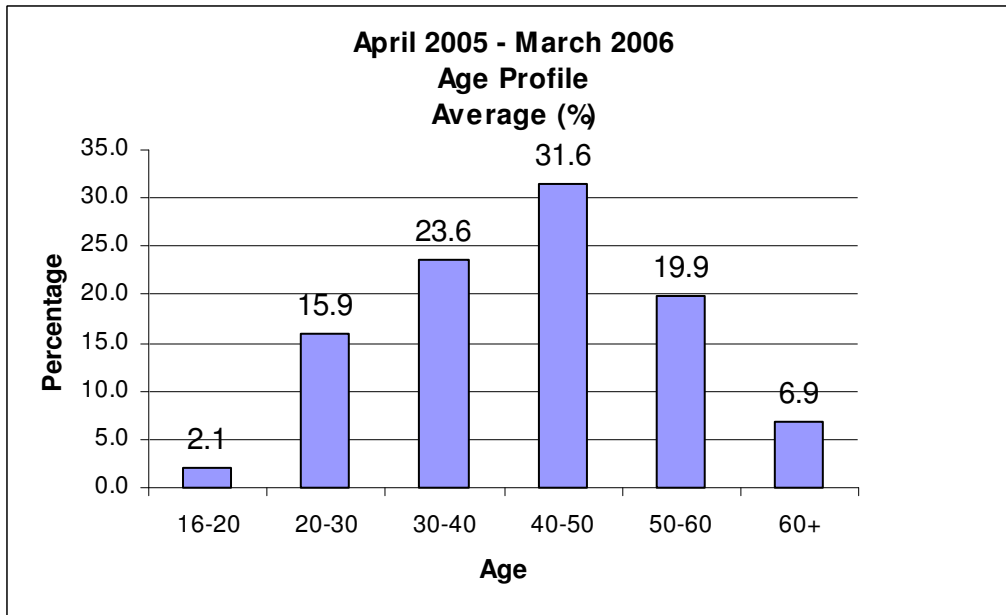
Number of employees attending appointments for immunisations/vaccinations – target 30 per quarter

Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Average
20%	66%	70%	92%	62%

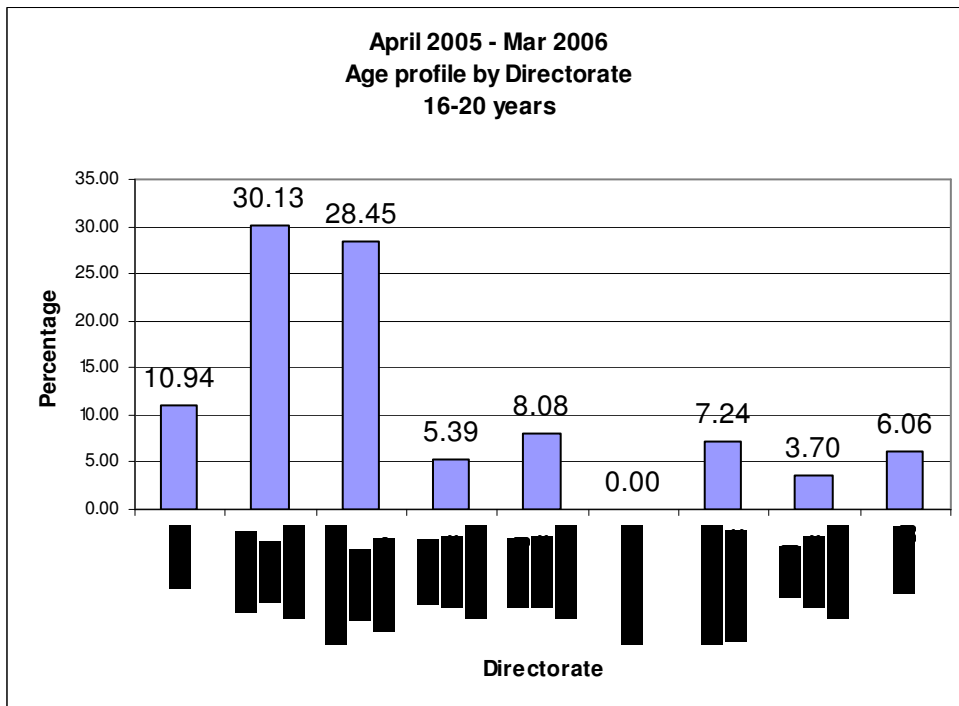


Age profile across the Council (excluding schools) based on average percentage figures.

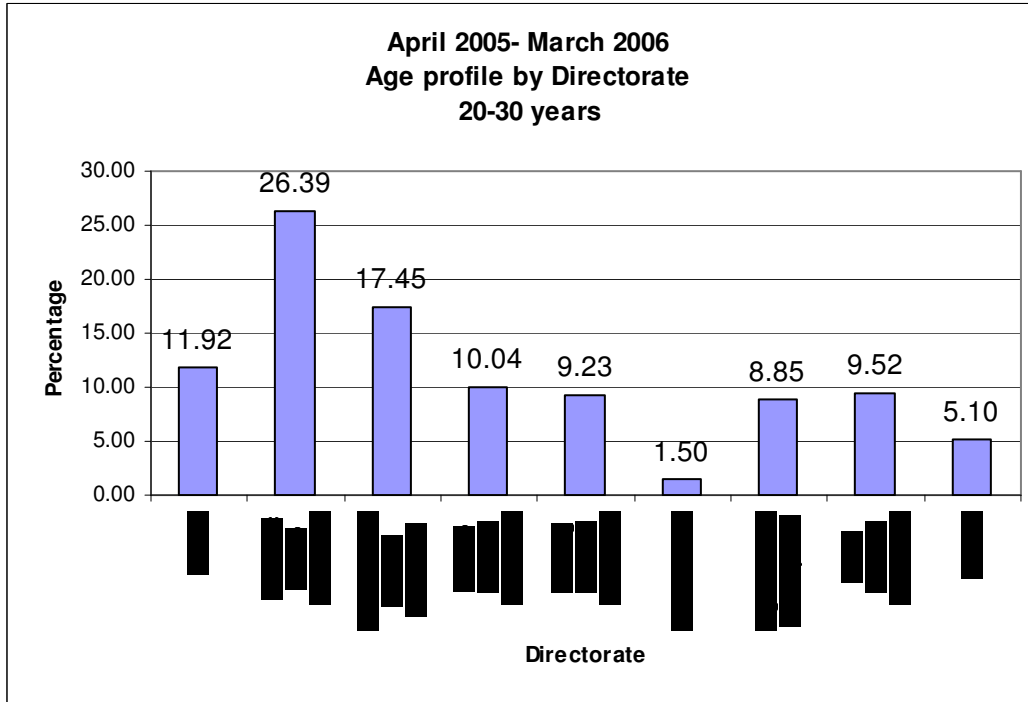
Overall age profile across the Council



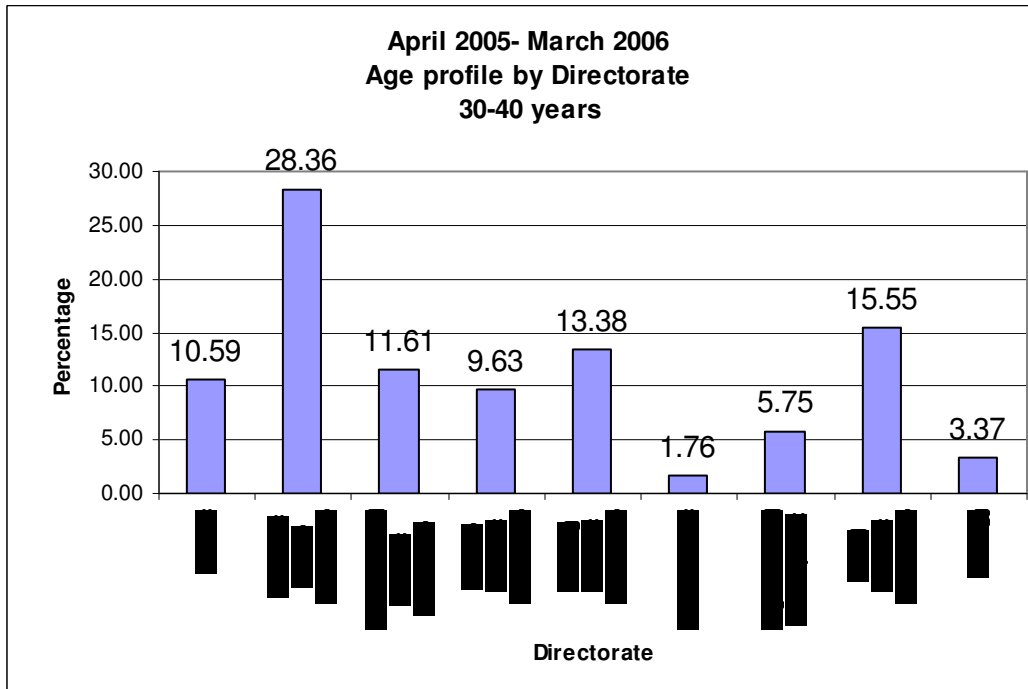
Profile for 16-20 year olds by Directorate



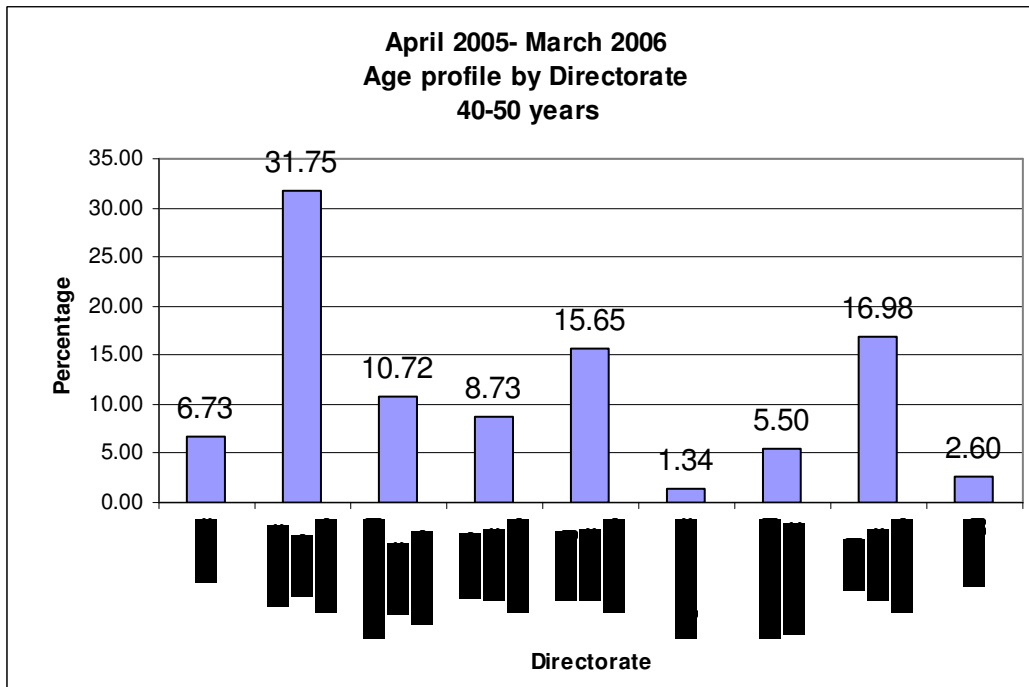
Profile for 20-30 year olds by Directorate



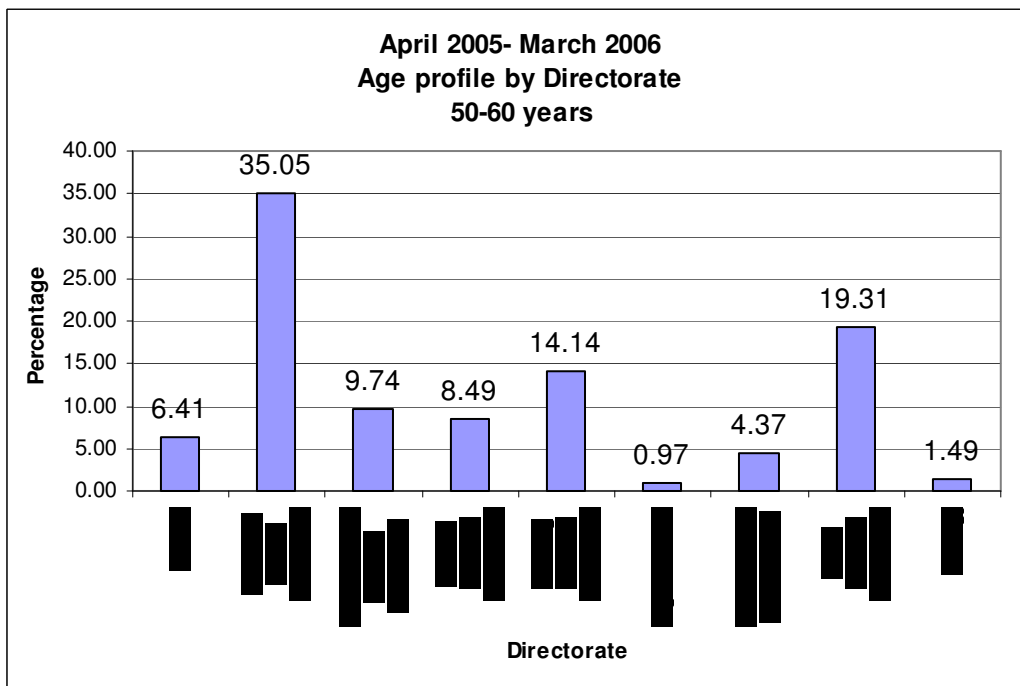
Profile for 30-40 year olds by Directorate



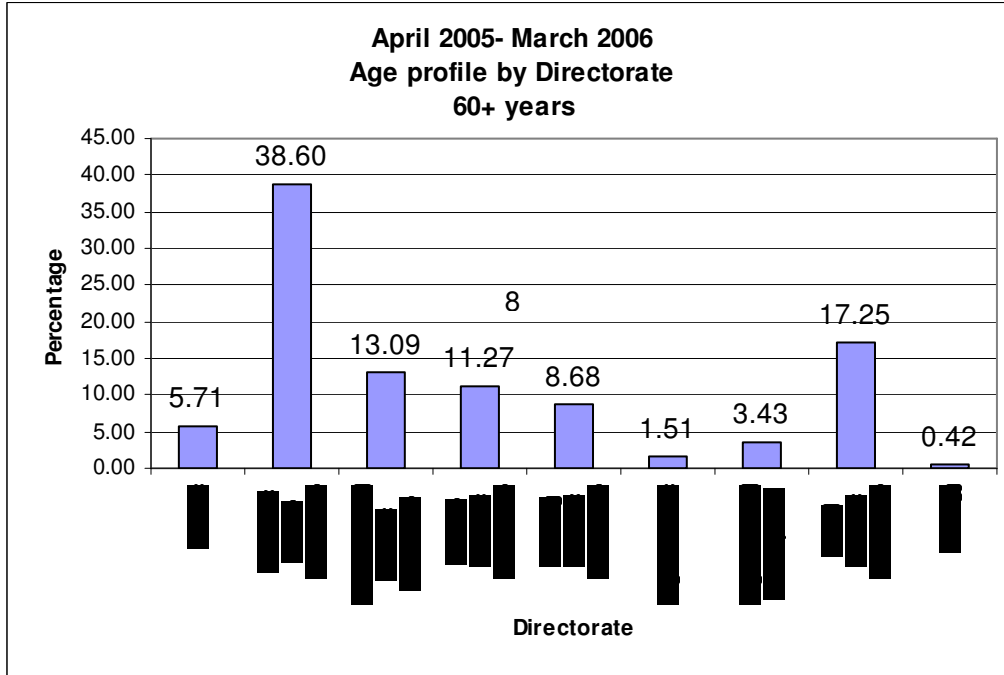
Profile for 40-50 year olds by Directorate



Profile for 50-60 year olds by Directorate

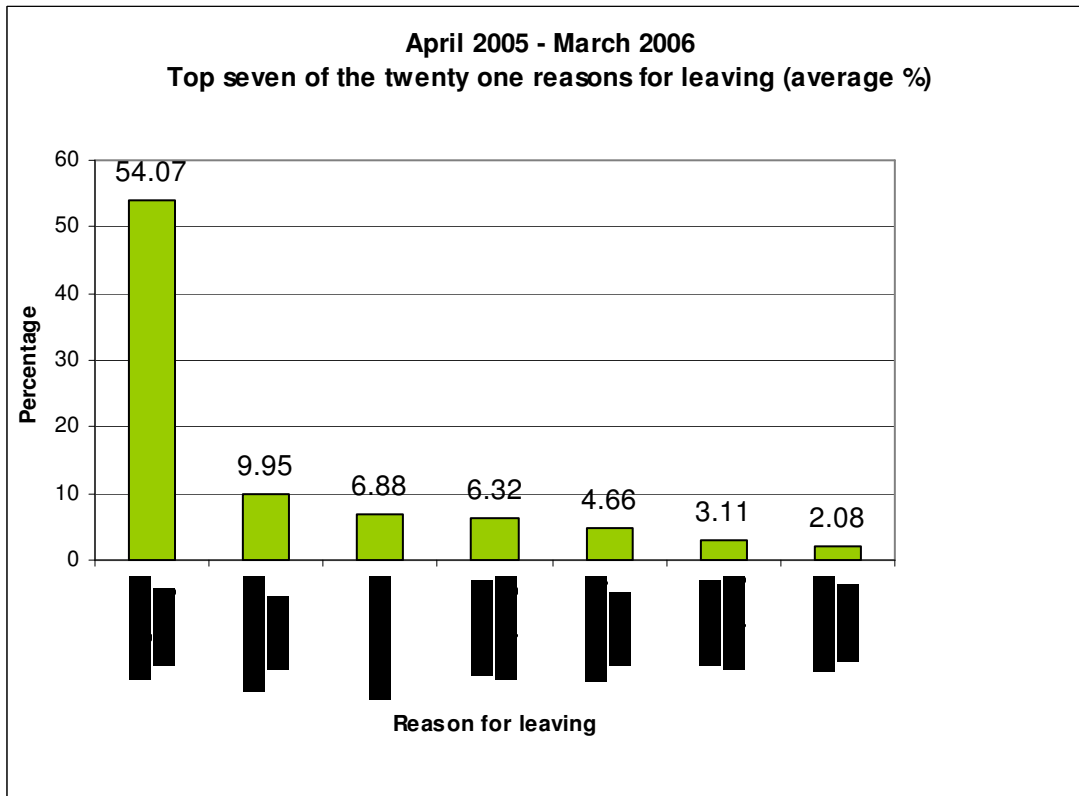


Profile for 60+ year olds by Directorate

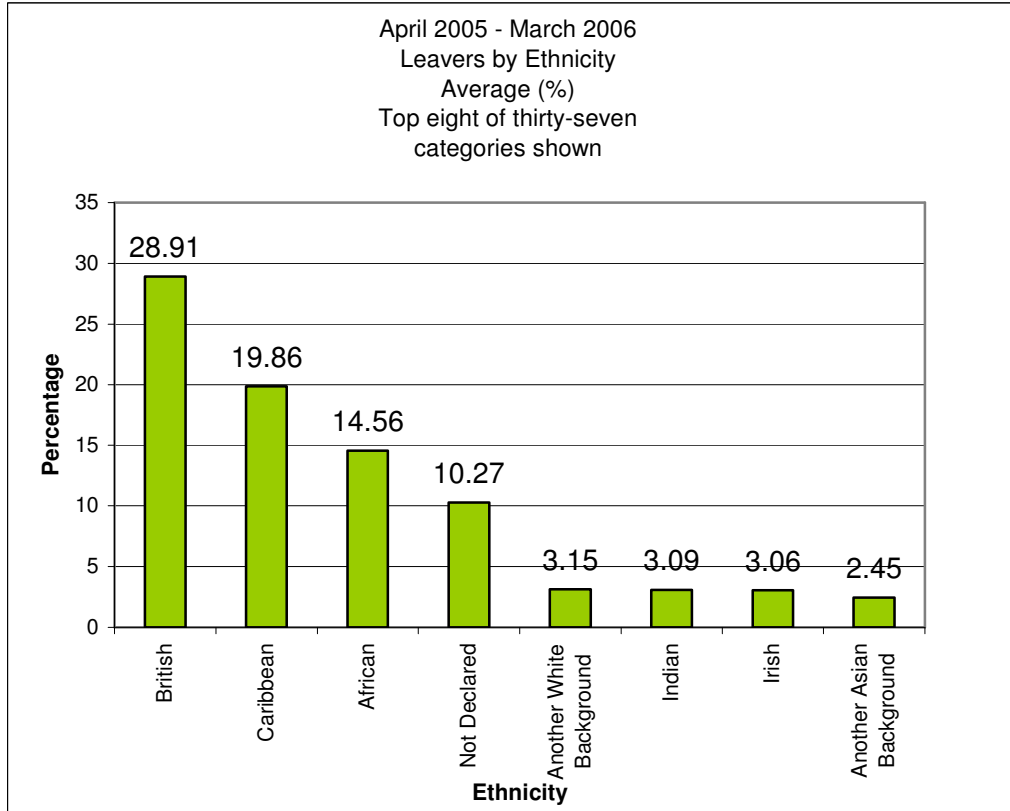


Leavers - Reasons for leaving and equalities information, across the Council (excluding schools) based on average percentage figures.

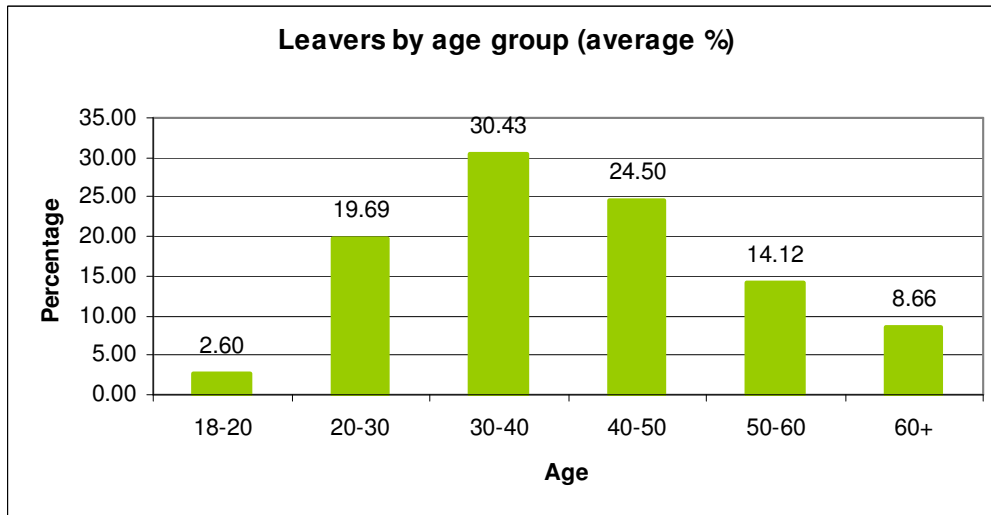
Reasons for leaving



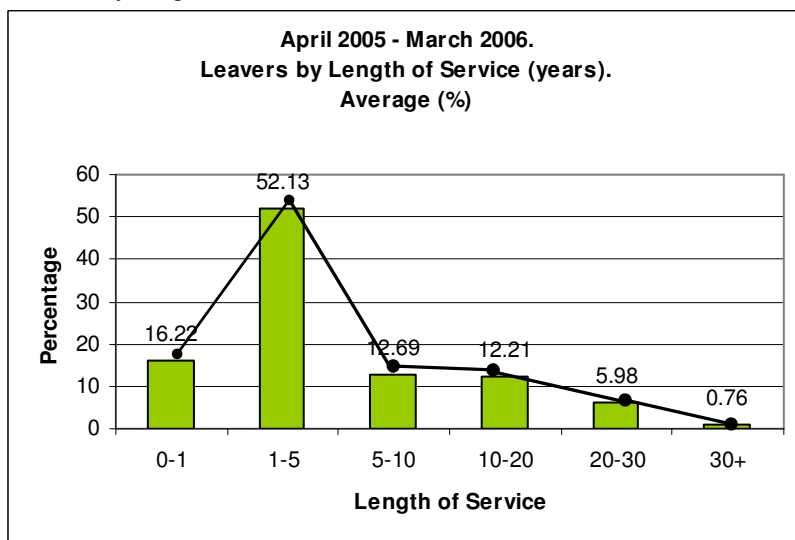
Leavers by Ethnicity



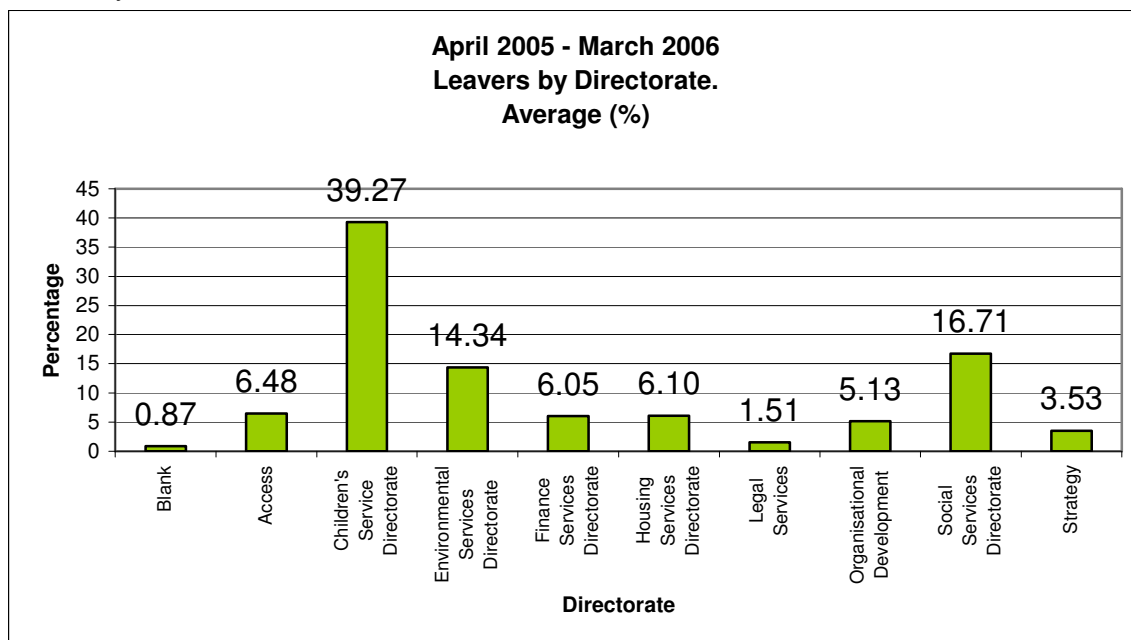
Leavers by age group



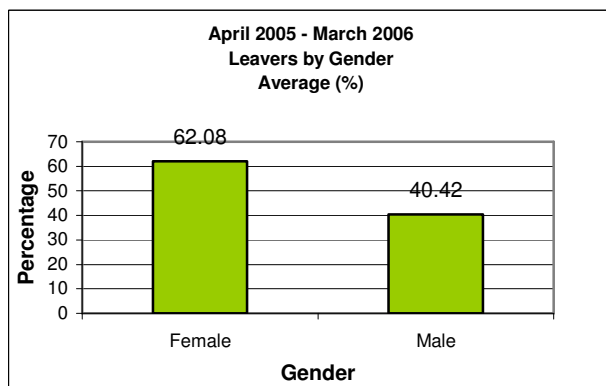
Leavers by length of service



Leavers by Directorate



Leavers by Gender



The Executive*On 4 July 2006*

Report title: URGENT ACTIONS TAKEN IN CONSULTATION WITH EXECUTIVE MEMBERS

Report of: The Chief Executive

1. Purpose

To inform the Executive of urgent actions taken by Directors in consultation with Executive Members.

The report details urgent actions taken by Directors in consultation with Executive Members since last reported. Item number 2 (2006-7) has not previously been reported.

2. Recommendations

That the report be noted.

Report authorised by: Ita O'Donovan, Chief Executive

Contact officer: Richard Burbidge

Telephone: 020 8489 2923

4. Access to information:

Local Government (Access to Information) Act 1985

4.1 Background Papers

The following background papers were used in the preparation of this report;

Executive Member Consultation Forms

Those marked with ♦ contain exempt information and are not available for public inspection.

The background papers are located at River Park House, 225 High Road, Wood Green, London N22 8HQ.

To inspect them or to discuss this report further, please contact Richard Burbidge on 020 8489 2923.

1. DIRECTOR'S ACTION – 2006-07

Exempt forms are denoted by ♦

No	Directorate	Date received in EMO	Date approved by Director	Date approved by Executive Member/ Leader	Title	Decision

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The Executive*On 4 July 2006***Report title: DELEGATED DECISIONS AND SIGNIFICANT ACTIONS****Report of: The Chief Executive****1. Purpose**

To inform the Executive of delegated decisions and significant actions taken by Directors.

The report details by number and type decisions taken by Directors under delegated powers in May 2006. Significant actions (decisions involving expenditure of more than £50,000) taken during the same period are also detailed.

2. Recommendations

That the report be noted.

Report authorised by: Ita O'Donovan, Chief Executive**Contact officer:** Richard Burbidge**Telephone:** 020 8489 2923

4. Access to information:

Local Government (Access to Information) Act 1985

4.1 Background Papers

The following background papers were used in the preparation of this report;

Delegated Decisions and Significant Actions Forms

Those marked with ♦ contain exempt information and are not available for public inspection.

The background papers are located at River Park House 225 High Road, Wood Green, London N22 8HQ.

To inspect them or to discuss this report further, please contact Richard Burbidge on 020 8489 2923.

DIRECTOR OF ENVIRONMENTAL SERVICES

Significant decisions - Delegated Action 2005/06

◆ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1.			
2.			
3.			
4.			

Delegated Action	
Type	Number
CSO's	2

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DIRECTOR OF THE CHILDREN'S SERVICE

May 2007

Significant decisions - Delegated Action 2006/07

◆ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1.	22.05.06	Placement by the London Borough of Haringey of Contracts with Prospects Services Ltd and Careers Enterprise (Futures) Ltd to provide Connexions services	Approved by Cllr Bull

Delegated Action

Type	Number
Award of contract under CSO11 (PROC93) (3,577.562)	1

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ASSISTANT CHIEF EXECUTIVE (STRATEGY)

Significant decisions - Delegated Action March – May 2006

◆ denotes background papers are Exempt.

	Date approved by Director	Title	Decision
1.	March 2006	Jackson's Lane Community Centre	Reimbursement and compensation of building costs
2.	April 2006	Nil	Nil
3.	May 2006	<p>Micro Finance Contract for £10 K. The project will be delivered by Local Futures Limited who are our existing consultants and have carried out previously to our satisfaction. The reasons for not seeking additional quotes include time constraint, our existing relationship with Local Futures, their quality of work and their expertise in this area.</p>	<p>This Project is intended to investigate Micro-finance and identify practical ways that will enable Haringey businesses to benefit from a variety of external financial sources to support their growth. The project will create a micro-finance knowledge community network and a practical toolkit that business can use. It will also produce an action plan as to how we can further develop micro-finance in the borough.</p>

Delegated Action

Type	Number

MINUTES OF THE EXECUTIVE VOLUNTARY SECTOR COMMITTEE
20 June 2006

Councillors *Reith (Chair), *Canver, *Mallet, *Amin, *Diakides.

* Members present

Also present: Councillor Dogus – non voting, observer (deputy to Cllr Reith)

MINUTE NO.	SUBJECT/DECISION	ACTION BY
EVSC1	<p>APOLOGIES FOR ABSENCE:</p> <p>None received.</p>	
EVSC2	<p>URGENT BUSINESS – Membership, Amended Name and Terms of Reference of the Committee:</p> <p>Members received an item of urgent business advising of the amended name, new membership and Terms of Reference of the Voluntary Sector Grants Committee. It was noted that; because the Executive had not met until 13 June, the membership of the Committee was not known at the time of this agenda despatch. In agreeing the membership of the Committee, the Executive also changed the Committee’s name and amended its Terms of Reference in order to broaden its remit beyond the scope of solely allocating grant aid; to more general issues relating to the Voluntary Sector. The new membership also provided for three permanent members of the Committee, the lead members for Community Involvement (chair), Finance and Community Safety with the flexibility to select other members of the Executive according to which portfolio responsibilities were relevant to the areas of activity under review.</p> <p>RESOLVED</p> <p>That the change of name of the Voluntary Sector Grants Committee to the Executive Voluntary Sector Committee be noted, along with the membership and amended Terms of Reference as set out in paragraph 7 of the report.</p>	Mem Ser
EVSC3	<p>DECLARATIONS OF INTEREST IN RESPECT OF ANY ITEMS ON THE AGENDA:</p> <p>The following members declared personal, non-prejudicial interests in respect of item 6 on the agendas.</p> <p>Cllr Diakides – as a member of the Greek Cypriot Centre Cllr Mallet – as a member of The Selby Centre and Irish Community Centre Cllr Dogus – works for an organisation funded under the ‘Supporting People’ programme.</p> <p>The Councillors remained in the room when the item was discussed as it was for noting and information purposes only; not decision. Cllr Dogus as an observer.</p> <p>Cllr Reith declared a personal, non-prejudicial interest in respect of item 7 but as she is no longer a member of the former Tottenham Law Centre (now known as the Haringey Law Centre), remained in the room when the</p>	Mem Ser

MINUTES OF THE EXECUTIVE VOLUNTARY SECTOR COMMITTEE
20 June 2006

	item was discussed.	
EVSC4	<p>MINUTES</p> <p>RESOLVED:</p> <p>That the minutes of the meeting held on 8 November 2005 be approved and signed.</p>	
EVSC5	<p>DEPUTATIONS/PETITIONS/QUESTIONS</p> <p>None received.</p>	
EVSC6	<p>ANNUAL REPORT ON VOLUNTARY SECTOR GRANTS 2005-6 – Report of the Assistant Chief Executive (Strategy). To update the Committee on the administration of voluntary sector grants through the Chief Executive’s Corporate Voluntary Sector Team (CVST)</p> <p>Members noted the recent launch of the Voluntary Sector Compact and agreed to receive an update at a future meeting. Members also asked for a list of the 15 organisations referred to in paragraph 6.8 and noted the benefits offered to these smaller organisations.</p> <p>Members agreed to receive 2 tabled spreadsheet appendices in respect of this report, setting out the funding summary for 2005-2006 and the contributions from the Supporting People Project and New Initiative Development Fund. Officers defined the 3 main funding programmes for the Voluntary Sector and members noted that this report considered Advice and Legal Services. It was noted that 3 year funding was considered good practice and all grants were subject to monitoring and review before further rounds of funding.</p> <p>Members were advised that all organisations funded by the Council were asked to supply details of the sections of the community using their services. The chair reported that she had received a breakdown on funding provided to BME specific groups and had asked for further information on the proportion of BME residents benefiting from funding provided to other funded organisations. In response to members’ queries it was noted that the Voluntary Sector Team administered £800k on behalf of Supporting People and that a Capacity Building officer was funded by this programme. Members suggested that future reports to the Committee should be entitled ‘Annual Report from the Corporate Voluntary Sector Team’ and not specifically grants.</p> <p>RESOLVED</p> <p>That the report be noted.</p>	<p>ACE Strategy</p> <p>ACE Strategy</p>

MINUTES OF THE EXECUTIVE VOLUNTARY SECTOR COMMITTEE
20 June 2006

<p>EVSC7</p>	<p>LEGAL AND ADVICE FUNDING 2006-2010 – Report of the Assistant Chief Executive (Strategy). To agree core grant funding to the legal and advice agencies based on the recommendations of the independent evaluation of their services over the last 3 years of funding</p> <p>Members noted the findings from the MBA evaluations of the Citizens Advice Bureau, Haringey Law Centre and Angolan and Cabinda Community Associations. In summary, the Citizens' Advice Bureau was performing very well and had adopted methods to manage waiting periods. The Angolan and Cabinda Community Associations were providing a good service on immigration law for which they receive funding and future funding will be conditional on them ensuring the Council's funding continues to be used for this purpose only.</p> <p>The Haringey Law Centre were being assisted by MBA and the CVST with an improvement plan based on the findings of the MBA evaluation. While this work is being undertaken and to bring the Law Centre to a point where they could be sustainable grant will be awarded to 31st March 2008. This would be subject to a further report to the Executive Voluntary Sector Committee before grant to 2010 would be allocated.</p> <p>In response to member's queries about the change of name of the Centre from Tottenham Law Centre to Haringey Law Centre; officers explained that the service was not exclusively for Tottenham. The change in name reflected the use and work of the centre for all Haringey residents and in this respect would attract more funding. Members noted that a new Centre Manager would be appointed.</p> <p>Officers advised that the immediate objectives of a borough wide Advice Strategy could be addressed through the existing Anti Poverty Strategy.</p> <p>RESOLVED</p> <ol style="list-style-type: none"> 1. That the funding recommendations set out in 5.5.1 and 5.5.4 of the report, up to March 2010 be agreed. 2. That a borough wide Advice Strategy as set out in 5.5.2 be developed 3. That inflation be added to the core grant for advice agency from April 2007 to the end of the newly agreed funding agreement as set out in 5.5.5 of the report. <p>The meeting ended at 8.40 pm</p>	<p>ACE Strategy</p>
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