



---

## Overview and Scrutiny Committee

---

MONDAY, 11TH JANUARY, 2010 at 18:00 HRS - CIVIC CENTRE, HIGH ROAD, WOOD GREEN, N22 8LE.

MEMBERS: Councillors Bull (Chair), Adamou (Vice-Chair), Adje, Aitken, Mallett, Newton and Winskill

Co-Optees: Ms Y. Denny (church representative) plus 1 Vacancy, Ms M Jemide (Parent Governor), Mr J Ejiofor (Parent Governor), Ms S Marsh (Parent Governor), Ms H Kania (LINK Representative)

### AGENDA

#### 1. WEBCASTING

**Please note:** This meeting may be filmed for live or subsequent broadcast via the Council's internet site - at the start of the meeting the Chair will confirm if all or part of the meeting is being filmed. The images and sound recording may be used for training purposes within the Council.

Generally the public seating areas are not filmed. However, by entering the meeting room and using the public seating area, you are consenting to being filmed and to the possible use of those images and sound recordings for webcasting and/or training purposes.

If you have any queries regarding this, please contact the Committee Clerk at the meeting.

#### 2. APOLOGIES FOR ABSENCE

#### 3. 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 15 below. New items of exempt business will be dealt with at item below).

#### **4. 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 judgment of the public interest **and** if this interest affects their financial position or the financial position of a person or body as described in paragraph 8 of the Code of Conduct **and/or** if it relates to the determining of any approval, consent, licence, permission or registration in relation to them or any person or body described in paragraph 8 of the Code of Conduct.

#### **5. DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS**

To consider any requests received in accordance with Part 4, Section B, paragraph 29 of the Council's constitution.

#### **6. MINUTES (PAGES 1 - 24)**

To approve the minutes of the Overview & Scrutiny Committee meetings held on:

- i. 14<sup>th</sup> September 2009
- ii. 1<sup>st</sup> October 2009 (Call-in)
- iii. 21<sup>st</sup> October 2009
- iv. 26<sup>th</sup> October 2009

#### **7. CABINET MEMBER QUESTIONS: CABINET MEMBER FOR LEISURE, CULTURE AND LIFELONG LEARNING (PAGES 25 - 28)**

Briefing and answers to questions from Councillor Basu, Cabinet Member for Leisure, Culture and Lifelong Learning.

#### **8. CABINET MEMBER QUESTIONS: CABINET MEMBER FOR ADULT SOCIAL CARE AND WELLBEING (PAGES 29 - 30)**

Briefing and answers to questions from Councillor Dogus, Cabinet Member for Adult Social Care and Wellbeing.

**9. QUARTERLY COUNCIL PERFORMANCE EXCEPTIONS REPORT & QUARTERLY COUNCIL BUDGET MONITORING EXCEPTIONS REPORT (PAGES 31 - 80)**

To receive the exceptions report on financial and performance information for the year to November 2009.

**10. OUTCOME OF THE DEPARTMENT OF HEALTH NATIONAL SUPPORT TEAM HEALTH INEQUALITIES (NSTHI) VISIT (PAGES 81 - 84)**

To receive the report detailing the outcome of the Department of Health National Support Team Health Inequalities (NSTHI) visit.

**11. COMPREHENSIVE AREA ASSESSMENT REPORT (PAGES 85 - 96)**

To receive the results of the 2009 Comprehensive Area Assessment published in December 2009.

**12. CARE QUALITY COMMISSION ANNUAL PERFORMANCE ASSESSMENT - ADULTS (PAGES 97 - 120)**

To receive the Care Quality Commission's Annual Performance Assessment of Adults Social Care.

**13. REVIEW OF SUSTAINABLE TRANSPORT - SCOPING REPORT (PAGES 121 - 156)**

To receive the scope and terms of reference for the scrutiny review of sustainable transport in Haringey.

**14. REVIEW OF BREAST SCREENING - SCOPING REPORT (PAGES 157 - 182)**

To receive the scope and terms of reference for the scrutiny review of breast screening services.

**15. NEW ITEMS OF URGENT BUSINESS**

**16. FUTURE MEETINGS**

Wednesday 20<sup>th</sup> January 2010

Monday 1<sup>st</sup> February 2010

Monday 15<sup>th</sup> February 2010

Monday 8<sup>th</sup> March 2010

Monday 15<sup>th</sup> March 2010

Ken Pryor  
Deputy Head of Local Democracy and  
Member Services  
River Park House  
225 High Road  
Wood Green  
London N22 8HQ

Natalie Cole  
Principal Committee Co-Ordinator  
Tel: 020-8489 2919  
Fax: 020-8489 2660  
Email: [Natalie.Cole@haringey.gov.uk](mailto:Natalie.Cole@haringey.gov.uk)

Tuesday 22<sup>nd</sup> December 2009

**MINUTES OF THE OVERVIEW AND SCRUTINY COMMITTEE  
MONDAY, 14 SEPTEMBER 2009**

Councillors Councillors Bull (Chair), Adamou (Vice-Chair), Aitken, Mallett, Newton and Winskill

Apologies Councillor Adje, Ejiofor and Marsh and H. Kania

Also Present: Yvonne Denny, P. Moffatt (LINK), M. Jemide  
Councillors Basu, Dogus, Egan, Jemide, Hare and Santry and Council Officers

<b>MINUTE NO.</b>	<b>SUBJECT/DECISION</b>
<b>OSCO30.</b>	<b>WEBCASTING</b>  The meeting was recorded for live or future broadcasting on the Council's website.
<b>OSCO31.</b>	<b>APOLOGIES FOR ABSENCE</b>  Apologies for absence were received from Councillor Charles Adje, Joseph Ejiofor (Parent Governor), Helena Kania (LINKs) and James Slater (NHS).
<b>OSCO32.</b>	<b>URGENT BUSINESS</b>  There were no items of urgent business.
<b>OSCO33.</b>	<b>DECLARATIONS OF INTEREST</b>  Councillor Toni Mallett declared a personal interest in item 7, Cabinet Member Briefing for Adult Social Care and Wellbeing, as she was a member of the Carers Partnership Board and a Carer.  Councillor Gina Adamou declared a personal interest in item 7, Cabinet Member Briefing for Adult Social Care and Wellbeing, as her daughter was a social worker in Haringey.
<b>OSCO34.</b>	<b>DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS</b>  There were no deputations, petitions, presentations or questions.
<b>OSCO35.</b>	<b>ORDER OF AGENDA</b>  <b>RESOLVED</b>  That the order of the agenda be varied to accommodate councillors who were required to attend other meetings. The minutes will appear in the same order as items listed on the agenda.

**MINUTES OF THE OVERVIEW AND SCRUTINY COMMITTEE  
MONDAY, 14 SEPTEMBER 2009**

<p><b>OSCO36.</b></p>	<p><b>CABINET MEMBER QUESTIONS: CABINET MEMBER FOR LEISURE, CULTURE &amp; LIFELONG LEARNING</b></p> <p>The Committee received the briefing from Councillor Dhiren Basu (Cabinet Member for Leisure, Culture and Lifelong Learning) and advance questions and responses.</p> <p>The Committee enquired about Risley Avenue allotments and was informed by John Morris (Assistant Director - Recreation Services) that the Department was working closely with the Housing Service to create sufficient community interest and agree how the site could be resourced.</p> <p>The Committee requested a briefing note on the progress of the Cultural Strategy and a review of the timelines in which the Council aimed to produce a final draft of the Strategy; mid-November had been proposed, which members did not feel was realistic.</p> <p>The Committee was informed of the People Network initiative (lead by the Library department in partnership with the IT department) to install the internet in all public libraries for community use. A procurement exercise was taking place. The PCT were funding well-being suites for libraries and there were also discussions taking place with the Primary Care Trust (PCT) about the possibility of health-check clinics in libraries.</p> <p>In response to the Committee's questions the Assistant Director – Recreation Services informed members that all emergency services had access to the locks on park gates and the order in which parks were locked was flexible.</p> <p>The Committee noted Councillor Egan's concern that residents over 60 were required to register for an Active Card in order to take advantage of the free swimming offered and emphasised that access should be made easier.</p> <p><b>RESOLVED</b></p> <p>That the briefing be noted.</p>
<p><b>OSCO37.</b></p>	<p><b>CABINET MEMBER QUESTIONS: CABINET MEMBER FOR ADULT SOCIAL CARE AND WELLBEING</b></p> <p>The Committee received the briefing from Councillor Dilek Dogus (Cabinet Member for Adult Social Care and Wellbeing) and advance questions and responses.</p> <p>The Committee noted that measures had been taken to make safeguarding and partnership working the main priorities, including the appointment of an independent chair of the Safeguarding Board and implementing the key actions and recommendations from the recent Independence, Wellbeing and Choice Inspection.</p>

**MINUTES OF THE OVERVIEW AND SCRUTINY COMMITTEE  
MONDAY, 14 SEPTEMBER 2009**

Lisa Redfern (LB Haringey Assistant Director – Adult & Commissioning Services) informed the Committee, in response to questions on policy for people with dementia, that there were different levels of dementia and those with dementia were provided with the appropriate support package and this was monitored. The Committee would be provided with a briefing note on sheltered housing detailing what the term meant and the key priorities for a sheltered housing scheme and details on self-assessments.

The Committee asked for a briefing note on the improved joined-up working between Haringey and the Primary Care Trust (PCT) and how new cases, particularly Mental Health cases, were brought into the system, including key contact phone numbers.

The Committee was concerned about the delay in receiving the Haringey PCT budget and were informed that regular joint meetings with PCT staff including monthly budget meetings and quarterly management meetings took place.

The Committee expressed the importance of consulting with other groups including doctors and local groups regarding communication from the PCT and Haringey on health matters.

The Committee was informed that consultations with local groups and individuals and raising the awareness of the personalisation programme (to help people arrange their care in the way they need it) were on-going. Information on the work being done to educate carers on the personalisation programme would be circulated to the Committee.

The Committee was concerned about resourcing of the 2012 Olympics and whether initiatives were in place to encourage young people to start training or to volunteer to help. The Assistant Director - Recreation Services explained the number of initiatives in place and stated that as part of the Culture Plan the Council had obtained an events grant to pay for events to celebrate the 2012 Olympics and was constantly submitting bids for further funding. The Committee requested a report detailing the activities conducted by the Council in the run up to the Olympics.

The Committee requested details of the public consultation on the master-planning of Down Lane Park to be circulated. Councillor Basu assured the Committee that the Ward Councillor was involved in the planning process and any loss of land in one area of the park would be regained in another area of the park.

The Committee requested a breakdown of the £435k income received by the Parks Service.

Diana Edmunds (Assistant Director – Culture, Libraries and Learning) stated that there were plans to publish regular newsletters updating the local community on funding, opportunities and work being

**MINUTES OF THE OVERVIEW AND SCRUTINY COMMITTEE  
MONDAY, 14 SEPTEMBER 2009**

	<p>undertaken.</p> <p>The Assistant Director - Recreation Services provided the Committee with a breakdown of the new arrangements for the Park Force teams that provided different levels of response: Core Response Unit, Parks Unit and Safer Neighbourhood Teams. Fortnightly review meetings occurred between the Council and the Police.</p> <p><b>RESOLVED</b></p> <p>That the briefing be noted.</p>	
<p><b>OSCO38.</b></p>	<p><b>THE SAFER AND STRONGER COMMUNITIES ACTION PLAN</b></p> <p>Wayne Longshaw, Interim Assistant Chief Executive - Policy, Performance, Partnership and Communication (PPPC), introduced the report highlighting the seven key objectives in appendix 1 of the report.</p> <p>The Committee requested further details on Capital Funding Projects within the Safer Communities Capital Fund.</p> <p>The Committee expressed a need for minimum standards for Neighbourhood Watches particularly regarding signs being erected in neighbourhoods. Mr Longshaw agreed to ensure an update was sent to members on where the Council was in regards to standards and other Neighbourhood Watch arrangements.</p> <p><b>RESOLVED</b></p> <p>i. That the adoption of the problem-solving model and arrangements for robust and regular monitoring of performance against actions and targets be noted.</p> <p>ii. That the progress against targets and actions be noted.</p>	
<p><b>OSCO39.</b></p>	<p><b>STROKE PREVENTION REPORT - NHS HARINGEY RESPONSE</b></p> <p>CLERKS NOTE At this point in the meeting Councillor Adamou took over as Chair.</p> <p>The Committee received the NHS Haringey response to the Scrutiny Review of Stroke Prevention introduced by Eugenia Cronin (NHS Haringey).</p> <p><b>RESOLVED</b></p> <p>That the response be noted.</p>	



**MINUTES OF THE OVERVIEW AND SCRUTINY COMMITTEE  
MONDAY, 14 SEPTEMBER 2009**

OSCO40.	<p><b>HIGH INTENSITY USERS UPDATE - NHS HARINGEY RESPONSE</b></p> <p>This item was deferred until the next meeting of the Overview &amp; Scrutiny Committee.</p>
OSCO41.	<p><b>SPORTS AND PHYSICAL ACTIVITY STRATEGY</b></p> <p>The Committee received the presentation by Andrea Keeble (Sport &amp; Recreation Programme Manager) updating on the 2005 Sport and Physical Activity Strategy and asking for the Committee's steer on how to take a review of the strategy forward.</p> <p>The Committee asked what savings could be made by the establishment of a leisure trust. The Assistant Director - Recreation Services explained that the Council would benefit from tax savings in relation to non-domestic rates as the leisure trust would be a non-profit organisation.</p> <p><i>CLERKS NOTE</i> <i>Councillor Bull returned to the meeting and took over as Chair.</i></p> <p>The Committee noted the need for a swimming pool in the Wood Green area and raised concerns that 8 out of 11 key performance indicators were not being met, questioning whether the wrong targets were being used. The Assistant Director – Recreation Services explained that the targets were based on information from the recent National Active People Survey and focused on participation within the Borough and not on the Council's provision (which counts for only 15% of total activity).</p> <p>The Committee emphasised the importance of joint working with other organisations including private sports clubs in the Borough and were informed that the Council worked with voluntary sector sports providers and others including the Tottenham Hotspur Football Club Foundation which were part of the Council's Community Sports and Physical Activity Network.</p> <p>In response to the Committee's concerns about provision for Looked After Children (LAC) the Assistant Director – Recreation Services informed members that pilot initiatives were being developed by the Recreation and Children &amp; Young People's Departments.</p> <p>The Committee expressed concerns that there was a lack of Olympic focus and The Committee requested a briefing note about the implications and benefits of establishing a Leisure Trust to manage the leisure facilities in the Borough. Members would respond to the information in order to inform the strategy.</p> <p>The Committee requested a briefing note on the Council's negotiations with the Tottenham Hotspur Football Foundation in relation to task no. 44 of the Sport &amp; Physical Activity Strategy Action Plan 2005.</p>

**MINUTES OF THE OVERVIEW AND SCRUTINY COMMITTEE  
MONDAY, 14 SEPTEMBER 2009**

	<p><b>RESOLVED</b></p> <p>That the review be noted and that the Committee be updated as the new Sports Strategy is developed.</p>	
<p><b>OSCO42.</b></p>	<p><b>ALLOTMENTS UPDATE</b></p> <p>John Morris (Assistant Director - Recreation Services) and Alex Fraser (Arboricultural Officer) presented the report.</p> <p>In response to the Committee's suggestion that unused land should be turned into allotments the Assistant Director – Recreation Services highlighted the difficulties with land ownership and land classification.</p> <p>Committee members asked about the on-going issue regarding Thames Water potentially selling a site at Fortis Green that the site association (set up by local residents) objected to. The Assistant Director – Recreation Services explained Thames Water had withdrawn from selling the site at auction and negotiations would take place about possibility of the site association purchasing the land. Council officers and Councillor Canver, Cabinet Member for Enforcement and Safer Communities, were working closely with the residents' association to plan recreational use of the site.</p> <p>The Committee asked if young people were being encouraged to grow food and were informed that some allotments sites worked with local schools independently and the Children's Services department ran an environment education programme which some allotment schemes were involved with.</p> <p>Councillor Santry who attended the meeting expressed concerns that a number of plots in the White Hart Lane Ward were underused and not managed and that this was a waste of resources. The Assistant Director – Recreation Services informed members that these plots would be let in the next 6 months. A role had been created by the Allotments Forum for a Site Associations Secretary (a role not funded by the Council) who would be responsible for managing allotment tenancies, site inspections and follow-up duties. The Council provided allotment sites with grants of between £100 and £700 towards basic repairs and there were other organisations which provided some support for allotments.</p> <p>The Committee noted that the letting of derelict plots and security was problematic although the problem had improved in recent years with the Arboricultural Officer being in post. The Assistant Director of Recreational Services explained that bids for funding to improve sites were made, although not always successful, and some discussions with stakeholders had occurred regarding site rent increases.</p> <p><b>RESOLVED</b></p> <p>That the report be noted.</p>	

**MINUTES OF THE OVERVIEW AND SCRUTINY COMMITTEE  
MONDAY, 14 SEPTEMBER 2009**

<p><b>OSCO43.</b></p>	<p><b>MINUTES</b></p> <p><b>RESOLVED</b></p> <p>i. That the minutes of the meeting held on 27<sup>th</sup> July 2009 be confirmed as a correct record of the meeting subject to the amendment of minute no. OSCO21 to include that the Committee challenged the quality of the response to the question on Value for Money (advance question 25).</p> <p>ii. That the minutes of the meeting held on 29<sup>th</sup> July 2009 be confirmed as a correct record of the meeting.</p>
<p><b>OSCO44.</b></p>	<p><b>NEW ITEMS OF URGENT BUSINESS</b></p> <p>There were no new items of urgent business.</p>
<p><b>OSCO45.</b></p>	<p><b>FUTURE MEETINGS</b></p> <p>Thursday 17<sup>th</sup> September 2009  Monday 26<sup>th</sup> October 2009  Monday 23<sup>rd</sup> November 2009  Thursday 3<sup>rd</sup> December 2009  Wednesday 16<sup>th</sup> December 2009  Monday 4<sup>th</sup> January 2010  Monday 15<sup>th</sup> February 2010  Monday 8<sup>th</sup> March 2010  Monday 29<sup>th</sup> March 2010  April 2010 (to be confirmed)</p>

COUNCILLOR GIDEON BULL

Chair

The meeting ended at 20:50 hrs

**SIGNED AT MEETING.....DAY**

**OF.....**

**CHAIR.....**

This page is intentionally left blank

**MINUTES OF THE OVERVIEW AND SCRUTINY COMMITTEE  
THURSDAY, 1 OCTOBER 2009**

Councillors Councillors Bull (Chair), Adamou (Vice-Chair), Adje, Aitken, Mallett, Newton and Winskill

Apologies J. Ejiofor, S. Marsh and M. Jemide

Also Present: Yvonne Denny and Helena Kania (Local Involvement Network (LINK))

In Attendance: Councillor Wilson and Council Officers

<b>MINUTE NO.</b>	<b>SUBJECT/DECISION</b>
<b>OSCO01.</b>	<p><b>WEBCASTING</b></p> <p>It was noted that the meeting would be web-cast for future or live broadcasting on the Council's website.</p>
<b>OSCO02.</b>	<p><b>APOLOGIES FOR ABSENCE</b></p> <p>Apologies for absence were received from School Governor Co-optees Joseph Ejiofor and Marcelle Jemide and Councillor Matt Davies, primary signatory on the call-in request form.</p>
<b>OSCO03.</b>	<p><b>URGENT BUSINESS</b></p> <p>There was no urgent business.</p>
<b>OSCO04.</b>	<p><b>DECLARATIONS OF INTEREST</b></p> <p>Councillors Bull and Winskill declared personal interests as they were Haringey leaseholders.</p> <p>Councillor Aitken declared a personal interest as he was a Haringey Council Tenant.</p> <p>Councillor Bevan declared a personal interest as the Cabinet Member for Housing who helped to set up the Arms Length Management Organisation (ALMO).</p>
<b>OSCO05.</b>	<p><b>CALL-IN OF DECISION OF THE CABINET OF 8TH SEPTEMBER 2009 REGARDING CAB59 - REVIEW OF THE DECENT HOMES PROGRAMME, PREPARING FOR HFH AUDIT INSPECTION AND REVIEW OF THE MANAGEMENT AGREEMENT</b></p> <p>This special meeting of the Committee was called to discuss the call-in of Cabinet decision CAB59 - Review of the Decent Homes Programme, preparing for Homes for Haringey Audit Inspection and</p>

**MINUTES OF THE OVERVIEW AND SCRUTINY COMMITTEE  
THURSDAY, 1 OCTOBER 2009**

Review of the Management Agreement.

A decision on the item had been taken at Cabinet on 8<sup>th</sup> September 2009 and had been called in, in accordance with the provisions set out in the Council's constitution, by Councillors Davies, Wilson, Hare, Beacham and Engert.

The Committee noted that the Monitoring Officer had ruled the call-in request valid as it met all the six essential criteria:

1. it was submitted and signed by 5 Councillors
2. it was received by the Head of Democratic Services by 10.00 a.m. on the fifth working day following publication
3. it specified the decision to be called in
4. it specified whether the decision was claimed to be outside the policy/budget framework
5. it gave reasons for the Call-In and outlined an alternative course of action
6. the original decision had not been subject to the urgency procedures required in paragraph 18 of the Rules.

Councillor Richard Wilson addressed the Committee to introduce the reasons for the call-in including that despite there being a previous decision to work to a minimum stock condition standard the expensive IRS system and pitched roofs had been installed. The process was not viewed to have been transparent and there had been a failure to adequately consult with leaseholders and the decision taken by the Housing Management Board in 2005 had not been within the Board's decision-making power.

Councillor Wilson urged the Committee to refer the issue back to Cabinet or on to Full Council so that a revised scheme for Decent Homes could be adopted including improved consultation with leaseholders and the opportunity for leaseholders to opt-out of the IRS installation system.

The Committee noted that if leaseholders were allowed to opt-out in the future they would have to agree not to install satellite dishes on Council buildings.

The Committee noted the comments of Anne Goodhew (Vice-Chair of Homes for Haringey Leaseholders Panel) and Anne Crellin (Haringey Leaseholder Association Committee Member) supporting the call-in and highlighting that Haringey's charges for a digital aerial system were higher than neighbouring boroughs, which also provided their leaseholders with the option of opting-out of the scheme. Ms Goodhew and Ms Crellin expressed the opinion that leaseholders felt they had not been adequately consulted and had been charged between £200 and £1100 for Decent Homes work. They requested that Haringey capped the fee to leaseholders for the installation of digital aerials at £300.

The Committee noted the comments of the Council's Senior project

**MINUTES OF THE OVERVIEW AND SCRUTINY COMMITTEE  
THURSDAY, 1 OCTOBER 2009**

Lawyer and the Chief Financial Officer and their ruling that the Cabinet Decision had been within the policy and budget framework. The installation of digital aerials was additional works to the Decent Homes programme although works had been conducted at the same time which ensured efficiency and value for money. The additional work was funded by the Capital Programme. The Senior Project Lawyer explained to the Committee that the original decision taken by the Cabinet in respect of the decent homes standard did not prevent the Council carrying out other works at the same time.

The Committee expressed concerns that leaseholders thought that the billing for Decent homes work and IRS installation work on the same invoice was unclear. The Director of Asset Management explained that for efficiency the two items had been billed on the same invoice.. During consultation estimated costs for works had been provided to leaseholders and were close to the final invoiced amount. The Committee noted that if costs were to exceed the estimate by more than 15% the Council would consult with leaseholders.

The Committee was informed that the Decent Homes Gateway Review report which contained details about the potential £26 million overspend had been made available to the Homes for Haringey Board and the new Decent Homes Board during June and July 2009. Some Committee Members felt that this report should have been made available to Full Council.

The Cabinet Member for Housing addressed the Committee emphasising that leaseholders had been fully consulted on the specifications for Decent Homes works and the installation of IRS systems and highlighted that Haringey offered a range of payment options for leaseholders.

Following the withdrawal of the Cabinet Member, the Committee discussed the proposals. The Committee expressed concerns that the IRS system was installed in housing blocks that were already served by cable television. The Director of Asset Management explained that the Council was required to replace analogue systems, which meant anyone without IRS and not subscribing to satellite or cable television would be unable to receive free to view television channels.

The Committee noted that the IRS installation scheme had begun before the Decent Homes work had started and the decisions to install pitched roofs had been for reasons of sustainability and value for money.

The Head of Housing Strategy, Development & Partnerships emphasised that the Decent Homes Board meeting on 9<sup>th</sup> October 2009 will receive an independent review report on the progress of the Decent Homes Programme and a report about the potential for further procurement efficiencies. The Committee noted that the Council adopted the aspirational standards of the Decent Homes Programme where it made efficiency savings in other areas.

**MINUTES OF THE OVERVIEW AND SCRUTINY COMMITTEE  
THURSDAY, 1 OCTOBER 2009**

	<p>The Committee was informed that the Cabinet was updated on the Decent Homes Programme every 6 months and that the Decent Homes Board (a non-decision making body) had been established and received updates every 2 months.</p> <p>Councillor Bull MOVED a motion that the decision be regarded as being inside the Council’s policy and budget framework. Following a vote, the motion was CARRIED.</p> <p>Councillor Bull then MOVED a motion that the original decision be referred to Full Council. Following a vote the motion FELL.</p> <p>Councillor Winskill then MOVED a motion that the original decision be referred back to Cabinet. Following a vote this motion FELL.</p> <p>Councillor Bull then MOVED a motion that no further action be taken in respect of the decision, thus allowing it to be implemented immediately. Following a vote, the motion was CARRIED.</p> <p><b>RESOLVED</b></p> <ol style="list-style-type: none"> <li>i. To take no further action in respect of Cabinet decision CAB 59, Review of the Decent Homes Programme Year 1, with the following recommendations to be made to the next meeting of Cabinet.</li> <li>ii. That the Overview &amp; Scrutiny Committee receive regular reports, the first at its meeting on 26 October 2009, on the progress of the Decent Homes Programme and including an update on any recent decisions taken in respect of the programme. The report to include detail on spend to date and to investigate and report on the feasibility of including opt-out options for leaseholders in respect of the IRS system.</li> <li>iii. The Cabinet receive reports when the Haringey aspirational standards are implemented in conjunction with the Decent Homes Programme and how they are funded.</li> <li>iv. To recommend that Homes for Haringey carry out a review of the consultation process with leaseholders.</li> </ol>	
--	--	--

COUNCILLOR GIDEON BULL (Chair)

The meeting ended at 20:45 hrs

Councillor .....

Chair

Dated .....



**MINUTES OF THE OVERVIEW AND SCRUTINY COMMITTEE  
WEDNESDAY, 21 OCTOBER 2009**

Councillors Councillors Bull (Chair), Adamou (Vice-Chair), Adje, Mallett and Newton

Apologies Councillor Aitken and Marsh

Also Present: Yvonne Denny, Joseph Ejiofor (Tetherdown Primary School) and Helena Kania (Local Involvement Network (LINK))  
Councillor Egan

<b>MINUTE NO.</b>	<b>SUBJECT/DECISION</b>
<b>OSCO46.</b>	<b>APOLOGIES FOR ABSENCE</b>  Apologies for absence were received from Councillors Winskill (who was substituted by Councillor Scott), Aitken, Harry Turney (NHS) and Sarah Marsh.
<b>OSCO47.</b>	<b>URGENT BUSINESS</b>  There was no urgent business.
<b>OSCO48.</b>	<b>DECLARATIONS OF INTEREST</b>  There were no declarations of interest.
<b>OSCO49.</b>	<b>DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS</b>  There were no such items.
<b>OSCO50.</b>	<b>TRANSFORMING COMMUNITY SERVICES</b>  The Committee received the report, presented by Andrew Williams (Interim Joint Chief Operating Officer, NHS Haringey and NHS Islington), informing the Committee of the development of the Provider Services Alliance for both Haringey and Islington Primary Care Trusts (PCT). The Joint Board was responsible for the provision of local community health services and looking at how value can be added to the social care function in terms of integrating services for the benefit of service users and reducing costs by working together.  The Committee questioned how the Joint Provider Board could work when the social needs, budgets and levels of service for Haringey and Islington were different. Mr Williams acknowledged that PCTs receive allocations based on the national NHS funding model which affects the funding available to commission community health services. He explained that services were still borough-based with separate budgets and discussions were held with commissioners and partners about local needs as well as regular meetings with Cabinet

**MINUTES OF THE OVERVIEW AND SCRUTINY COMMITTEE  
WEDNESDAY, 21 OCTOBER 2009**

	<p>Members and Directors of Social Services.</p> <p>Mr Williams confirmed that both PCT Boards had agreed a memorandum of understanding, which provided a process for resolving any conflicts should these arise between the PCT's and all major service and organisational decisions were made in public by the PCT Boards.</p> <p>The Committee expressed concern that conflicts in pay for roles attracting Inner London Allowance could see staff from Haringey move to Islington. Mr Williams recognised that staff moved for a number of reasons and this was an issue in Haringey, Islington and other PCTs regardless of whether there were joint provider boards. There would be no changes to staff contracts and all staff would be treated equally according to NHS terms and conditions of employment. One of the benefits of the Provider Services Alliance was the ability to offer a wider range of professional development opportunities for staff in both Haringey and Islington which in turn improves access and choice for patients.</p> <p><b>RESOLVED</b></p> <p>That the report be noted.</p>	
<p><b>OSCO51.</b></p>	<p><b>NHS HARINGEY BUDGET</b></p> <p>The Committee received the report, introduced by James Slater (Director of Commissioning West Haringey, NHS Haringey) updating on the 2009/10 budget and current financial performance and identifying key areas of risk that the Primary Care Trust (PCT) faced in achieving a balanced position by the year end. The Committee expressed concern that PCT reserves had been committed yet winter illnesses may put pressure on NHS Haringey. Mr Slater stated that the reserves would be put towards ordinary hospital activity if necessary and emphasised that no patient would be turned away.</p> <p>The Committee highlighted that local press reports highlighted high pregnancy rates and a lack in breast screening for women and asked if the budget was going to address these problems. Mr Williams (Interim Joint Chief Operating Officer, NHS Haringey and NHS Islington) stated that the NHS had invested adequate resources into breast screening; in a deprived and complex community such as Haringey it was difficult to set out an investment plan with new ways of providing services as well as putting in adjustments to make the system sustainable.</p> <p>The Committee questioned how NHS Haringey would stop the existing over-spend and break-even. Mr Slater stated that there were pressures due to costing arrangements and there was a technical process of invoicing, billing and charging for contracts that were commissioned for acute care which NHS Haringey was working on with the Strategic Health Authority for London in order to adjust these</p>	

**MINUTES OF THE OVERVIEW AND SCRUTINY COMMITTEE  
WEDNESDAY, 21 OCTOBER 2009**

	<p>tariffs and work with providers and create more community based services. The Committee were informed that other PCTs in London were facing the same over-spend problems.</p> <p>The Committee requested a future update on the budget and more detail about how much money NHS Haringey had in savings accounts and how the money that NHS Haringey held as an initial contingency of £12m, had been applied through the year.</p> <p><b>RESOLVED</b></p> <p>That the updated 2009/10 budget, and the financial results for the first 5 months, and the risks facing the Primary Care Trust (PCT) for the remainder of the year be noted.</p>
<p><b>OSCO52.</b></p>	<p><b>UNSCHEDULED CARE</b></p> <p>The Committee received the report on unscheduled care (any unplanned contact with the NHS by a person) and a presentation by Dr Klynman (Consultant in Public Health) on accident and emergency (A&amp;E) data from North Middlesex and Whittington Hospital from April 2007 to December 2008. The Committee noted that the majority of patients self-referred to A&amp;E and large numbers of people were discharged from A&amp;E without follow-up, many of these could have been seen elsewhere; only 5% visited their GP prior to A&amp;E attendance.</p> <p>The Committee recognised that the areas where there were high numbers of unregistered patients were also areas with high levels of rented or sheltered accommodation and in response Dr Klynman highlighted that a less complex system of registering with GPs was required for those in deprived areas who did not understand how to access GP services.</p> <p>The Committee were informed that there was a lack of understanding by local people about how to access GP services and a need to refer them back into primary care. All GPs were required to provide emergency appointments but people were not aware of when to call GP surgeries for those emergency appointments and this often resulted in them going to A&amp;E, which was not cost effective.</p> <p>Councillor Egan (in attendance) questioned the future of the walk-in clinic in light of the fact that attendance was low. Mr Slater emphasised that people were still going to A&amp;E where the walk-in centres were more appropriate and a more cost effective way for a patient to be seen and treated by a physician as well as assisted with GP registration. The Committee had concerns that walk-in centres did not provide the same porter service that was found in A&amp;E and so people with disabilities were more likely to go to A&amp;E.</p> <p><b>RESOLVED</b></p>

**MINUTES OF THE OVERVIEW AND SCRUTINY COMMITTEE  
WEDNESDAY, 21 OCTOBER 2009**

	That the report be noted.
<b>OSCO53.</b>	<p><b>UPDATE ON HARINGEY LINK</b></p> <p>The Committee received the annual report 2008/09 of the Haringey Local Involvement Network (LINK), which provided local communities with a voice in how health and social care services were delivered, presented by Helen Kania (Acting Chair, Haringey LINK) and Peter Durrant (Haringey Link). The Committee noted that Haringey LINK was getting more involved in the planning of health and social care and was taking part in neighbourhood meetings and the North Central London Group as well as conducting outreach work in order to ensure there was LINK input in all consultations.</p> <p>In response to the Committee's questions Mr Durrant explained that a series of events had been held to promote Haringey LINK and encourage new members and local and national advertising to raise awareness would continue. Mr Durrant recognised the Committee's concern about the gap in LINK representatives from the mental health side of care. Ms Kania confirmed that LINK was in contact with PALS (the NHS complaints service).</p> <p>The Chair would write a letter to Haringey PCT Board on behalf of the Overview &amp; Scrutiny Committee encouraging it to provide LINK with a seat on the Board.</p> <p><b>RESOLVED</b></p> <p>That the report be noted.</p>
<b>OSCO54.</b>	<p><b>MINUTES</b></p> <p>The minutes would be confirmed at the next meeting.</p>
<b>OSCO55.</b>	<p><b>NEW ITEMS OF URGENT BUSINESS</b></p> <p>There were no new items of urgent business.</p>

COUNCILLOR GIDEON BULL (Chair)

The meeting ended at 19:45

**SIGNED AT MEETING.....DAY**

**OF.....**

**CHAIR.....**

**MINUTES OF THE OVERVIEW AND SCRUTINY COMMITTEE  
MONDAY, 26 OCTOBER 2009**

Councillors Councillors Bull (Chair), Adamou (Vice-Chair), Adje, Aitken, Mallett, Winskill and Davies

Apologies Councillors Canver, Newton and Helena Kania (LINK)

Also Present: Joseph Ejiofor (Tetherdown Primary School) and Sarah Marsh

<b>MINUTE NO.</b>	<b>SUBJECT/DECISION</b>
<b>OSCO56.</b>	<p><b>WEBCASTING</b></p> <p>It was noted that the meeting was web-cast.</p>
<b>OSCO57.</b>	<p><b>APOLOGIES FOR ABSENCE</b></p> <p>Apologies for absence were received from Councillors Canver and Newton and Helena Kania (LINK).</p>
<b>OSCO58.</b>	<p><b>URGENT BUSINESS</b></p> <p>There was no urgent business.</p>
<b>OSCO59.</b>	<p><b>DECLARATIONS OF INTEREST</b></p> <p>Councillor Bull declared a personal interest in agenda items 6 (Cabinet Member for Housing Services questions) and 12 (Homes for Haringey Half Year Performance Report) as he was a Council leaseholder.</p> <p>Councillor Aitken declared personal interests in items 6 (Cabinet Member for Housing Services questions), 11 (Decent Homes Half Year Report) and 12 (Homes for Haringey Half Year Performance Report) as he was a Council tenant.</p> <p>Councillor Mallett declared a personal interest in item 15 (Support to Carers) as she was a carer.</p>
<b>OSCO60.</b>	<p><b>DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS</b></p> <p>There were no deputations, petition, presentations or questions.</p>
<b>OSCO61.</b>	<p><b>CABINET MEMBER QUESTIONS: CABINET MEMBER FOR HOUSING SERVICES</b></p> <p>The Committee received the briefing and advance questions from Councillor Bevan, Cabinet Member for Housing Services, and Members were invited to ask supplementary questions.</p>

**MINUTES OF THE OVERVIEW AND SCRUTINY COMMITTEE  
MONDAY, 26 OCTOBER 2009**

	<p>In response to the Committee's concerns about the future of sheltered housing, Niall Bolger (Director of Urban Environment) explained that: sheltered housing covered a range of care from light-touch to more intensive extra care depending on individual needs; current housing was not necessarily fit for purpose and there was a gap in provision and a reconfiguration of the service would enable better provision. The Committee requested a briefing note on the reasoning behind plans to demolish four of the Borough's sheltered housing units.</p> <p>The Committee noted that the Older People's Housing Strategy would look at meeting service users' requirements without moving them out of their homes.</p> <p>The Committee would be sent more information on the length of time households were housed in Temporary Accommodation. Phil Harris (Assistant Director of Strategic and Community Housing) informed members that households were given the choice on whether to accept a permanent dwelling or remain in Temporary Accommodation.</p> <p>The Committee requested 3-monthly updates on Fire Risk Assessments in high rise blocks.</p> <p>The Committee noted that a decision had not been made on whether to cap leaseholder charges for digital aerials (IRS system) but consultations with residents were taking place and results would be considered and further work on the strategy for introducing the digital aerials would be conducted.</p> <p>The Committee emphasised the need to conduct maintenance work to Council properties at the same time as works on the Decent Homes programme.</p> <p><b>RESOLVED</b></p> <p>That the briefing be noted.</p>
<p><b>OSCO62.</b></p>	<p><b>CABINET MEMBER QUESTIONS: CABINET MEMBER FOR ENVIRONMENT AND CONSERVATION</b></p> <p>The Committee received the briefing and advance questions from Councillor Haley, Cabinet Member for Environment and Conservation, and Members were invited to ask supplementary questions. Council officers Beverley Taylor (Assistant Director – Frontline Services) and Joan Hancox (Head Of Sustainable Transport) were in attendance.</p> <p>The Committee highlighted the difference in the cleanliness and maintenance between roads under the responsibility of Homes for Haringey (HfH) and public highways and officers recognised the need to inspect but highlighted that those roads under HfH were considered private roads. The Committee were informed that the Council used a contractor to monitor performance and perception of street cleanliness across the Borough and HfH estates. The Committee requested a</p>

**MINUTES OF THE OVERVIEW AND SCRUTINY COMMITTEE  
MONDAY, 26 OCTOBER 2009**

	<p>briefing note on the strategy to deal with litter and maintenance in HfH streets. Committee members would be sent a schedule of environmental maintenance of areas by postcode as well as results of surveys detailing residents' perceptions.</p> <p>Committee members questioned the safety implications of faded road markings and officers explained that road maintenance and public safety were priorities including pavement defects; road makings were renewed when transport schemes were put in place.</p> <p>The Committee was informed that in addition to investing in the coaching and physiotherapy of elite athletes in the Borough the Council had submitted a bid for Haringey to be a training venue during the 2012 Olympic Games and further funding, if received, would be used to redevelop the White Hart Lane sports centre. Local residents had also been involved in the pre-volunteering programme and local businesses would also benefit. The Committee requested a briefing note on how the £180k Olympic fund would be used.</p> <p>The Committee questioned whether the Borough was working with local bus operators to improve routes for the benefit of the community. Officers affirmed that transport liaison meetings took place and people could feed into discussions about the development of services and routes by contacting Joan Hancox, Councillor Haley or Malcolm Smith (Team Leader, Transportation). In response to concerns that transport in the Borough should be more inclusive of older and disabled people, the Director of Urban Environment explained that a new mobility scheme had recently been launched where vehicles were available to transport people with disabilities.</p> <p><b>RESOLVED</b></p> <p>That the briefing be noted.</p>
<p><b>OSCO63.</b></p>	<p><b>CRIME FIGURES - HALF YEAR UPDATE - TO FOLLOW</b></p> <p>The Committee received the Community Safety Half-Year report (2009/10) introduced by Jean Croot (Head of Safer Communities and Stronger Communities Service) and Dave Grant (Borough Commander).</p> <p>The Committee noted the hard work of the Borough Commander and police and Council staff, which was reflected in the performance report but expressed concern that violent crime was still rising.</p> <p>In response to the Committee highlighting the recent news that armed police would patrol estates the Borough Commander explained that this did not mean that there would be routine armed patrols but these patrols would be deployed in cases of serious incidents.</p> <p>In response to the Committee's questions about how young males at risk of being targeted by extremist groups could access support, the</p>

**MINUTES OF THE OVERVIEW AND SCRUTINY COMMITTEE  
MONDAY, 26 OCTOBER 2009**

	<p>Borough Commander explained that the police relied on the local community to highlight young people at risk.</p> <p>The Committee requested details on funding spent on delivering frontline services, which would be circulated after the meeting. Members noted that up-to-date figures for individual wards could be found on the Metropolitan Police and Home Office websites.</p> <p>The Committee recognised the importance of victim support services being available for young people exposed to domestic violence and violent crime as well as drug support services. The Borough Commander informed members that most schools had policies dealing with drugs; the Police would not get involved until other pathways for young people had been exhausted. The relevant contact details for these support services would be circulated to members.</p> <p><b>RESOLVED</b></p> <ol style="list-style-type: none"> <li>i. That the current performance and the mitigating actions to address the areas of concern be noted;</li> <li>ii. That the ongoing arrangements for the performance management of targets under the responsibility of the Safer Communities Partnership under the Local Area Agreement (LAA) be noted.</li> </ol>
<p><b>OSCO64.</b></p>	<p><b>HIGH INTENSITY USERS UPDATE - NHS HARINGEY RESPONSE</b></p> <p>The Committee received the update report on the management of high intensity users of healthcare introduced by James Slater (Director of Commissioning, NHS Haringey). The Committee noted that the report was in draft format and the final version would be circulated</p> <p>In addition to more effective arrangements for the role of the Community Matrons, monthly meetings between the Director of Adult Services, Mr Slater and Andrew Williams (Interim Joint Chief Operating Officer NHS Haringey and Islington) had been established to discuss priority areas and a joint action plan would be brought to the Overview &amp; Scrutiny Committee once finalised.</p> <p>The Committee noted that Clinicenta was an independent sector healthcare provider, commissioned at pan-London and North London level, and funded by “top-sliced” PCT monies. As such, NHS Haringey was commissioning a range of community-based services from Clinicenta, in addition to the services provided by NHS Haringey itself.</p> <p>The Committee questioned the authority that would be given to Community Matrons. Mr Slater explained that the role of the Community Matron would be to support, encourage and assist people to remain in their homes. Their authority included a duty to act on issues such as neglect or abuse.</p>



**MINUTES OF THE OVERVIEW AND SCRUTINY COMMITTEE  
MONDAY, 26 OCTOBER 2009**

	<p>In response to the Committee's concerns Mr Slater recognised that stroke rehabilitation had to be more local. He described the work being done across London regarding stroke e.g. the hyper-acute units into which local rehabilitation services would fit within a clear "pathway".</p> <p>The Committee noted that swine-flu vaccinations were currently being distributed to hospitals and GPs.</p>	
<p><b>OSCO65.</b></p>	<p><b>QUARTERLY COUNCIL PERFORMANCE EXCEPTIONS REPORT &amp; QUARTERLY COUNCIL BUDGET MONITORING EXCEPTIONS REPORT</b></p> <p>The Committee received the report on the performance of the Council and partners in relation to Local Area Agreement and Sustainable Community Strategy Outcomes introduced by Eve Pelekanos (Corporate Head of Performance &amp; Policy).</p> <p>Graham Oliver (Head of Finance – Accounting Control) introduced the Finance section of the report and the Committee noted that the under-spend highlighted in the report was mainly due to schemes being deferred. The Committee's suggestion that Treasury Management training be provided to all members of the Council was noted by officers.</p> <p>The Deputy Director – Children &amp; Families was asked to circulate further information on costs of support to families at the different stages of service to members after the meeting. The Committee expressed concerns that the target of 53% of children being assessed within 7-days was low. The Deputy Director – Children &amp; Families explained that whilst this seemed like a low target, it took into account the backlog of cases and did not mean that children were not being assessed. The target would rise later in the year and was being closely monitored by the Government of London (GOL) and the Department for Children, Schools and Families (DCSF).</p> <p>Committee members noted, in response to their concerns about the length of time taken to complete assessments, that the Council received 200 referrals each week and prioritised using as much information as could be gathered.</p> <p>The Committee asked for more information to be provided after the meeting on the cost of support provided to families at the different stages of intervention.</p> <p>Information on what the Haringey Guarantee had achieved would be circulated to members.</p> <p><i>Clerks note: Councillor Adamou took-over as Chair of the meeting while Councillor Bull left the room briefly</i></p> <p>The Committee asked that the Director of Adult, Culture and</p>	

**MINUTES OF THE OVERVIEW AND SCRUTINY COMMITTEE  
MONDAY, 26 OCTOBER 2009**

	<p>Community Services informed members if any budget reductions in response to the budgetary overspend were being planned in Adults Services.</p> <p><i>Clerks note: Councillor Bull returned to the room and took-over as Chair of the meeting.</i></p> <p>The Committee were informed that 15 out of the 45 performance indicators were not included in the report as the information had not been available but this information and the scorecards (which were available on the Council's web-site) would be circulated to Committee members.</p> <p><b>RESOLVED</b></p> <ul style="list-style-type: none"> <li>i. That the report and the progress being made be noted.</li> <li>ii. That the Council budget changes (virements) set out in Appendix 2 of the report.</li> </ul>
<p><b>OSCO66.</b></p>	<p><b>DECENT HOMES HALF YEAR REPORT</b></p> <p>The Committee received the Decent Homes Half Year report introduced by Paul Bridge, Chief Executive - Homes for Haringey (HfH).</p> <p>In response to the Committee's concern, the Chief Executive, HfH, recognised that there was a financial over-spend on the Decent Homes Programme, and explained that it was likely that the Programme would generate savings in the longer term and negotiations were taking place with contractors to ensure value for money. The Council established a Decent Homes Board to scrutinise and monitor the Programme and at its next meeting the Board would consider residents' aspirations and the allocation of the funding.</p> <p>The Committee noted that the Decent Homes funding package enabled national companies to bid for the work but HfH was keen to employ local contractors in the future.</p> <p>Members requested details of the 10 questions in the residents' survey and a breakdown of the answers provided and a briefing note on the cost of bringing the Borough's four sheltered housing establishments up to the Decent Homes Standard.</p> <p>Members expressed that they felt that residents' expectations were unrealistic due to the miss-leading photographs in the Council's Haringey People and tenant magazines.</p> <p><b>RESOLVED</b></p> <p>That the progress to date with Year 2 of the Decent Homes programme be noted.</p>

**MINUTES OF THE OVERVIEW AND SCRUTINY COMMITTEE  
MONDAY, 26 OCTOBER 2009**

<p><b>OSCO67.</b></p>	<p><b>HOMES FOR HARINGEY HALF YEAR PERFORMANCE REPORT</b></p> <p>The Committee received the Homes for Haringey Half Year Performance Report, introduced by Rowann Limond (Director of Finance, Homes for Haringey (HfH)) and Paul Bridge (Chief Executive, HfH).</p> <p>In response to the Committee's concerns about the future of the four Supported Housing sites in the Borough officers clarified that HfH was responsible for the management of the sites but the future of the sites was the responsibility of the Council, which was reviewing the schemes.</p> <p><b>RESOLVED</b></p> <p>That the performance of Homes for Haringey for August 2009 and the actions being taken to improve performance where targets are not being met be noted.</p>
<p><b>OSCO68.</b></p>	<p><b>SCRUTINY REVIEW OF SEXUAL HEALTH IN TEENAGERS</b></p> <p>The Committee received the draft scope of the Scrutiny Review of Sexual Health in Teenagers.</p> <p><b>RESOLVED</b></p> <p>That the scope, terms of reference and work plan for the review of Sexual Health in Teenagers be noted.</p>
<p><b>OSCO69.</b></p>	<p><b>ENGAGING WITH HARD TO REACH COMMUNITIES</b></p> <p>The Committee received the draft scope of the Scrutiny Review of Engaging with Hard to Reach Communities.</p> <p>The Committee asked what plans would be put in place to engage with young people and how services were focussed when half of the population was so young (under 31).</p> <p><b>RESOLVED</b></p> <p>That the scope and terms of reference be approved.</p>
<p><b>OSCO70.</b></p>	<p><b>SUPPORT TO CARERS</b></p> <p>The Committee received the scoping report for the Scrutiny Review of Support to Carers in Haringey.</p> <p><b>RESOLVED</b></p> <p>That the Terms of Reference and scope be agreed.</p>

**MINUTES OF THE OVERVIEW AND SCRUTINY COMMITTEE  
MONDAY, 26 OCTOBER 2009**

<b>OSCO71.</b>	<b>SUPPORT TO VICTIMS OF CRIME</b>  The Committee received the scoping report for the Scrutiny Review of Support to Victims.  <b>RESOLVED</b>  That the scope, Terms of Reference and work plan be approved.	
<b>OSCO72.</b>	<b>NEW ITEMS OF URGENT BUSINESS</b>  There were no urgent items.	

The meeting ended at 21:15 hrs.

COUNCILLOR GIDEON BULL

Chair

Councillor .....

Chair

**SIGNED AT MEETING.....DAY**

**OF.....**

**Agenda Item 7**  
**Amended version to include Recreation Services**

**Cabinet Member Briefing for Overview & Scrutiny – December 2009**

**Leisure, Culture and Lifelong Learning**

---

The portfolio for Leisure, Culture and Life Long learning is covered by two business units;

---

**Culture, Libraries and Learning**

Haringey Culture, Libraries & Learning is a business unit within the Adult, Culture and Community Services Directorate. The service has a net revenue budget of £6.5m (gross £10.4m). 268 staff, including casual and sessional staff, (175.5 FTE) are employed across nine libraries and the mobile library and house-bound services, Bruce Castle Museum and Archives, and two Adult Learning Centres, one in Wood Green and one in White Hart Lane. The business unit provides high quality services; in December 2009, Bruce Castle Museum received the National Customer Service Award for Public Sector and Education; in April 2009, HALS passed the Ofsted inspection with 2 stars. In the Comprehensive Performance Assessment scorecards for 2008, Cultural Services scored a 4 out of 4 rating, and we continue to aim to improve – in terms of innovation, customer satisfaction and value for money.

and;

**Recreation Services**

Recreation Services is a business unit /division of the Adults, Culture and Community Services directorate. The Service has a net revenue budget of £7.1m (gross £16.9m), and currently manages a capital programme of £9m (59% externally funded). Approximately 241 staff are employed across Sports & Leisure Services (Tottenham Green Leisure Centre, Park Road Leisure Centre, and White Hart Lane Community Sports Centre), Parks Services (Parks, Conservation Areas, Allotments, Open Space), Bereavement Services (Enfield Crematorium/Cemetery, Wood Green and Tottenham Cemeteries), Policy & Development Team, and Business Support Team.

---

The key priorities, achievements and performance for these units to date include:

**Delivering High quality, efficient services**

*Delivering customer focused, cost effective services that are responsive to people's needs, producing increased satisfaction reflected in a high performing organisation that delivers value for money.*

**Culture, Libraries and Learning**

Performance in 2008/2009 was good:

- Visits to Libraries per 1,000 population – target 9,000, achieved 9,524.
  - Use of Museums per 1,000 population – target 194, achieved 208
  - Cost per visit to Public Libraries – target £2.78, achieved £2.58
  - There were 3,600 enrolments in Adult Learning Courses
  - We had 2,138,204 visits to public libraries in 08/09.
  - 43,720 people visited the Museum in person and a further 2,784 used the service remotely or through Outreach service delivery.
- 
- Early indications are that this performance will be exceeded in the current year. The use of libraries in the Borough has increased over the last quarter. The October figures were particularly high at almost 195,000 visitors, the highest monthly figure for four years.
  - We constantly update and review the facilities provided in our libraries. Alexandra Park has been renovated and was re-launched in October and good customer feedback has been received on the improvements
  - Upgrading the People's Network is now in progress. The People's Network provides access to the internet, and it is particularly important to provide this access for those affected by the "digital divide",
  - Haringey Libraries now has a Twitter site which enables us to engage with the wider community. The site, although recently established, has more followers than any other London library site.
  - Visits to Bruce Castle Museum and the Markfeld Beam Engine Museum have also increased.
  - Bruce Castle Museum has just received the National Customer Service Award for Public Sector and Education.
  - A computerised catalogue for has been introduced in our archives service: this will improve efficiency dramatically and, in the longer term, will allow our customers greater access to our archive collection.
  - HALS is developing well following the successful Ofsted ReInspection. Enrolments to Adult Learning courses have increased significantly this term - enrolments have increased by 36% on the previous year and learners have increased by 29%, with 55% of annual targeted learners achieved so far in the first term.
  - HALS has recently been accredited as a YMCA course provider and now provides training in lifestyle management and for fitness instructors, and will be extending its range of courses in the next financial year to include more wellbeing programmes. IT provision is constantly being reviewed and updated and recent additions include courses on Flickr and Blogging

### **Recreation Services**

Improving value for money, consultation and customer satisfaction will be our key improvement themes. We will be actively market testing services on both cost and quality, whilst encouraging external assessment of the services that we provide. Key progress to date:

- Tottenham Green Leisure Centre and Park Road Leisure Centre achieved QUEST accreditation (Commended status) in July 2009.
- Wolves Lane /Faith Plant Centre – secured Cabinet approval 24.2.09 to develop and sustain a more viable operation of the facilities and services at the Wolves

Lane/ Faith Plant Centre after the withdrawal of the previous leaseholders (Livability) who managed the facility.

- Recreation Services recently secured £1m funding/ Cabinet Approval of “Playbuilder” scheme – improvements to Play facilities. Phase 1 contract approved/ let and work commences early in 2010.
  - Wood Green Cemetery awarded Cemetery of the Year Award (Institute of Cemetery & Crematoria Awards) for Engagement and Involvement.
    - Sports & Leisure Subsidy /User Visit :- £1.50 (Target £1.77)
    - Sports & Leisure Satisfaction Excellent/Good (60 second survey) :- 64.7% (Target 70%)
    - Telephone monitoring : 81% 3098 / 3775 (Target 80%)
    - Complaints Stage 1 : 96% 123 / 128 (Target 92%)
    - Complaints Stage 2 : 50% 2 / 4 (Target 85%)
    - Member Enquiries : 92% 108 / 118 (Target 92%)
    - Invoice Payment : 83% 2123 / 2554 (Target 91%)
    - Use of Agency staff : 15.9% 32/205 (Target 12%)
- 

## **A Thriving Haringey**

*Encourage lifetime wellbeing at home, work, play and learning making a Haringey a place where people can flourish and reach their potential. We will tackle decline, attract growth and create a more vibrant local economy. Addressing child poverty and meeting housing demand.*

### **Culture, Libraries and Learning**

Key issues relate to the continued improvement of all services provided by this business unit.

- The first venues/shops have been opened as part of the Picture Windows programme, and these are used to display the work of local artists.
- As part of the strategy to market the attractions of Haringey as a cultural venue, the North London Arts Map has been launched, and we are working with Visit London to improve our strategic approach to cultural tourism.
- The Arty Party was held in December at Jacksons Lane, and we continue to work closely with arts organisations and local artists to ensure a thriving arts infrastructure within the Borough and an increased use of artistic venues, such as Jacksons Lane.
- We are working with local artists to offer them workshops in the space above Stroud Green Library
- The Punch the Crunch initiative, designed to help customers tackle the credit crunch, is well under way in our libraries. We are, for instance, providing knitting and fashion courses to encourage re-cycling, the development of new skills and cost reduction.
- We are continuing to build on consultation already undertaken to develop the draft cultural strategy.

### **Recreation Services**

Developing better facilities, improving access and extending opportunities will drive our improvement programme, with a focus upon increasing sports and physical activity participation, particularly amongst vulnerable communities and young people. Health, volunteering and outcome achievement targets will be closely aligned to both the Council Plan and Local Area Agreement priorities. Our action plan will be embraced and driven through the Wellbeing Strategic Framework, in partnership with Haringey's NHS.

- White Hart Lane Active Strength Gym - Grand Opening Sunday 5th July 09. The gym represents a new chapter in fitness training for borough residents with high quality strength training facilities.
- The 'Make a Change' programme, designed to encourage Haringey adult residents to do more sport and physical activity in support of the HSP LAA target, was launched on Saturday 27<sup>th</sup> June at Ducketts Common, Turnpike Lane.
- Cabinet Report Oct 09 – Tennis Development Plan - the Council, in partnership with Haringey Tennis, have secured in principle agreement with the Tennis Foundation, to fund facility improvements across the Borough.
- Free swimming introduced from 1<sup>st</sup> April 2009 to Over 60s and 16s and under. First half this year : 6,127 registered, and total swim visits up 22% from 87k to 119k.
- A new Outdoor Fitness (Trim Trail) facility installed in Albert Road Recreation Ground.
- Cabinet Report Sep 09 - Football Development Plan – approved borough wide plan, investment programme, funding strategy, and partnership with Tottenham Hotspur Foundation.
- Capital works – to refurbish Tottenham Green Leisure Centre changing accommodation / reception desk started.
- Overview and Scrutiny Review of Sports and Physical Activity Strategy.
- Development of White Hart Lane Community Sports Centre as 2012 'In Games' training venue – Cabinet consideration 15 December 2009.
- Production of Aquatics Development Plan – Cabinet consideration 26 January 2010.
  - Sports & Leisure Usage :- 681k (Target 693k /1.30m)
  - Active Card memberships :- 25.4k (Target 15.4k /16.7k)
  - Active Card Direct Debit :- 4.0k (Target 4.4k /4.7k)
  - Active Card 65+ :- 1.2k (Target 1.4k /1.4k)

---

## **A Cleaner, Greener Haringey**

*Protecting our environment by becoming one of London's greenest boroughs. Reducing our environmental footprint for: waste, transport and energy in our homes, businesses and public buildings to secure a sustainable future for all. Ensuring the streets are cleaner, parks and green spaces are attractive,*

## **Culture, Libraries and Learning**

Key themes are the improvement of our buildings, to improve energy efficiency and to introduce "green" features, to develop the gardens around our buildings and to provide training to encourage our customers to adopt a greener approach to life.



- A loan service for energy monitors has recently been introduced.
- Talis Message will be installed in the early part of 2010: this will send library notifications, including overdue and reservation messages, by text and email thus saving on paper, printing and postage.
- The use of organisations such as Better World books and Amazon enables resources no longer required by our library service to be re-cycled.
- The development of Coombes Croft Library to provide a greener building, with the support of Big Lottery funding. Working with Environmental Resources we are seeking to exploit the existence of the green roof at St Ann's Library and to seek locations for other small green roof programmes.
- We have been awarded funding to provide a range of courses on gardening at Highgate Library, focussing on the Library Garden established there last year.
- We are working to install facilities for cyclists to park their bikes outside some of our libraries.
- We are developing an e-learning strategy for a programme of e-learning courses which will enable learners to access courses without the need to travel.
- Early in 2010 we will be extending our service delivery to include e-books and e-leaflets. Material will be available electronically for download remotely, saving the need to travel to the library and the purchase of multiple copies of books and printing of leaflets.

### **Recreation Services**

The Recreation Services action plan will be drawn together and delivered through the 'Improving the Natural Environment' strand of the 'Greenest Borough Strategy'. The open space improvement programme will continue to focus on raising standards, renewing infrastructure, and improving access and use. It will be set within a wider public realm and area working focus, and contribute to the Local Area Agreement Implementation.

- Approval of a new regenerative filtration system in Tottenham Green Leisure Centre (first in England). Work started in November 09 and completes January 2010.
- Tottenham Green Leisure Centre being recognised as delivering the highest reduction in Carbon Emissions across the Council's property portfolio (23%).
- 11 Green Flags in 2009 for parks and open spaces. (2 new, 9 retained), and 4 Green Pennants won by community gardens (1 new, 3 retained).
- Planted approx 911 new trees in 2008/9 and a further 850 scheduled for 2009/10.
- Cabinet Report Sep 09 - Lordship Restoration Programme – approved RIBA Stage E design/costing and funding strategy.
- Cabinet Report Oct 09 - Biodiversity Action Plan – approved plan which will underpin drive to improve active management of nature conservation and NI 197 performance, and part of Greenest Borough Strategy implementation.
- Muswell Hill Playing Fields phase 1 improvement contract approved/ let, and work commences in January 2010.
- Groundwork led open space improvement projects completed at Belmont, and progressing at Russell Park, Paignton Open Space and Fairlands Open Space.

- Cleanliness - Recreation Areas (NI 195) :- Litter 3% (Target 10%)  
Detritus 17% (Target 20%)
- LAA – Green Flag Awards :- 11 (Target 11/12 )
- LAA – Green Pennant Awards :- 4 (Target 4 /7)
- HfH Grounds Maintenance Satisfaction: - 95% (Target 96%)

---

## **A Safer Haringey**

*Proud of our place: working with local communities to ensure crime is reduced and people feel safer. Tackling anti-social behaviour and domestic violence. Safeguarding vulnerable children and adults.*

### **Culture, Libraries and Learning**

- A programme has been undertaken recently to improve and extend the provision of CCTV across all areas of the Service.
- We have recently run self defence courses to ensure that our staff are more aware of personal safety. These were well received and will be rolled out during the course of next year.
- We continue to work closely to ensure a consistently high standard of cleaning in all our buildings, and we undertake fortnightly deep cleaning of all IT equipment, telephones and faxes, used both by staff and the public.

### **Recreation Services**

- Contract approved to set up Metropolitan Police Safer Parks Team, for 2 years from April 2009.
- Parkforce Stewards (additional frontline staff presence) engaged /inducted, and deployed across 12 main parks from July, with emphasis upon evening and weekend cover.

---

## **A Healthy, Caring Haringey**

*Tackling health inequalities. Promoting independent living: enabling people to remain independent, have choice and control over their lives, whilst protecting the vulnerable. Improving the quality of housing and addressing homelessness.*

### **Culture, Libraries and Learning**

- This year we have further extended the popular Libraries for Health by incorporating personal health checks.
- Two additional wellbeing suites are being installed in our libraries, one at St Ann's and one at Hornsey.
- We are working with Tottenham Hotspurs Football Club Foundation on the Heading for Success Learning programme, combining health education with other Skills for Life courses.
- We are extending the Wellbeing programme into all areas of our activities including Adult Learning and the Museums service.

- Working with Adult Services, reviewing and expanding our services for older people provided both within our Library buildings and via our mobile and house-bound services.
- Vending machines providing medical products have been installed in Wood Green library as part of our programme to develop our services for young people and to provide relevant and innovative services, working closely with Connexions and Youth Services.

### **Recreation Services**

Please see “**A Thriving Haringey**” section which contains recent initiatives/programmes from Recreation Services aimed at improving health and wellbeing in Haringey.

This page is intentionally left blank

**Overview and Scrutiny Committee December 2009:  
Adult Social Care and Wellbeing, Cabinet Member briefing**

**1. Achievements against key outcomes**

- Adult Social Care Services is ***Performing Well***, consistently delivering above the minimum requirements for people, is cost effective and makes contributions to wider outcomes for the community. The next highest score is *Performing Excellently*.
- The Service Inspection (2009) found the Council's capacity to improve as ***Promising***.

In 2009/10 our performance indicators continue to improve well, for e.g. in the period to September 09:

- The number of older people permanently admitted into residential and nursing care was below target (65 against a target of 67). Please note that a 'low' number of admissions equals good performance;
- The number of adults permanently admitted into residential and nursing care was 6 as opposed to a target of 11;
- The percentage of carers receiving a needs assessment or review and a specific carer's service, or advice and information was 14.3% against a target of 11.2%; and
- The percentage of vulnerable people achieving independent living was 81.5% against a target of 75%.

We have made further substantial progress on personalisation with 3 pilots progressing in Physical Disabilities, Learning Disabilities and Older People. The Resource Allocation System development is progressing and supporting the pilots. We continue the work with to complete the cultural shift with front line staff and to help them adopt a personalised approach to care planning and the delivery of the personalisation agenda.

We have expanded our flexible carers scheme and have introduced individual budgets for carers; a new and updated carers strategy went to Cabinet in June 2009; the various carers organisations, including BME carers groups are working together to maximise our support and service offer for carers; carers can access the full range of adult social care training courses; and we have a very vibrant Carers Partnership Board.

We enjoy strong political leadership and support, and the Directorate team has ambition and enthusiasm for further development of high quality services in the borough. We have formalised and enhanced the arrangements for scrutiny and challenge both at member and officer levels, and have improved our systems for scrutinising data quality.

We work collaboratively with our NHS partners and hold a monthly joint leadership meeting, addressing the wider issues across the health and social care agenda. In addition to all regular strategic, operational, multi-agency meetings.

We are continuing to use the **Performance Improvement Plan** as a control mechanism for improvement across adult services and safeguarding. We also have monthly performance 'call-over' meetings to discuss areas for improvement and to monitor plans already in place.

We have learned from the service inspection, and have made some strategic changes to the Directorate such as establishing a specialist safeguarding team.

We have completed a commissioning framework to support transformation, and market development is integral to the programme.

There is a robust process for budget management which includes monthly meetings with budget holders, service managers, Assistant Directors, the Director, Chief Executive callover meetings. We work effectively with partners in scrutinising the Area Based Grant, and appropriate board meetings hold governance oversight of expenditure.

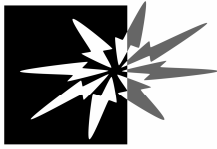
## **2. Priorities for further improvement**

We are keen to learn from best practice developed elsewhere, and we are a member of the London Council Collaborative, undertaking peer reviews on safeguarding and care management practices.

Our strategic business planning addresses the service inspection recommendations, which are on target, and we perceive no impediment to implementing the improvement plan.

Priorities recommended and agreed for further improvement with CQC include:

- Giving further priority to reducing the high level of delayed transfers of care; and
- Fully implement the recommendations from the January 2009 Service Inspection Action Plan.



**Haringey** Council

**Overview and Scrutiny**

**11 January 2009**

**Report Title. Performance Update to November 2009: Local Area Agreement and Sustainable Community Strategy Outcomes**

**Report of The Assistant Chief Executive, Policy, Performance, Partnerships and Communications and Chief Financial Officer**

Signed :

**Contact Officer : Eve Pelekanos/ Margaret Gallagher- Policy and Performance**

**Telephone 020 8489 2508/2971**

**Kevin Bartle – Corporate Finance**

**Telephone 020 8489 3743**

Wards(s) affected: **All**

Report for: **Information**

**1. Purpose of the report**

- 1.1. To report on an exception basis financial and performance information for the year to October/November 2009.
- 1.2. To provide an overview of performance against our Local Area Agreement under the Sustainable Community Strategy Outcomes.

**2. Introduction by Cabinet Member for Performance Management (Cllr Claire Kober)**

- 2.1. The performance on reducing the number of people in temporary accommodation is very encouraging and I am pleased that further falls are reported in this latest period. It is also encouraging to see the reduction in household tonnage and although still below target an increase in recycling performance. It will be important in all of these areas for progress to continue in the run up to year end.

**Introduction by Cabinet Member for Resources (Cllr Bob Harris)**

2.2. I draw attention to section 14 of the report and note that the net overspend forecast for the General Fund has reduced slightly to £1.8m. Pressures remain constant in most service directorates but have increased in Children & Young People's Directorate where the numbers of looked after children has further risen. I urge the relevant Cabinet Members and Service Directors to take all appropriate measures in controlling their budgets and to strive for a balanced budget by the year-end.

**3. State links with Council Plan Priorities and actions and /or other Strategies:**

3.1. This report sets out performance against a number of indicators that measure progress against the Sustainable Community Strategy outcomes. It includes an overview of progress against Haringey's Local Area Agreement targets.

**4. Recommendations**

- 4.1. To note the report and the progress being made.
- 4.2. To note the council budget position.

**5. Chief Financial Officer Comments**

- 5.1. The overall general fund revenue budget, based on the October position shows a small reduction of forecast over spend by £0.1m to £1.8m above budget. There have been further increased client volumes in Children & Young Peoples Service (CYPS), taking their forecast year end position to £3.5m above budget, an increase of £0.5m over the last period. Since the beginning of October, the Council has moved onto a revised price energy contract which should deliver significant savings in energy costs. Current forecasts suggest a net saving of £0.6m against the general fund budget this year.
- 5.2. The dedicated schools budget (DSB) element of the overall Children & Young People's Service budget is projected to spend at budget.
- 5.3. The net revenue projection with respect to the Housing Revenue Account (HRA) is now to achieve an overall budget surplus of £1.0m which is £0.4m above the budgeted figure. The main reason for this is the result of the energy price change as above.
- 5.4. The aggregate capital projected position for 2009/10 shows a reduced underspend of £13.2m equating to 7% of the approved budget. The reasons for this projected variation are detailed later in the report with the majority of the under spends within Children & Young People's Service and Adults, Culture and Community Services.



<p><b>6. Head of Legal Services Comments</b></p> <p>6.1. There are no specific legal implications in this report, but there is likely to be a need for legal advice in future on certain of the specific projects mentioned.</p>
<p><b>7. Equalities &amp; Community Cohesion Comments</b></p> <p>7.1. Equalities are a central thread throughout the Council's performance and many of the indicators have equalities implications. Equality impact is considered alongside performance by services.</p>
<p><b>8. Consultation</b></p> <p>8.1. Throughout the year the report will show the results of consultation with residents, and service users.</p>
<p><b>9. Use of appendices /Tables and photographs</b></p> <p>9.1. Appendix 1 Exception reporting indicators not meeting target</p> <p>9.2. Appendix 2 The full Local Area Agreement scorecard. You can access this scorecard along with other performance reports and scorecards using this link: <a href="http://www.haringey.gov.uk/performance-reports">http://www.haringey.gov.uk/performance-reports</a></p>
<p><b>10. Local Government (Access to Information) Act 1985</b></p> <p>10.1. Budget management papers</p> <p>10.2. Service PI returns</p>

## **12. Background**

- 12.1 This report covers the latest performance information to November 2009. It details performance for Haringey's Local Area Agreement and shows progress against agreed targets for 2009/10. Financial information is based on the council budget monitoring reports prepared for the budget and performance review meetings for period 7.
- 12.2 Appendix 1 details exception performance, where indicators are not meeting target. The full scorecards for the Local Area Agreement/ Haringey Strategic Partnership and the Council can be accessed on the Haringey website (see links in section 10) and include details of all indicators under the relevant priority or outcome. This report summarises performance under the Sustainable Community Strategy Outcomes.

## **13. Overall Progress**

- 13.1 The table below shows the status of Haringey's 35 improvement targets and 10 mandatory educational attainment indicators (figures in brackets) included in the current Local Area Agreement.
- 13.2 In addition we can report that for 14 of the 35 improvement targets or 40%, performance has improved since 08/09, for 3 or 8.5% performance declined and for the remaining 16 data is awaited so unable to assess progress at this time. On the attainment indicators, performance improved for 6 indicators, 3 declined and 1 stayed the same.
- 13.2 Progress on the 13 stretch targets agreed for 2007 to 2010 is positive with six on track to be achieved, three off target and four awaiting data for 2009/10. The 3 that are off target are reported in more detail in Appendix 1- exception report.

Details	Status based on November 2009/10	Total
Number of indicators that are on target	9 +(3)	Green
Number of indicators that are just off target	3 +(2)	Amber
Number of indicators that are off target	7 +(5)	Red
Number of indicators where data not yet available Baseline Year/ No Target/ Not Measured	16	

## Key Performance Messages

### People at the heart of change

- ❖ In-house monitoring results for cleanliness of highways including litter, detritus, graffiti and fly posting are exceeding the targets set for 2009/10 (NI 195). Independent ENCAMS Tranche 2 results covering the period August to November confirms the improvement and that targets are being exceeded in all areas.
- ❖ Although 14 parks and open spaces have green flag status there are currently only 4 green pennants against a target of 7. Achievement of the stretch will be assessed in July 2010.
- ❖ Forecast data for net additional homes provided indicates that there will be 433 additional homes in 2009/10 against a target of 1602 (NI 154). A business case has been put forward to GOL to reduce the target for 2009/10 due to the effects of the economic downturn and stagnation of the housing market.

### An environmentally sustainable future

- ❖ The latest data from DEFRA on CO2 emissions in the Local Authority Area shows a 0.2 tonne reduction per capita from 2005-07 and puts us on track to achieve our

7.4% reduction in 2009/10 and 11% reduction over the three years of the LAA by 2010/11. Haringey is equal fourth best in London on this indicator (NI186).

- ❖ Although recycling performance has improved (28.2% in November) it remains unlikely that the recycling stretch target of 32% will be achieved in 2009/10 (NI 192).

### **Economic vitality and prosperity shared by all**

- ❖ 18 Haringey Guarantee participants have a completed better off calculation as at the end of Quarter 2 against a target of 100 for 2009/10. An improvement in performance is expected in Quarter 3 as contracts with Working links who will deliver the bulk of the Better Off Calculations have commenced following some delays.
- ❖ The NEET (16-18 year olds Not in Employment, Education or Training) level in October is 277 (NEET) or 6.5% of the cohort, bettering the 10.4% stretch target (NI 117).
- ❖ The proportion of 'Not knows' as at October is 13.9%, a significant and expected decrease on last month.
- ❖ Preliminary information for educational attainment show the results for 2009 are the best ever and continue the improving trend at Key Stage 2 and 4 with clear evidence of closing the gap with the national average. All school results will be validated in 2010 and the figures updated.
- ❖ Performance against the stretch target for people on incapacity benefits helped into work remains an area of concern and it is unlikely that this target will be met by the end of the year.

### **Safer for all**

- ❖ There have been 336 violent crimes in the year to November against a target of 323 for that period, a 19.1% increase on the same period last year. This is an LAA improvement target with an aim to reduce serious violent crime by 4% in 2009/10 (NI15).
- ❖ Children's initial assessments carried out in 7 days from referral have reduced from 35.2% to 26% in November; this remains below the 53% target (NI59).
- ❖ The percentage of core assessments carried out in 35 working days of commencement was 43.1% in November, below the 63% target (NI60).
- ❖ The number of repeat victims of domestic violence has reduced to 120 as at end of November '09 (12 month rolling year) against a target of 156.
- ❖ Significant partnership activity and investment in burglary is achieving results in serious acquisitive crime with a rate of 19.4 per 1,000 population (5,106 recorded offences in the year to November NI 16).
- ❖ The number of personal robberies have reduced by 10.8% when compared with the same period last year. Based on performance over the last two years, it is projected that this stretch target will be exceeded.

- ❖ There has been a reduction in people killed or seriously injured on Haringey's roads. Based on rolling 3 year averages to June '09 the percentage reduction is 15.5% and 14.3% for children.

### **Healthier people with a better quality of life**

- ❖ The number of households in temporary accommodation has continued to reduce and stands at 3,880 at the end of November, putting us on track to meet the 2,603 target by the end of 2010. (NI156).
- ❖ Percentage change in under-18 conceptions (per 1000 girls aged 15-17 as compared with the 1998 baseline. NI 112) – Although the target is not being met, the rate of decrease in Haringey is far greater than the average for London. The rolling quarterly average is now down to 61.2 per 1000, the first time we have achieved a quarterly average rate lower than our 1988 base rate of 62.7. Annual rates for 2008 will be released in Feb 2010.
- ❖ The rate of smoking quitters in Haringey is significantly above that of England at 1,107 per 100,000 compared to 845 per 100,000 for England. Whilst performance is good smoking still has a big impact in Haringey, particularly amongst ethnic groups where smoking rates are particularly high. Data for Quarter 1 shows that the number of smoking quitters in the N17 area (stretch target) is on track to be achieved although data for quarter 2 is awaited.
- ❖ Delayed transfers of care from hospital increased slightly to 14.7 per hundred thousand population in November. This figure remains comparatively high and above the target of 9 (NI 131).

Exception reports have been provided (Appendix 1) for areas where targets are not being achieved and detail an explanation of the performance, current activities and best practice. These areas include:

- Serious violent crime
- Initial and core assessments for children's social care
- Net additional homes and Affordable homes
- Recycling
- Number of Haringey Guarantee participants with a completed better off calculation
- Number of people on incapacity benefit helped into sustained work
- Number of lone parents in the worst wards helped into sustained work

## **14. Finance**

14.1 The overall general fund revenue budget monitoring, based on the October position, increases the service forecast outturn by £0.5m to £4.9m above budget. This figure is made up of pressures across a number of Directorates, the detail of which is set out in the paragraphs below with the increase this period all related to

CYPS. As highlighted last period, a £1m contribution from the general contingency and a £1.5m saving on the inflation budget following the pay award settlement help to offset this figure. Additionally, from the beginning of October 2009 the Council has moved onto the new energy contract which offers prices significantly lower than those paid in the first half of the year. The current forecast saving on energy bills within the general fund is £0.6m. This gives an overall outturn figure of a net £1.8m above budget. The position will continue to be monitored closely to assess the impact of the measures being put in place to reduce costs wherever possible.

- 14.2 In Adults, Culture and Community Services the projected overspend remains at £0.5m as reported previously. The key pressure is within Adult services where care purchasing costs have increased due to increased volumes and costs incurred above budgeted inflation. There has been a small improvement over last period however this has been offset by an increasing pressure on income within Recreation.
- 14.3 In Children and Young People's Service the projected year end position has worsened by £0.5m and now shows an over spend of £3.5m. The main area for over spend remains looked after children (LAC) which, despite the additional resources allocated during the 2009/10 budget process, is under pressure to operate within the agreed resource. The past month has seen an increase of 10 children being placed into care and of these, 7 relate to 16+ clients; the increase in these numbers is largely as a result of the Southwark Judgement. The high numbers of children being taken into care is also putting significant pressure on the legal budget, contributing to the forecast over spend. The Director continues to focus management activity on reducing expenditure in LAC.
- 14.4 Urban Environment are maintaining their forecast year end position at £0.5m over budget. Although mitigating actions to reduce expenditure appear to be showing some signs of progress, the underlying pressure of a predicted shortfall in income net of cost savings in parking, trade waste and planning, regeneration and economy remains.
- 14.5 In Corporate Resources the underlying shortfall in budgeted commercial income continues to be reported at £0.65m and, although this appears to have stabilised, there is little prospect of recovering the foregone income this year. The projected overspend is offset by costs savings in other areas of the directorate as a whole which has enabled the forecast overspend to be reduced from £0.4m to £0.35m this period.
- 14.6 Policy, Performance, Partnerships & Communications (PPP&C) and People & Organisational Development (POD) are maintaining a forecast balanced outturn position. The overall general fund revenue forecast also assumes that the targeted efficiencies within the Haringey Forward programme are achieved.

- 14.7 Non-service revenue (NSR), which largely consists of budgets for levies and contingencies, is showing an underspend of (£2.5m) as highlighted last period; this reflects the impact of the lower than expected pay award and the proposed use of £1m contingency. The pressure on budgets within Alexandra Palace Park and Trust continues and although they have been asked to restrict discretionary and non-essential expenditure, the latest budget management report given to the Alexandra Palace Park and Trust Board shows a worsening deficit position to £2.17 million. This represents an increase in deficit of £37k over the Period 6 position.
- 14.8 In terms of RAG status for agreed 2009/10 revenue savings and investments, the bulk of the red classified savings are within Urban Environment and have been caused by delays in revising street cleansing contracts and pressures on realising trade waste income benefits; the balance relates to forecast increased commercial income within Corporate Resources Property business unit which is not being achieved.

### **Treasury Management**

- 14.9 The second detailed quarterly report on Treasury Management activities was submitted to the General Purposes Committee on 22 October 2009 and reported the activities for the second quarter of the year. Consideration was given in the report to the Council's investments and borrowings, which will result in a recommendation to Council for a revision to the Treasury Management Strategy Statement (TMSS). Members were also supportive of the recommendation from officers to select and open three Money Market Funds for future Council investments. Use of MMF is allowable under the Council's current TMSS and the first investments in two new funds have now been made. Members concurred with the officers recommendation that the TMSS be amended to permit the use of call accounts up to the agreed individual counterparty limits.

### **Capital**

- 14.10 The aggregate capital projected position in 2009/10 is projected to underspend by £13.2m which equates to 7% of the approved budget. The explanations for this variance are set out by Directorate in the following paragraphs.
- 14.11 Capital projects within Adults, Culture and Community Services are still projecting a full year under spend of £3.5m. The main variances remain the Muswell Hill Library scheme where the sale of adjacent land has been postponed until 2010/11 thus delaying the project, and a number of projects within Recreation. The latter relate to the Enfield cemetery project where feasibility work is still taking place, a delay in confirmation of external grant funding for the tennis court refurbishment and proposed re-phasing of £1m of the Sport and Leisure Investment programme into 2010/11 to facilitate additional external funding.
- 14.12 The Director of Urban Environment is still forecasting an underspend of £1.1m as per last period. This is due to the re-phasing of the spend relating to the recycling centre (£0.5m) and Marsh Lane (£0.6m). The HRA capital programme is now





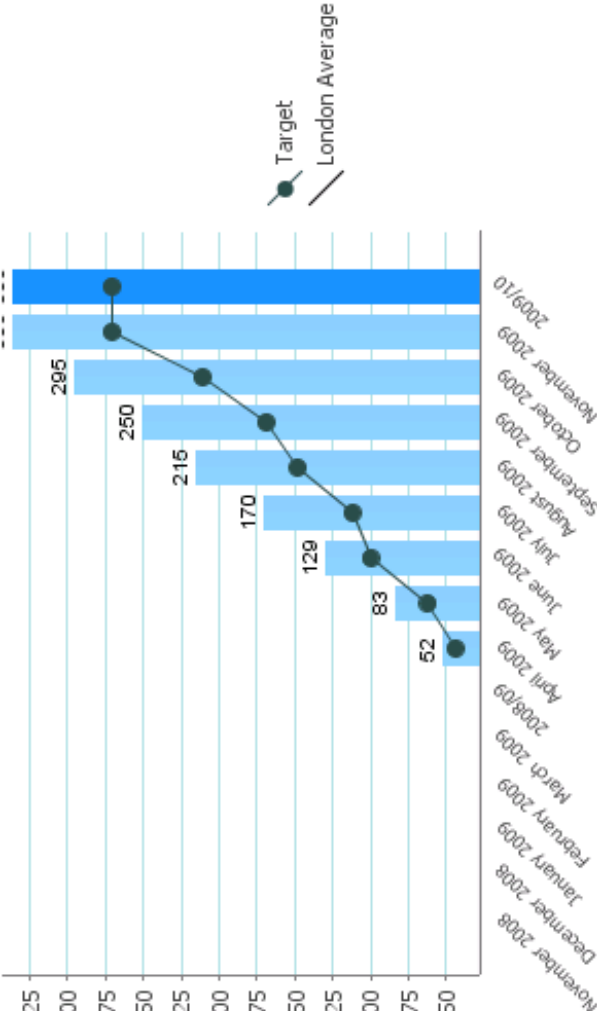
forecasting an underspend of £0.7m in the Decent Homes programme; the projection has been updated to reflect a more realistic estimate of the work to be done in the current financial year, although the Decent Homes programme is still expected to be fully spent in overall terms.

- 14.13 Corporate Resources is now showing a forecast under spend of £0.8m in respect of the accommodation strategy.
- 14.14 As reported last period, a significant amount of the BSF contingency budget will not be required this financial year and BSF are maintaining a year end under spend of £5.9m. The non-BSF CYPS capital programme forecast remains at a £1.2m under spend caused by slippage on the Early Years Quality and Access project (£0.4m) and Coleridge school expansion (£0.23m). The final £0.5m relates to the programme contingency which is not forecast to be required.
- 14.15 A significant proportion of the current year's capital programme is funded from receipts generated as part of the Council's disposal programme. The target level of receipts assumed in 2009/10 is £9.1m and as reported in previous reports, the projected actual receipt total is short of the target, currently forecast at £4.4m. The underlying reason for this shortfall is the difficult property market conditions currently prevailing which have meant that some disposals are being deferred in order to achieve best value for the authority. Mitigating actions are still being explored to address the forecast shortfall although the re-profiling of some schemes this year will help the current year's position.

This page is intentionally left blank



# Appendix 1 LAA Exception Report - December 2009/10

NI 15	No. of recorded most serious violent crimes	Sustainable Community Strategy Outcome: Safer for all
Outcome Lead	Portfolio: Enforcement & Safer Communities	
SPI 5.1/NI 15 Numerator Serious violent crimes Number of most serious violent crimes		
2009/10 – Quarterly data		
	Value	Target
Q1 2009/10	129	100
Q2 2009/10	250	169
2009/10	336	211
Oct-Nov 2009		
	Value	Status
October 2009	295	
November 2009	336	
2008/09		Target
2008/09	Value	Target
		
	Red	
		
		 <p>PP02_P_N0015_N No. of recorded most serious violent crimes</p>
		<p><b>Explanation of current performance:</b> This figure of 336 is taken from the most recent Metropolitan Police Service (MPS) Territorial Policing Scorecard covering the period 1st April – 28th November 2009 and is used as a proxy for November 2009. The MPS publish weekly figures which do not always align exactly with the monthly performance as reported on Covalent. Currently showing a 19.1% increase compared to the same period last year.</p> <p><b>Current Activities:</b> A proposal was submitted to the Home Office for £25,000 Tackling Knives Action Programme funding (TKAP). This has been successful and is currently being used to support both police operations and partnership interventions to address serious violence among 13-24 year olds. Cross border work continues with some neighbouring boroughs, specifically Enfield.</p>

<p><b>NI 59</b></p>	<p><b>Percentage of initial assessments for children's social care carried out within 7 working days of referral</b></p>		<p><b>Sustainable Community Strategy Outcome: Safer for All</b></p>																														
<p><b>Outcome Lead</b></p>	<p><b>Portfolio: Children &amp; Young People</b></p>																																
<p>This process indicator is included as a proxy as robust data is not available for outcomes of improved child safety. Initial assessments are an important indicator of how quickly services can respond when a child is thought to be at risk of serious harm. As the assessments involve a range of local agencies, this indicator would also show how well multi-agency working arrangements are established in local authority areas.</p>	<p><b>CY02_H_N0059 Percentage of initial assessments for children's social care carried out within 7 working days of referral</b></p>																																
<p>2009/10</p>																																	
<table border="1"> <thead> <tr> <th></th> <th>Value</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>April 2009</td> <td>25.0%</td> <td>53%</td> </tr> <tr> <td>May 2009</td> <td>14.1%</td> <td>53%</td> </tr> <tr> <td>June 2009</td> <td>11.9%</td> <td>53%</td> </tr> <tr> <td>July 2009</td> <td>14.7%</td> <td>53%</td> </tr> <tr> <td>August 2009</td> <td>25.9%</td> <td>53%</td> </tr> <tr> <td>September 2009</td> <td>23.7%</td> <td>53%</td> </tr> <tr> <td>October 2009</td> <td>35.2%</td> <td>53%</td> </tr> <tr> <td>November 2009</td> <td>26%</td> <td>53%</td> </tr> <tr> <td>2009/10 (YTD)</td> <td>22.9%</td> <td>53%</td> </tr> </tbody> </table>		Value	Target	April 2009	25.0%	53%	May 2009	14.1%	53%	June 2009	11.9%	53%	July 2009	14.7%	53%	August 2009	25.9%	53%	September 2009	23.7%	53%	October 2009	35.2%	53%	November 2009	26%	53%	2009/10 (YTD)	22.9%	53%	<p>Red </p>		
	Value	Target																															
April 2009	25.0%	53%																															
May 2009	14.1%	53%																															
June 2009	11.9%	53%																															
July 2009	14.7%	53%																															
August 2009	25.9%	53%																															
September 2009	23.7%	53%																															
October 2009	35.2%	53%																															
November 2009	26%	53%																															
2009/10 (YTD)	22.9%	53%																															
<p><b>Explanation of Current Performance</b>                  The low percentage of core assessments completed in timescale is a result of a number of issues including an increased focus on ensuring that the quality of assessments being completed is to a high standard and the completion of a number of out of timescale, outstanding assessments. We anticipate that performance will be poor as we continue the work to deal with all outstanding work in the service. We expect that thereafter a more accurate measure of future performance will be arrived at - recent trends are beginning to show some cautious improvements. However progress is proving slower than anticipated and the declared target for the end of December may not be reached.</p> <p><b>Current Activities</b>                  There continues to be a high volume of cases referred to the service, which is overall 50% more than the previous two years. This, together with continued difficulties recruiting suitably qualified staff, has impacted on our performance. The group of newly qualified social workers (NQSW) are increasingly taking on a full caseload and the American recruits are now in the service and at the very early stages of picking up work after a comprehensive induction period. All managers are now in place and the management team is very stable - however all but 2 remain agency staff so there remains a need to create a permanent management structure.</p> <p><b>Best Practice</b></p>																																	

A thresholds document is in place which is helping to clarify and enable consistency in what should be referred to the service for assessment. Work is continuing on improving links with the CAF coordinator to ensure that appropriate cases are going through the CAF process rather than First Response, and there are now 3 times a week meetings with the Police and Health colleagues to ensure a more holistic initial response to referrals. We are creating a dedicated Screening Team to ensure a consistency of response and currently the Team Manager and Senior Practitioner are in place. Combined, these measures will improve our performance in assessments.

Recent audits undertaken by an independent Social Worker and from the 100+ audits conducted by senior managers since November show that there has been an improvement in the quality of assessments undertaken with appropriate outcomes and recommendations.

<p><b>NI 60</b></p>	<p><b>Percentage of core assessments for children's social care that were carried out within 35 working days of their commencement</b></p>	<p><b>Sustainable Community Strategy Outcome: Safer for All</b></p>																																																							
<p><b>Outcome Lead</b></p>	<p><b>Portfolio: Children &amp; Young People</b></p>	<p>The indicator measures the percentage of core assessments which were completed within 35 working days. Core assessments are in-depth assessments of a child, or children, and their family, as defined in the Framework for the Assessment of Children in Need and their Families. They are also the means by which section 47 (child protection) enquiries are undertaken following a strategy discussion.</p> <p>The Assessment Framework specifies that core assessments should be completed within 35 working days. It is important that local authorities should investigate and address concerns in a timely and efficient way, and that those in receipt of an assessment have a clear idea of how quickly this should be completed. Successful meeting of the timescales can also indicate effective joint working where multi-agency assessment is required.</p>																																																							
<p>2009/10</p> <table border="1"> <thead> <tr> <th></th> <th>Value</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>April 2009</td> <td>27.6%</td> <td>63%</td> </tr> <tr> <td>May 2009</td> <td>30.2%</td> <td>63%</td> </tr> <tr> <td>June 2009</td> <td>49.1%</td> <td>63%</td> </tr> <tr> <td>July 2009</td> <td>49.3%</td> <td>63%</td> </tr> <tr> <td>August 2009</td> <td>31.9%</td> <td>63%</td> </tr> <tr> <td>September 2009</td> <td>59.6%</td> <td>63%</td> </tr> <tr> <td>October 2009</td> <td>53.8%</td> <td>63%</td> </tr> <tr> <td>November 2009</td> <td>43.1%</td> <td>63%</td> </tr> <tr> <td>2009/10 (YTD)</td> <td>41.5%</td> <td>63%</td> </tr> </tbody> </table>		Value	Target	April 2009	27.6%	63%	May 2009	30.2%	63%	June 2009	49.1%	63%	July 2009	49.3%	63%	August 2009	31.9%	63%	September 2009	59.6%	63%	October 2009	53.8%	63%	November 2009	43.1%	63%	2009/10 (YTD)	41.5%	63%	<p><b>CY02_H_N0060 Percentage of core assessments for children's social care that were carried out within 35 working days of their commencement</b></p> <table border="1"> <thead> <tr> <th>Month</th> <th>Percentage</th> </tr> </thead> <tbody> <tr><td>January 2009</td><td>24.1%</td></tr> <tr><td>February 2009</td><td>28.4%</td></tr> <tr><td>March 2009</td><td>31.9%</td></tr> <tr><td>April 2009</td><td>27.6%</td></tr> <tr><td>May 2009</td><td>30.2%</td></tr> <tr><td>June 2009</td><td>49.3%</td></tr> <tr><td>July 2009</td><td>49.1%</td></tr> <tr><td>August 2009</td><td>31.9%</td></tr> <tr><td>September 2009</td><td>59.6%</td></tr> <tr><td>October 2009</td><td>53.8%</td></tr> <tr><td>November 2009</td><td>43.1%</td></tr> <tr><td>December 2009</td><td>41.5%</td></tr> </tbody> </table>	Month	Percentage	January 2009	24.1%	February 2009	28.4%	March 2009	31.9%	April 2009	27.6%	May 2009	30.2%	June 2009	49.3%	July 2009	49.1%	August 2009	31.9%	September 2009	59.6%	October 2009	53.8%	November 2009	43.1%	December 2009	41.5%
	Value	Target																																																							
April 2009	27.6%	63%																																																							
May 2009	30.2%	63%																																																							
June 2009	49.1%	63%																																																							
July 2009	49.3%	63%																																																							
August 2009	31.9%	63%																																																							
September 2009	59.6%	63%																																																							
October 2009	53.8%	63%																																																							
November 2009	43.1%	63%																																																							
2009/10 (YTD)	41.5%	63%																																																							
Month	Percentage																																																								
January 2009	24.1%																																																								
February 2009	28.4%																																																								
March 2009	31.9%																																																								
April 2009	27.6%																																																								
May 2009	30.2%																																																								
June 2009	49.3%																																																								
July 2009	49.1%																																																								
August 2009	31.9%																																																								
September 2009	59.6%																																																								
October 2009	53.8%																																																								
November 2009	43.1%																																																								
December 2009	41.5%																																																								
<p><b>Explanation of Current Performance</b></p> <p>The low percentage of core assessments completed in timescale is a result of a number of issues including an increased focus on ensuring that the quality of assessments being completed is to a high standard and the completion of a number of out of timescale, outstanding assessments. We anticipate that performance will be poor as we continue the work to deal with all outstanding work in the service. We expect that thereafter a more accurate measure of future performance will be arrived at - recent trends are beginning to show some cautious improvements. However progress is proving slower than anticipated and the declared target for the end of December may not be reached.</p>																																																									

**Current Activities**

There continues to be a high volume of cases referred to the service, which is overall 50% more than the previous two years. This, together with continued difficulties recruiting suitably qualified staff, has impacted on our performance. The group of newly qualified social workers (NQSW) are increasingly taking on a full caseload and the American recruits are now in the service and at the very early stages of picking up work after a comprehensive induction period. All managers are now in place and the management team is very stable - however all but 2 remain agency staff so there remains a need to create a permanent management structure.

**Best Practice**

A thresholds document is in place which is helping to clarify and enable consistency in what should be referred to the service for assessment. Work is continuing on improving links with the CAF coordinator to ensure that appropriate cases are going through the CAF process rather than First Response, and there are now 3 times a week meetings with the Police and Health colleagues to ensure a more holistic initial response to referrals. We are creating a dedicated Screening Team to ensure a consistency of response and currently the Team Manager and Senior Practitioner are in place. Combined, these measures will improve our performance in assessments.

Recent audits undertaken by an independent Social Worker and from the 100+ audits conducted by senior managers since November show that there has been an improvement in the quality of assessments undertaken with appropriate outcomes and recommendations.

<p><b>NI 154</b></p>	<p><b>Net additional homes provided</b></p>		<p><b>Sustainable Community Strategy Outcome: People at the heart of change</b></p>						
<p><b>Outcome Lead</b></p>	<p><b>Portfolio: Housing</b></p>								
<p>Encourage a greater supply of new homes in England to address the long term housing affordability issue.</p>									
<p>2009/10</p>	<table border="1"> <thead> <tr> <th>Value</th> <th>Target</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td></td> <td>1602</td> <td></td> </tr> </tbody> </table>	Value	Target	Status		1602			
Value	Target	Status							
	1602								
<p>2009/10</p>		<p>1602</p>							
<p>2008/09</p>	<table border="1"> <thead> <tr> <th>Value</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td></td> <td>1657</td> </tr> </tbody> </table>			Value	Target		1657		
Value	Target								
	1657								
<p>2008/09</p>			<p>1657</p>						
<p></p>									
<p><b>Unknown</b></p>									
<p><b>Explanation of current performance:</b>                  The draft figure of 810 for 08/09 is awaiting confirmation from the GLA.                  The effects of the economic downturn and subsequent stagnation of the housing market are expected to result in supply figures falling. This reflects the sharp decline in development activity and the number of new starts achieved during 2008/09.                  Due to the length of the lead-in time from project inception to the completion of new homes, the effects of the recession are likely to be seen in the local supply figures for the next two years.                  The number of residential applications decided fell from a high of 348 in 2007-08 to 297 in 2008/09 which will have a knock-on affect on the number of project starting on site in 2009-10.                  N.B. The current LAA target is 1602 for 2009-10 and is based on figures generated from the 5 year planning trajectory have been adopted as the LAA targets i.e. 1,602 for 2009/10 as opposed to the London Plan adopted figure of 680 per annum.                  The figures from the 5 year trajectory include:  <ul style="list-style-type: none"> <li>• Unimplemented planning consents</li> <li>• Allocated sites from the UDP</li> <li>• Small windfall sites coming forward</li> <li>• Empty properties brought back into use</li> </ul> </p>									

The timescales for all the sites that came out of this trajectory work were based on assumption. The figures that have been adopted as our LAA targets are best case scenarios if absolutely everything comes forward and in this respect are unrealistic.




This issue has been raised with GOL who are at present unwilling to allow us to revert back to the 680 London Plan target. However this is a frozen target and we should be able to reassess the targets this coming year and agree more realistic figures.

**Current Activities:**

It is likely that applications under the threshold for affordable housing and therefore reliant on sales will increase as the market recovers. Over quarter one of this financial year the number of sales and the average house price has increased however figures are still considerably lower than this time last year.

Activities are underway to support the delivery of larger projects i.e. those with an affordable housing element. These activities are listed in the exception report of NI 155.

A revised business case has been submitted to GOL as part of the year 2 LAA Refresh.

NI 155	Number of affordable homes delivered (gross)		Portfolio: Housing	Sustainable Community Strategy Outcome: People at the heart of change
Outcome Lead				
To promote an increase in the supply of affordable housing.				
2009/10				
2009/10	340			
2008/09				
	Value	Target		
2008/09		340		
				
Unknown				
<p><b>Explanation of current performance:</b> The provisional outturn for 08/09 is 144. This is awaiting confirmation from the GLA.</p> <p>The effects of the economic downturn and subsequent stagnation of the housing market are expected to result in Haringey's affordable housing supply figures falling to below 200 completions in 2009/10 compared with a high of 415 completions in 2008/09. This reflects the sharp decline in development activity and the number of new starts achieved during 2008/09. The two charts show both the dip in the number of projects starting on site (the low occurring in 2008/09 and beginning to pick up in 2009/10) and the resulting shortfall in completions that will become apparent in 2009/10 to 2010/11.</p> <p>Due to the length of the lead-in time from project inception to the completion of new homes, the effects of the recession are likely to be seen in the local supply figures for the next two years.</p> <p><b>Current Activities:</b> In order to address the issues relating to unsold and empty homes, we are working with RSLs and the HCA to bring these back into use in a number of ways:</p> <ul style="list-style-type: none"> <li>• Support for RSLs letting unsold or under-construction shared ownership homes under the Rent-to-Homebuy scheme.</li> <li>• Support for RSLs to acquire directly from developers unsold, newly-built homes for use either as affordable rented accommodation or Rent-to-Homebuy as appropriate to the size and location of developments.</li> <li>• Support for RSLs to acquire vacant properties on the open market for use as affordable rented family homes to address local housing need, especially overcrowding in the existing social housing stock. We currently have a project in progress with London &amp; Quadrant Housing Association to deliver 26 homes with grant supplied directly by Haringey from Section 106 affordable housing receipts.</li> <li>• The Council's Empty Homes Team is actively working to bring back into use a substantial number of unoccupied properties and is extending the use of compulsory purchase powers and enforced sales to bring more of these properties back into use as affordable rented housing. We are speaking to the HCA about the possibility of it providing RSLs with enhanced levels of grant in order to allow onward disposal of those properties in a manner that enables the Council to recover its costs and proceed with other CPOs.</li> </ul>				



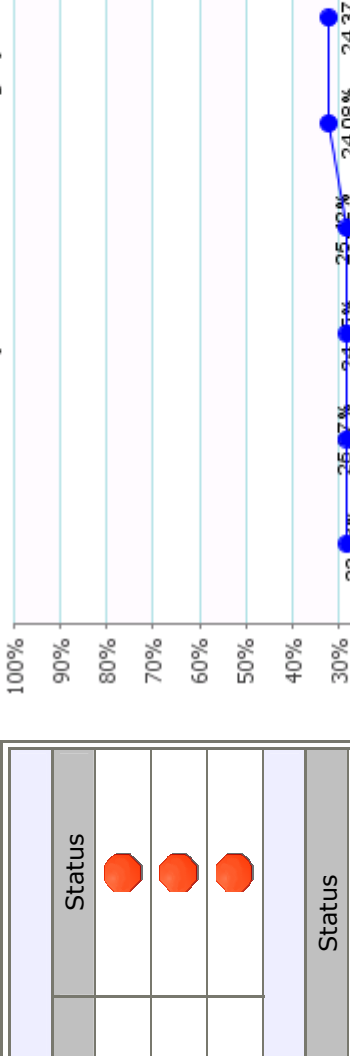
In order to maximise HCA resources and the investment allocated to Haringey during 2010/11 and under the HCA's next three year programme for 2011-14, we have embarked on a single conversation process with the HCA's London Director and North London Team.

We are currently in the process of preparing our proposal, with the assistance of a specialist external consultant, for a borough-wide investment plan covering housing and related infrastructure needs for the next five years.

This investment plan will be presented to the HCA in October 2009 with a view to a borough investment agreement being reached with the HCA by the end of the year. It is hoped that this formal agreement with the HCA will secure sufficient resources to take forward Haringey's regeneration and housing supply aspirations over the next five years on the lines set out above.

A good example of what we are doing to maintain and accelerate supply is the major regeneration project at Hale Village in Tottenham Hale. Through close working with the developer, Hale Village Ltd and RSL, Newlon and the HCA, the continuing development of the site has been secured with the funding of an additional 228 affordable homes, bringing the increased total on site to over 540 affordable homes that will be completed during 2011-2013. The HCA has also provided innovative support for this scheme by becoming a stakeholder through an infrastructure loan secured on the equity of the site.

The de-conversion of surplus temporary accommodation hostels into permanent family homes is part of the Council's strategy for reducing its use of temporary accommodation. This initiative is being delivered with the help of external funding from the London Regional Targeted Funding Stream (TFS) allocation for North London. Eight homes were completed in 2008/9, with a further 9 homes forecast for completion during 2009/10 and 2010/11.

NI 192	Percentage of household waste sent for reuse, recycling and composting (2007-2010 stretch target)	Sustainable Community Strategy Outcome: An environmentally sustainable future																
Outcome Lead	Portfolio: Environment and Conservation																	
<p>The indicator measures percentage of household waste arisings which have been sent by the Authority for reuse, recycling, composting or anaerobic digestion. This is a key measure of local authorities' progress in moving management of household waste up the hierarchy, consistent with the Government's national strategy for waste management. The Government expects local authorities to maximise the percentage of waste reused, recycled and composted.</p>	<p><b>UE08_H_N0192 Percentage of household waste sent for reuse, recycling and composting (2007-2010 stretch target)</b></p>  <table border="1"> <caption>Quarterly Data for UE08_H_N0192</caption> <thead> <tr> <th>Quarter</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr><td>Q1 2008/09</td><td>23.56%</td></tr> <tr><td>Q2 2008/09</td><td>24.07%</td></tr> <tr><td>Q3 2008/09</td><td>24.57%</td></tr> <tr><td>Q4 2008/09</td><td>25.43%</td></tr> <tr><td>Q1 2009/10</td><td>24.08%</td></tr> <tr><td>Q2 2009/10</td><td>24.37%</td></tr> <tr><td>Q3 2009/10</td><td>24.82%</td></tr> </tbody> </table>	Quarter	Value (%)	Q1 2008/09	23.56%	Q2 2008/09	24.07%	Q3 2008/09	24.57%	Q4 2008/09	25.43%	Q1 2009/10	24.08%	Q2 2009/10	24.37%	Q3 2009/10	24.82%	
Quarter	Value (%)																	
Q1 2008/09	23.56%																	
Q2 2008/09	24.07%																	
Q3 2008/09	24.57%																	
Q4 2008/09	25.43%																	
Q1 2009/10	24.08%																	
Q2 2009/10	24.37%																	
Q3 2009/10	24.82%																	
<p>2009/10 - Quarterly data</p>																		
	<table border="1"> <thead> <tr> <th>Value</th> <th>Target</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>24.08%</td> <td>32%</td> <td><span style="color: red;">●</span></td> </tr> <tr> <td>24.37%</td> <td>32%</td> <td><span style="color: red;">●</span></td> </tr> <tr> <td>24.82%</td> <td>32%</td> <td><span style="color: red;">●</span></td> </tr> </tbody> </table>	Value	Target	Status	24.08%	32%	<span style="color: red;">●</span>	24.37%	32%	<span style="color: red;">●</span>	24.82%	32%	<span style="color: red;">●</span>					
Value	Target	Status																
24.08%	32%	<span style="color: red;">●</span>																
24.37%	32%	<span style="color: red;">●</span>																
24.82%	32%	<span style="color: red;">●</span>																
Oct-Nov 2009																		
October 2009	<table border="1"> <thead> <tr> <th>Value</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>25.66%</td> <td><span style="color: red;">●</span></td> </tr> </tbody> </table>	Value	Status	25.66%	<span style="color: red;">●</span>													
Value	Status																	
25.66%	<span style="color: red;">●</span>																	
November 2009	<table border="1"> <thead> <tr> <th>Value</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>28.20%</td> <td><span style="color: red;">●</span></td> </tr> </tbody> </table>	Value	Status	28.20%	<span style="color: red;">●</span>													
Value	Status																	
28.20%	<span style="color: red;">●</span>																	
2008/09																		
2008/09	<table border="1"> <thead> <tr> <th>Value</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>23.79%</td> <td>28%</td> </tr> </tbody> </table>	Value	Target	23.79%	28%													
Value	Target																	
23.79%	28%																	
	<p style="text-align: center;"><span style="color: red;">●</span> Red</p>																	

**Explanation of current performance**

The performance for November is 28.2%, markedly higher than the previous month due primarily to the collection of around 300 tonnes of leaf fall, the collection of which peaks in this month. This is a significant increase on the leaf fall tonnage in previous years as a result of a new scheme implemented in which street cleansing staff have collected leaves in compostable bags.

The year to date recycling rate is below the LAA stretch target of 32% for 2009/10, at 24.82%. Performance is below target due to changes to the system for calculating the recycling rate from 2008/9, which do not reflect that recycling tonnages have risen year on year and is at its highest ever level. The changes, summarised below,

have resulted in the rate being around 5% lower than could be expected based on the former system, hence current performance could have been expected to be around 30%.

1. A new methodology for calculating the amount of household and non-household waste has been applied by North London Waste Authority (NLWA) from 08/9 onwards, resulting in more waste being counted as household waste than previously. We believe this system is flawed and are challenging the NLWA's methodology to establish a more accurate household waste figure.
2. A significant reduction in the recycling contribution from NLWA from 08/9.
3. The application of a higher recycling contamination rate by NLWA from 08/9.

We are in the process of trying to negotiate a revision of the LAA stretch target with GOL to reflect these changes, which could result in the threshold for receiving an element of the Performance Reward Grant being revised.

Note: The monthly figure is based on provisional data from NLWA and is subject to change on receipt of quarterly data.

#### **Current Activities**

A detailed Recycling Action Plan is in place with the central aim of maximising performance in 2009/10 towards the 32% target, although this remains an extremely challenging target. Actions delivered through the plan have resulted in the YTD recycling rate increasing by over 2% on the 2008/09 rate. Additional actions within the plan are programmed for the remainder of 2009/10 and are also expected to improve performance. Key actions within the plan include the following, some of which have now been completed:

- Establishing a more accurate household waste figure, which will draw on a waste composition survey (results being finalised – Dec 09) and the revised flytipping survey (completed Oct 09; results due Jan 2010).
- Comprehensive data has been gathered on participation and waste composition and is currently being analysed. This will enable a targeted communications strategy to be produced and inform a service review to be conducted with support from Waste & Resources Action Programme (WRAP) from Jan 2010.
- Provision of recycling collection service to flats above shops (started Nov 2009) and additional private blocks (on-going –around 3000 additional households served in 2009 to date).
- Rolling programme of door-knocking in areas of low/medium participation and recycling presence at public events through 4-person participation team, throughout 09/10; and weekend 'blitz' campaign from July-Oct 09 to engage residents, and give out containers and information to all residents in an area (up to 1500 households per day).
- Expansion of materials accepted from Oct 09 (to also include plastic trays, bags and pots and cartons) will reduce contamination rate.
- Addition of new materials for recycling at Reuse & Recycling Centres, including all waste wood from Sept 09, and new policies to reduce the amount of trade waste into sites being initiated from Nov 09.
- Ongoing surveys and actions to ensure Edmonton's bulk waste recycling facility is fully utilised by Haringey vehicles, and identification of opportunities to reclaim additional recycling from more vehicles.
- Recycling facilities at all schools and a large number of community and faith centres, including food waste collections at 12 schools to date.
- Two officers working on education and community engagement, including delivery of workshops and sessions in schools, community centres and the Environmental Education Centre at Hornsey Reuse & Recycling Centre.
- Trial supply of compostable liners for free to residents on selected rounds to encourage participation in food waste recycling service – ongoing since March 09.
- On-the-go recycling bins in public places, recycling of street cleansing waste and additional composting of leaf fall, in place.

**Best Practice**

Haringey is an active member of the '50% club' which is a vehicle to share best practice amongst the North London Boroughs. The club share experience of successful initiatives and best practice, and focus on initiatives that would benefit from being implemented across the sub-region/through NLWA. Haringey has also actively engaged with WRAP (Waste and Resources Action Programme) who provided links with several authorities who are performing well in selected service areas.

<b>L0042(L AA Local)</b>	<b>Number of Haringey Guarantee participants with a completed better off calculation</b>		<b>Sustainable Community Strategy Outcome: Economic vitality and prosperity shared by all</b>																																
<b>Outcome Lead</b>	<b>Portfolio: Enterprise and Regeneration</b>		<b>UE03_H_L0042 Number of Haringey Guarantee participants with a completed better off calculation</b>																																
<table border="1"> <thead> <tr> <th colspan="4">2009/10 – Quarterly data</th> </tr> <tr> <th></th> <th>Value</th> <th>Target</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>Q1 2009/10</td> <td>2</td> <td>0</td> <td></td> </tr> <tr> <td>Q2 2009/10</td> <td>16</td> <td>100</td> <td></td> </tr> <tr> <td>2009/10</td> <td>18</td> <td>100</td> <td></td> </tr> <tr> <th colspan="4">2008/09</th> </tr> <tr> <td></td> <td>Value</td> <td>Target</td> <td></td> </tr> <tr> <td>2008/09</td> <td>126</td> <td>400</td> <td></td> </tr> </tbody> </table> <div style="text-align: center; margin-top: 10px;"> <span style="font-weight: bold; font-size: 1.2em; vertical-align: middle;">Red</span> </div>				2009/10 – Quarterly data					Value	Target	Status	Q1 2009/10	2	0		Q2 2009/10	16	100		2009/10	18	100		2008/09					Value	Target		2008/09	126	400	
2009/10 – Quarterly data																																			
	Value	Target	Status																																
Q1 2009/10	2	0																																	
Q2 2009/10	16	100																																	
2009/10	18	100																																	
2008/09																																			
	Value	Target																																	
2008/09	126	400																																	
<p><b>Explanation of current performance:</b>                  Delivery in quarter 1 was limited due to the re-commissioning of the Haringey Guarantee. In quarter 2 delivery was also limited due to a longer than expected delay in agreeing contracts with the Haringey Guarantee's main provider, Working Links who will deliver the bulk of the Better Off Calculations. These contracts have been agreed and Working Links has commenced delivery, which will result in improved performance from quarter 3 onwards.</p> <p><b>Current Activities:</b>                  The Haringey Guarantee is the main vehicle for delivering this target with a range. Under the Guarantee there is a range of provision available to participants including: basic skills (numeracy and literacy); vocational training (social care, security and fashion); work placements; and a Condition Management Programme (for people with a health condition or disability).</p> <p><b>Best Practice:</b>                  Job Centre Plus and mainstream employment programmes, delivered by organisations such as Working Links, across the country provide Better Off Calculations as an integral part of their delivery model. It was felt essential that this best practice be incorporated into the Haringey Guarantee.</p>																																			

**L0046(L AA Local) Number of people on incapacity benefits helped into sustained work (2007 -2010 stretch target)**

**Outcome Lead**

**Portfolio: Enterprise and Regeneration**

**Sustainable Community Strategy Outcome: Economic vitality and prosperity shared by all**

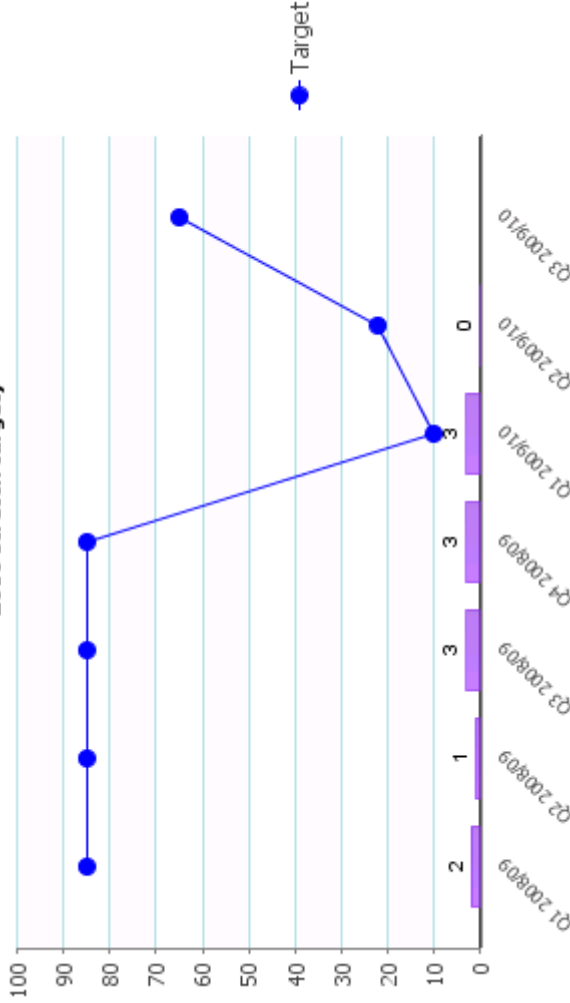
Number of people who have been claiming an incapacity benefit for 6 months or more, helped by the London Borough of Haringey into sustained employment of at least 16 hours per week for 13 consecutive weeks or more, as measured by Haringey performance data.

**UE03\_H\_L0046 Number of people on incapacity benefits helped into sustained work (2007 -2010 stretch target)**

2009/10 - Quarterly data			
	Value	Target	Status
Q1 2009/10	3	10	
Q2 2009/10	0	22	
2009/10	3	32	
2008/09			
	Value	Target	
2008/09	9	85	



Red



**Explanation of current performance**

Achieving this stretch target remains a significant challenge due to the barriers to employment that these people face. An unsuccessful attempt was made to renegotiate this target with Communities and Local Government. However, clarification around the conditions in this stretch target agreement has been provided by the Government Office for London, which means that Haringey Guarantee residents can be referred to Reed in Partnership to receive additional support from Pathways to Work. Despite this positive development, which will help to improve performance, the risk of not meeting the target remains very much on the upside.

**Current Activities**

The Haringey Guarantee is the main vehicle for delivering this stretch target. Under the Haringey Guarantee there is specific support available for Incapacity Benefit claimants, including a Condition Management Programme (CMP) delivered by NHS Haringey. The CMP will support people affected by a mental or physical disability or long-term illness, and who wish to return to work. They will be assessed and a package of clinical interventions from a holistic range of support within the NHS will be agreed. This can include:

- information on understanding and managing the health condition better, particularly in a working context
- support to reduce unnecessary fears about health and work, and to enable the customer to feel more confident and better able to cope with returning to work

- the chance for customers who return to work to be more 'expert' in managing their health condition and more confident in negotiating adjustments where needed with their employer.

The general support from the Haringey Guarantee is also available to incapacity related benefit claimants including skills training and work placements.

Haringey Guarantee advisers are also now operating and taking referrals from Job Centre Plus, as well as a number of GP surgeries across the borough. A SLA with Reed in Partnership, the Pathways to Work provider, has been agreed, which will help to increase the support available to this client group.

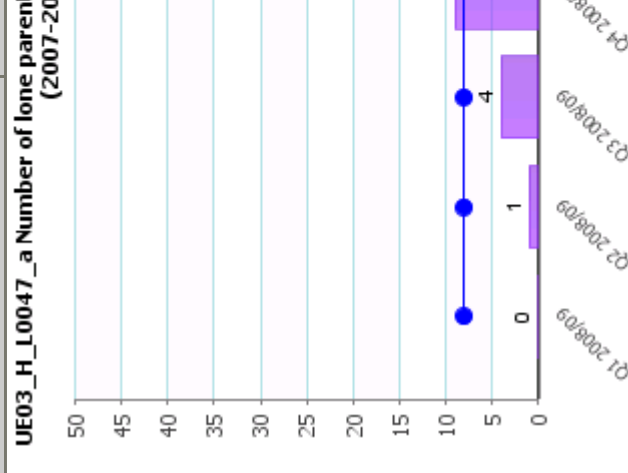
**L0047a** Number of lone parents in the worst wards helped into sustained work. (2007-2010 stretch target)

LAA Local

Outcome Lead

Portfolio: Enterprise and Regeneration

Sustainable Community Strategy Outcome: Economic vitality and prosperity shared by all



2009/10 - Quarterly data			
	Value	Target	Status
Q1 2009/10	10	10	✔
Q2 2009/10	1	10	✘
2009/10	11	20	✘
2008/09			
	Value	Target	
2008/09	20	34	

✘ → Red

**Explanation of current performance**

Delivery was limited in quarter 1 due to the re-commissioning of the Haringey Guarantee and this will impact on the sustained jobs reported in quarter 2. The commissioned set of employment and skills provider are now all delivering, which will result in improved performance in quarters 3 and 4.

However, the Employment and Skills is confident that at least the 60% threshold upon which reward grant is payable will be achieved. To date, 76 sustained jobs have been achieved against a lifetime target of 110.

**Current Activities:**

The Haringey Guarantee is the main vehicle for delivering this target with a range. Under the Guarantee there is a range of provision available to participants including: basic skills (numeracy and literacy); vocational training (social care, security and fashion); work placements; and a Condition Management Programme (for people with a health condition or disability).




**Best Practice: (about what we are doing and what is happening in other boroughs)**

























Similar programmes are delivered across the Upper Lee Valley with Jobsnet in Enfield and Worknet in Waltham Forest. All three programmes (Haringey Guarantee, Jobsnet and Worknet) came together from April 2008 to collaboratively deliver the North London Pledge - a LDA funded sub-regional employment and skills programme.

This page is intentionally left blank

# Appendix 2 Local Area Agreement Quarterly Performance Review December 2009-10

Status	Short Term Trends
 Alert- Target not achieved/below expectation	 Increasing
 Warning- Just below target (typically 5% tolerance)	 No Change
 OK- Target achieved/ better than planned	 Decreasing
 Unknown	 Unable to calculate status due to missing data

## P1 People at the heart of change – Quarterly

PI Code	Performance Indicator	2008 /09		Q1 2009/10			Q2 2009/10			2009/10 (YTD)			Oct 2009		Nov 2009		Latest Note
		Value	Value	Value	Target	Status	Short Trend	Value	Target	Status	Short Trend	Value	Target	Status	Short Trend	Value	
L0127 (LAA Local)	'Combined litter and detritus cleanliness score for the 3 super-output wards based on former BVPI 199a inspection and scoring methodology'	16.6 %	16%	20%			14%	20%			14%	20%			Measured Quarterly	Measured Quarterly	In Q2 14% of relevant highways in three super-output areas were assessed as having combined deposits of litter and detritus below the acceptable level.
NI 195a	Percentage of highways that is assessed as having deposits of litter that fall below an acceptable level	10%	6%	10%			9%	10%			7.5 %	10%			Measured Quarterly	Measured Quarterly	Data is reported by ENCAMS. Data for tranche 2, August, September, October, November was 9%
NI 195b	Percentage of highways that is assessed as having deposits of detritus that fall below an acceptable level	22%	14%	20%			14%	20%			14%	20%			Measured Quarterly	Measured Quarterly	Data is reported by ENCAMS. Data for tranche 2, August, September, October, November was 14%.
NI 195c	Percentage of highways that is assessed as having graffiti that fall below an acceptable level	3%	4%	3%			2%	3%			2%	3%			Measured Quarterly	Measured Quarterly	Data is reported by ENCAMS. Data for tranche 2, August, September, October, November was 2%.

PI Code	Performance Indicator	2008/09		Q1 2009/10			Q2 2009/10			2009/10 (YTD)			Oct 2009		Nov 2009		Latest Note
		Value	Short Trend	Value	Target	Status	Short Trend	Value	Target	Status	Short Trend	Value	Target	Status	Value	Value	
NI 195d	Percentage highways that is assessed as having fly-posting that fall below an acceptable level	1%		1%	2%		1%	2%			1%	2%		Measured Quarterly		Data is reported by ENCAMs. Data for tranche 2, August, September, October, November was 1%.	

### P1 People at the heart of change - Annual

PI Code	Performance Indicator	London Average 2008/09	2008/09		2009/10		Latest Note
			Value	Status	Value	Status	
BV119e CPAC9L AA	The overall % satisfied with parks/open spaces (2007-2010 stretch target)		72%			77%	Final published Place Survey result from Communities and Local Government  The next Place Survey will be carried out in 2010.
L0117 (LAA Local)	Increase in number of green flag award parks (2007-2010 stretch target)		12		14	12	The stretch target will be judged on the July 2010 survey Haringey currently manages 11 Green Flag Parks, with another 3 in the borough managed by external organisations. The Council will be making submissions for 16 of its parks, in January with results being announced in July 2010.
L0118 (LAA Local)	Increase in number of green pennants (2007-2010 stretch target)		4	No target set		7	The stretch target will be measured against the assessment which will be carried out in July 2010.
NI 1	% of people who believe people from different backgrounds get on well together in their local area	75.8%	75.6%	No target set		77.9%	Final published Place Survey result from Communities and Local Government.  This outturn is comparable with the London average of 76.3%.  The next Place Survey will be carried out in 2010.
NI 6	% of people who take part in formal volunteering at least once	20.7%	21%	No target set		22.7%	Final published Place Survey result from Communities and Local Government. No target was set for 2008/09.


PI Code	Performance Indicator	London Average 2008/09	2008/09		2009/10		Latest Note
			Value	Status	Value	Target	
	a month.						The next Place Survey will be carried out in 2010.
NI 7	Environment for a thriving third sector	14.7%	18.9%	No target set	21.9%		No target was set for 2008/09, this performance will act as baseline for future years. Targets for 2009/10 and 2010/11 are now set.. The next survey will take place in Autumn 2010.
NI 154	Net additional homes provided				1602		See exception report.


## P2 - An environmentally sustainable future - Quarterly

PI Code	Performance Indicator	London Average 2008/09	2008/09			Q1 2009/10			Q2 2009/10			2009/10 (YTD)			Oct 2009		Nov 2009		Latest Note
			Value	Target	Status	Short Trend	Value	Target	Status	Short Trend	Value	Target	Status	Short Trend	Value	Target	Status	Value	
NI 192	Percentage of household waste sent for reuse, recycling and composting (2007-2010 stretch target)	29.2 8%	23.7 9%	24.0 8%	32%	24.0 8%	24.3 7%	32%	24.3 7%	24.8 2%	32%	24.8 2%	32%	25.6 6%	28.2 0%			See exception report.	

## P2 - An environmentally sustainable future - Annual

PI Code	Performance Indicator	London Average 2008/09	2008/09		2009/10		Latest Note
			Value	Status	Value	Status	
NI 175	Access to services and facilities by public transport, walking and cycling						There have been delays with progress on this indicator. There was a delay whilst TfL set and agreed a definition for London Authorities with the DfT. Some initial data has been received from TfL but this is subject to confirmation. We are now undertaking an exercise to look at other authorities who have targeted this indicator to assist with target setting. Baseline and target to be agreed as part of the LAA refresh in March 2010.
NI 186	Per capita reduction in CO2 emissions in the LA area	-1.9%			7.4% reduction		The 2005 baseline figure was adjusted by DEFRA in September 2009 from 4.9 to 4.5 tonnes per capita. The adjustment takes account of emission sources where LA's have no influence.  The latest performance release is for year 2007 and shows a 4.4% reduction on the adjusted baseline, or 0.2 tonnes. By 2010/11 we need to achieve an 11% reduction or 0.5 tonnes per capita, we therefore have three years to achieve a further reduction of 0.3 tonnes per capita.  Performance is measured annually with figures published with

PI Code	Performance Indicator	London Average 2008/09	2008/09		2009/10		Latest Note
			Value	Status	Value	Target	
NI 187a	Tackling fuel poverty – % of people receiving income based benefits living in homes with: (i) Low energy efficiency	14%	13.53%	No target set		12.53%	<p>a two year time lag. 2008 performance data will be released in September 2010.</p> <p>This indicator relates to the SAP ratings of homes occupied by vulnerable households. Performance is assessed on the basis of a postal survey form sent to 5000 households (selected at random from a list supplied by the Benefits and Local Taxation Service) that is sent out in December each year. The returned survey forms are analysed and returns submitted to DEFRA by the end of February.</p> <p>Although the results of the 2009/10 survey will not be known until February 2010, the results for 2008/09 showed that 13.5% of vulnerable residents were living in homes with a poor SAP rating of less than 35 (compared to this year's target of 12.5%) and 13.0% of vulnerable residents were living in homes with a good SAP rating of above 65 (compared to this year's target of 14.0%).</p> <p>The target is based on matching the average percentage decrease in England (0.8%).</p>
NI 187b	Tackling fuel poverty – % of people receiving income based benefits living in homes with: (ii) High energy efficiency	22%	13.04%	No target set		14%	<p>This indicator relates to the SAP ratings of homes occupied by vulnerable households. Performance is assessed on the basis of a postal survey form sent to 5000 households (selected at random from a list supplied by the Benefits and Local Taxation Service) that is sent out in December each year. The returned survey forms are analysed and returns submitted to DEFRA by the end of February.</p> <p>Although the results of the 2009/10 survey will not be known until February 2010, the results for 2008/09 showed that 13.0% of vulnerable residents were living in homes with a good SAP rating of above 65 (compared to this year's target of 14.0%).</p> <p>The target is based on matching the average percentage increase in England (0.8%)</p>
NI 198a(i)	Children travelling to school – mode of	21.8%	20.0%			18.0%	Data reported here is from the Haringey School Census provided by Children and Young Peoples Service. The 2009/10

PI Code	Performance Indicator	London Average 2008/09	2008/09		2009/10		Latest Note
			Value	Status	Value	Target	
	transport usually used - 5-10 years - cars (including vans and taxis, even if a taxi is carrying more than one child)						outturn will be based on the school census to be undertaken in January 2010. TfL will report data for this indicator to the Audit Commission using School Census figures provided to them by DfT. TfL are still in discussion with DfT about reporting arrangements. The School Travel Plan will undertake targeted work with schools over the coming months to increase the numbers of pupils using sustainable modes of transport to travel to school.
NI 198b(i)	Children travelling to school – mode of transport usually used - 11-16 years - cars (including vans and taxis, even if a taxi is carrying more than one child)		5.4%		4.7%		Data reported here is from the Haringey School Census provided by Children and Young Peoples Service. The GLA have advised that the 08/09 figure has not been finalised and an update will be reported for this indicator in January 2010.  The 2009/10 outturn will be based on the school census to be undertaken in January 2010. TfL will report data for this indicator to the Audit Commission using School Census figures provided to them by DfT. TfL are still in discussion with DfT about reporting arrangements. The School Travel Plan will undertake targeted work with schools over the coming months to increase the numbers of pupils using sustainable modes of transport to travel to school. This work will recommence in earnest at the start of the new school year.












### P3 - Economic vitality and prosperity shared by all - Quarterly














PI Code	Performance Indicator	London Average 2008/09	2008/09			Q1 2009/10			Q2 2009/10			2009/10 (YTD)			Oct 2009		Latest Note
			Value	Target	Status	Short Trend	Value	Target	Status	Short Trend	Value	Target	Status	Short Trend	Value	Value	
L0042 (LAA Local)	Number of Haringey Guarantee participants with a completed better off calculation		126	2	0			16	100			18	100			Measured Quarterly	See exception report.
L0046 (LAA Local)	Number of people on incapacity benefits helped into sustained work (2007 -2010 stretch target)		9	3	10			0	22			3	32			Measured Quarterly	See exception report.
L0047a LAA Local	Number of lone parents in the worst wards helped into sustained work. (2007-2010 stretch target)		20	10	10			1	10			11	20			Measured Quarterly	See exceptions report.
L0047b	Number of people on JSA from the worst performing wards helped into sustained employment (2007 -2010 stretch target)		50	24	2			5	2			29	4			No data for this range	To date, 138 sustained jobs have been achieved against a lifetime target of 120.
NI 117	% of 16 to 18 year olds who are not in education, employment or training (NEET) (2007-2010 stretch target)		6.8 %	7.6 %	10.4 %			8.1 %	10.4 %			6.5 %	10.4 %			6.5 %	<p><b>NOTE:</b> The figures for October need to be viewed with a degree of caution since there is still a relatively large proportion of Not Knowns from the seasonal September spike which is bound to have a certain distorting effect. We anticipate a return to normal levels next month.</p> <p>October 2009 NEET was 6.5% which is below last month (8.1%) and slightly below last October (6.8%). It is also below the 2010 NEET target (10.4%).</p> <p>The actual number of NEETs this month was 277. This represents an decrease of 12 (4%) compared with last</p>

PI Code	Performance Indicator	London Average 2008/09		Q1 2009/10			Q2 2009/10			2009/10 (YTD)			Oct 2009	Nov 2009	Latest Note
		Value	Short Trend	Target	Status	Value	Short Trend	Target	Status	Value	Short Trend	Target	Status	Value	
															month and an increase of 12 (5%) compared with last October (within a cohort 0.5% up on last October).

**P3 - Economic vitality and prosperity shared by all - Annual**

PI Code	Performance Indicator	London Average 2008/09	2008/09		2009/10		Latest Note
			Value	Status	Value	Target	
L0043a LAA Local	Adults achieving a Skills for Life qualification and entered employment and those gaining a qualification in the workplace - skills for life qualification					420	Final data will not be available for 2008/09 until February/March 2010.
L0043b LAA Local	Adults achieving a Skills for Life qualification and entered employment and those gaining a qualification in the workplace - entered into jobs					168	Final data will not be available for 2008/09 until February/March 2010.
L0043c LAA Local	Adults achieving a Skills for Life qualification and entered employment and those gaining a qualification in the workplace - workplace qualification					810	Final data will not be available for 2008/09 until February/March 2010.
L0044 (LAA Local)	Adults entered into jobs						Final data will not be available for 2008/09 until February/March 2010.
L0044	Adults achieving a full					740	Final data will not be available for 2008/09 until

PI Code	Performance Indicator	London Average 2008/09	2008/09		2009/10			Latest Note
			Value	Status	Value	Target	Status	
(LAA Local)	level two qualification							February/March 2010.
L0044 (LAA Local)	Adults gaining a qualification in the workplace				1800			Final data will not be available for 2008/09 until February/March 2010.
NI 72	Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy	46.3%	43.0%		43.0%	48.0%		The National Strategies have given Haringey green on this indicator. They are impressed with the steady progress being made and recognise that the target is very challenging. There are a number of specific programs on which we are working with schools to continue to raise performance. Our analysis shows us which schools and which groups of children are in most need of support and consultants work with those schools to improve performance.
NI 73	Achievement at level 4 or above in both English and Maths at Key Stage 2	72.5%	66.0%		68.0%	75.0%		The current validated results issued by the DCSF is 68%. Haringey's target of 75% continues to be very challenging. (The national 2009 results is 72%). The gap between Haringey and national was 7% in 2008 and has now reduced to 4%. We have good data which helps us identify which schools and which pupils need the most support to improve results. Our consultants work intensively with those schools and with individual children.
NI 75	Achievement of 5 or more A* - C grades at GCSE or equivalent including English and Maths	50.3%	42.0%		45.2%	50.0%		Provisional 2009 figure will be validated in January 2009. This is the 7th year of steady improvement at over twice the national rate. The 13.4% gap with the national in 2003 reduced to 5.6% in 2008 and will continue to reduce in 2009 (no national data currently available). The service continues to work closely with the schools in most challenging circumstances. The DCSF contextual value added measure placed Haringey in 5th place out of 150 LAs for the progress pupils make from KS2 to GCSE in 2008 and we expect that the 2009 figure will also be very high. The target that the schools set was very ambitious and was not met but the progress we are making is very good.
NI 79	Achievement of a Level 2 qualification by the age of 19	72.6%	74.0%			68.5%		The figure of 74% is now confirmed.
NI 87	Secondary school	5.0%	6.0%		5.4%	6.6%		5.4% is internal unvalidated data. The DCSF may not release

PI Code	Performance Indicator	London Average 2008/09	2008/09		2009/10			Latest Note
			Value	Status	Value	Target	Status	
NI 92	persistent absence rate Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest	35.8%	38.1%		35.1%	33.4%		the final validated figure until March 2010. The National Strategies have given Haringey green on this indicator. They are impressed with the steady progress being made in closing the gap and recognise that the target is very challenging. There are a number of specific programmes on which we are working with schools to continue to raise performance. Our analysis shows us which schools and which groups of children are in most need of support and consultants work with those schools to improve performance.
NI 93	Progression by 2 levels in English between Key Stage 1 and Key Stage 2	87.0%	85.3%		82.0%	90.0%		The DCSF are recalculating this figure. They have not given a date for its validation.
NI 94	Progression by 2 levels in Maths between Key Stage 1 and Key Stage 2	78.8%	75.6%		79.0%	86.0%		The DCSF are recalculating this figure. They have not given a date for its validation.
NI 99	Looked after children reaching level 4 in English at Key Stage 2	51.4%	58.0%		52.2%	44.0%		
NI 100	Looked after children reaching level 4 in mathematics at Key Stage 2	48.1%	63.0%		47.8%	44.0%		
NI 101	Looked after children achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (including English and mathematics)	16.0%	17.5%		18.8%	19.0%		
NI 153	% of working age people claiming out of work benefits in the worst performing neighbourhoods	25.9%	26.4%			26.3%		The measurement time period for this indicator is the four quarters to May of each year. Data for 2008/09 (four quarters to May 2009 was 26.5%.
NI 171	Number of new business registrations for VAT and PAYE per 10,000 resident population aged 16 and above.	99.5%				18%		Data for NI 171 is available up to 2007. The following shows the rate of new businesses registrations per 10,000 head of the working age population, comparing Haringey with London: Haringey London

PI Code	Performance Indicator	London Average 2008/09	2008/09		2009/10			Latest Note
			Value	Status	Value	Target	Status	
								2005 71.2 85.2 2006 62.1 78.9 2007 83.1 104.8  Data for 2008 will be made available in January 2010. Our estimate for 2008 is for the rate to drop to below 2007 levels, but remain above 2006 levels. For 2009 we would expect to see the rate rise above 2007 levels.

## P4 - Safer for all - Quarterly

PI Code	Performance Indicator	London Average 2008/09	2008/09			Q1 2009/10			Q2 2009/10			2009/10 (YTD)			Oct 2009		Nov 2009	Latest Note
			Value	Target	Status	Short Trend	Value	Target	Status	Short Trend	Value	Target	Status	Short Trend	Value	Target		
L0069 (Local LAA)	Reduction in personal robbery (2007-10 stretch target) - Rolling Year		57	296	389	503	778	503	778	503	778	503	778	778	Measured Quarterly		It should be stressed that the Stretch target was based on projected figures that have already been exceeded i.e the Stretch target is no more than 1,557 offences by March 2010 (based on 3 annual reductions of 2.6%). As of 2008/09 Haringey's outturn was 997 or 36%(560 fewer) below the Stretch target. Current performance is projected to easily exceed the Stretch target This figure of 503 is taken from the most recent MPS TP Scorecard covering the period 1st April - 27th September 2009 and is used as a proxy for Q2 2009.	
L0124 LAA stretch	Proportion of incidents of domestic violence which result in sanction detections (2007-2010 stretch target)		50.3 %	36%	38%	36.8 %	38%	36.5 %	38%	36.5 %	38%	36.5 %	38%	38%	39.2 %		In Q2 36.5% of incidents of domestic violence resulted in sanction detections (337 sanction detections). By October 2009 this has increased to 39.2% (386 sanction detections).	
L0125 (LAA Local)	Repeat victimisation of domestic violence (2007-2010 stretch target)		273	106	112	124	142	122	142	122	142	122	142	122				
NI 15	No. of recorded most serious violent crimes			129	100	250	169	336	211	295	336	295	336	336	336		See exception report.	
NI 16	Serious acquisitive crime rate (per 1,000 population)		26.1	36.6	7.9	17	18.1	19.4	21.6	19.4	21.6	19.4	21.6	19.4	19.4		Significant partnership activity and investment in burglary is achieving results. Theft from Motor Vehicles has improved performance. Mapping technology is being used proactively to target localised areas disproportionately affected by priority crime with recommendations for action on a quarterly basis.	
NI 39	Rate of Hospital Admissions per 100,000 for Alcohol Related Harm		367	162	433	414	413	436	414	436	414	436	414	414	No data for this range		The latest provisional figures from North West Public Health Observatory are available for Q1 in 2009 financial year (Published in December 09). The local estimate derived from PCT SUS data for the Q1 09-10 showed admissions at 436 per 100,000. It should be noted that outcomes from the new investment	

PI Code	Performance Indicator	London Average 2008/09	2008/09			Q1 2009/10			Q2 2009/10			2009/10 (YTD)			Oct 2009		Nov 2009		Latest Note
			Value	Target	Status	Short Trend	Value	Target	Status	Short Trend	Value	Target	Status	Short Trend	Value	Target	Value	Value	
																		and the local actions are likely to be seen long term as a large number of admissions are a result of long term drinking. This target also includes partially attributed conditions like falls and hypertensive diseases that can be linked to alcohol but may have other causes.  Local analysis has shown that the main causes for alcohol related hospital admissions are mental and behavioural disorders and cardiovascular disease. Accordingly we have put the following in place:  <ul style="list-style-type: none"> <li>Extension of alcohol brief interventions at A&amp;E and on the wards of North Middlesex Hospital</li> <li>Commissioning of new detoxification places for people with alcohol related complex needs</li> <li>Commissioning of new peripatetic detox nurse</li> <li>Enhancement of an existing service (COSMIC) meeting the needs of children and families affected by substance misuse</li> <li>Following a detailed hospital admissions analysis a targeted social marketing campaign will be implemented</li> <li>NHS Haringey are looking at the possibilities for introducing a directed enhanced service (DES) to screen for alcohol use by GPs</li> <li>NHS Haringey is completing an Alcohol Needs Assessment which will inform any further commissioning</li> <li>Local campaign during the Alcohol Awareness Week (19-25th October) focused on children &amp; young people and binge drinking. A Christmas campaign is also being done to promote sensible drinking and access to services.</li> </ul>	
NI 40	Number of drug users recorded as being in effective treatment		1026	991	1088	990	1088	990	1088	990	1088	990	1088	1088				See exception report.	
NI 59	Percentage of initial assessments for children's social care carried out within 7 working days of referral	74.8%		12%	53%	23.7%	53%	22.9%	53%	22.9%	53%	22.9%	53%	35.2%	26%			See exception report.	

PI Code	Performance Indicator	London Average 2008/09	2008/09	Q1 2009/10			Q2 2009/10			2009/10 (YTD)				Oct 2009	Nov 2009	Latest Note			
				Value	Target	Status	Short Trend	Value	Target	Status	Short Trend	Value	Target				Status	Short Trend	Value
NI 60	Percentage of core assessments for children's social care that were carried out within 35 working days of their commencement	80%		37.4 %	63%			59.6 %	63%			44.6 %	63%			53.8 %	See exception report.		
NI 62 BV49	Stability of placements of looked after children: number of moves	11.3 %	14.6 9%	Not measured for Quarters			Not measured for Quarters			12.8 5%	11%			12.2 4%	12.8 5%	The year to date position is based on the 12 months to the end of November 09. Forty four children have had 3 or more placements since April 09 (8.1%).			
NI 66 PAF- CF/C68	Children in care cases which were reviewed within required timescales	91.9 %	95.6 %					97.8 %	98.0 %			96.4 %	98.0 %			97.8 %	96.4 %	Overall performance against this indicator remains very good and where reviews are out of timescale there are individual case reasons for it. Close monitoring of this indicator is continuing with an emphasis on early allocation of new cases to IRO's and good liaison with the Placements Service.	
NI 67 BV162	Percentage of child protection cases which were reviewed within required timescales	99.5 %	100 %	98.8 %	100 %			95.5 %	100 %			93.3 %	100 %			93.3 %	10 CP reviews have been late in the year to date. All reviews have subsequently been held. No reviews were late in October. The Child Protection Service has introduced a new system to ensure that more reviews are held within timescale.		
NI 111	Number of first time entrants to the youth justice system		402	79	108			86	108			165	216			Measured Quarterly			
L0123a LAA Local	Victim Support Services for children & young people - No. of 1:1 appointments															12	7	The number of one to one appointments delivered during Q1 increased to 35 (from 29 during Q4 08/09).	
L0123b LAA Local	Victim Support Services for children & young people - workshops delivered																5	Not measured for Months	Since recruiting the replacement YP worker out of hours sessions have been resumed. 6 out of hours sessions staffed by the YP workers and volunteers were run in Q1.
L0123c LAA Local	Victim Support Services for children & young people - Drop in sessions																4	Not measured for Months	



PI Code	Performance Indicator	London Average 2008/09	2008/09		Q1 2009/10			Q2 2009/10			2009/10 (YTD)			Oct 2009		Nov 2009	Latest Note
			Value	Short Trend	Target	Status	Short Trend	Value	Target	Status	Short Trend	Value	Target	Status	Value		
L0123d LAA Local	Victim Support Services for children & young people - Questionnaire (feeling safer or more confident): 100%		40%		80%		47%	80%		47%	80%		47%	80%		No data for this range	

### P4 - Safer for all - Annual

PI Code	Performance Indicator	London Average 2008/09	2008/09		2009/10		Latest Note
			Value	Status	Value	Status	
NI 21	Dealing with local concerns about anti-social behaviour and crime issues by the local council and police	28.89%	28.2%		32%	32%	Final published Place Survey result from Communities and Local Government. The next Place Survey will be carried out in 2010.
NI 35	Building resilience to violent extremism	2	2		3	3	Self evaluation has been completed and average score submitted to DCLG Data Interchange Hub.

**P5 - Healthier people with a better quality of life - Quarterly**




PI Code	Performance Indicator	London Average 2008 /09	2008 /09			Q1 2009/10			Q2 2009/10			2009/10 (YTD)				Oct 2009		Nov 2009		Latest Note
			Value	Target	Status	Short Trend	Value	Target	Status	Short Trend	Value	Target	Status	Short Trend	Value	Target	Status	Short Trend	Value	
L0004 LAA stretch	Number of schools achieving Healthy School Status (2007 - 2010 stretch target)		76%	85%			79%	85%			85%	85%			85%	85%	82%	85%		
L0114 LAA	Improved living conditions for vulnerable people ii) Number of older people permanently admitted into residential and nursing care - YTD (2007 -2010 stretch target)		135	29			57	57			84	67			65	84				Although activity in this indicator has the tendency to increase in winter months, reducing the number of Older people admitted into residential/nursing continues to be a high priority for management and work is ongoing to understand/investigate this increase in November.
L0115 LAA	Improved living conditions for vulnerable people iii) Number of adults permanently admitted into residential and nursing care - YTD (2007 -2010 stretch target)		10	5			5	10			6	11			6					
LAA Local	Improved living conditions for vulnerable people iv) Number of accidental dwelling fires		194	57.5			57	57.5			125	115			No data for this range					The prevention of dwelling fires is an imprecise action and the performance in May was the highest monthly total for three years at least which has skewed the quarterly figures. Other performance this quarter has been normal.  We have increased our Home Fire Safety Visit target and are targeting those households that fall within priority areas identified as most likely geographic areas for fires to occur. In addition, we are working with drug and alcohol practitioners and those that work with the elderly and disabled to identify individuals who are vulnerable to fire.

PI Code	Performance Indicator	London Average 2008/09	2008/09		Q1 2009/10			Q2 2009/10			2009/10 (YTD)				Oct 2009		Latest Note
			Value	Target	Status	Short Trend	Value	Target	Status	Short Trend	Value	Target	Status	Short Trend	Value	Value	
LAA stretch	Smoking cessation - increase in the number of smoking quitters in NI17 (2007-2010 stretch target)		632	50				75			133	50			Measured Quarterly		
NI 53a	Prevalence of breast-feeding at 6-8 wks from birth - Percentage of infants being breastfed at 6-8 weeks		65.9 5%	60%			66.4 %	61.7 %			66.4 %	60%			Measured Quarterly		
NI 53b	Prevalence of breast-feeding at 6-8 wks from birth - Percentage of infants for whom breastfeeding status is recorded (as being totally or partially breastfed at 6-8 weeks that quarter)		86.4 %	85%			88.5 %	86.6 %			88.5 %	86.6 %			Measured Quarterly		
NI 112 BV197	Percentage change in under-18 conceptions (per 1000 girls aged 15-17 as compared with the 1998 baseline)		12.2 10.7 %	- 18.1 %			- 1.8 %	- 18.1 %			- 1.8 %	- 18.1 %			Measured Quarterly	This covers the quarterly period April-June 2008 (49 actual number of conceptions) We are continuing to decrease under 18 conceptions against the 1998 baseline.	
NI 113a	Prevalence of Chlamydia in under 25 year olds - Part 1 - Chlamydia screens/tests		17.1 %	3.4 3.1 %			7.0 %	6.2 %			7.0 %	6.2 %			No data for this range	To be verified by Health Protection Agency (HPA).	
NI 123_N	Number of 4-week smoking quitters who attended NHS Stop Smoking Services		193 9	250				500			356	250			No data for this range		
NI 125	Achieving independence for older people through rehabilitation/intermediate care		79.8 %	N/A	N/A	N/A	79.2 %	80.0 %			78.3 %	80.0 %			78.3 %	Official recording for this indicator began in September for clients discharged in June in line with DOH guidance. We are slightly below the 80% target for the month of October. The method of recording the NI 125 data will be	

PI Code	Performance Indicator	London Average 2008/09	2008/09	Q1 2009/10			Q2 2009/10			2009/10 (YTD)			Oct 2009	Nov 2009	Latest Note
				Value	Target	Status	Short Trend	Value	Target	Status	Short Trend	Value			
NI 126	Early Access for Women to Maternity Services		51.9 %	73.6 %	80.0 %		79.2 %	80.0 %		76.4 %	80.0 %				recorded on the Framework-I system as from November, which will be a more robust system for recording the data. We expect with this increased scrutiny that this target will be achieved.
NI 135	% of carers receiving needs assessment or review and a specific carer's service, or advice and information - YTD	21.0 %	22.1 %	7.7 %	4.8 %		12.8 %	9.6 %		16.5 %	12.8 %		14.3 %	16.5 %	Currently under target, but showing an improving trend with an increase from 51.9% to 73.6% since the end March. A Maternity Action Plan is in place, overseen by the Maternity Steering Group. Target has been profiled to hit 19.2% by year end in line with LAA.
NI 141	Percentage of vulnerable people achieving independent living	78.5 %	81.5 %	81.5 %	75%		82.2 %	75%		81.5 %	75%				
NI 149	% of Adults receiving secondary mental health services in settled accommodation		81%			No data for this range									Target to be set as part of the LAA Refresh.
NI 156	Number of households living in temporary accommodation		454 8	440 3	428 0		412 3	403 2		388 0	387 2		398 2		The number of Homeless Households in Temporary Accommodation continued to fall during October with a significant reduction of 141 in the month, this combined with the reduction achieved in September of 144 households has meant that the actual figure in TA is just 30 households short of the original forecast for October set in April 2009.  These improved performances over the last couple of months arise from the significant progress of the EA project in reducing high cost nightly rated accommodation and the improvement in performance by the Housing Service as a whole.  The year end target of 3552 households in Temporary Accommodation is now well within reach of the service and will represent a reduction of nearly 1000 households in Temporary


PI Code	Performance Indicator	2008 /09		Q1 2009/10			Q2 2009/10			2009/10 (YTD)			Oct 2009		Nov 2009		Latest Note
		London Average 2008/09	Value	Target	Status	Short Trend	Value	Target	Status	Short Trend	Value	Target	Status	Short Trend	Value	Target	
																	Accommodation during this financial year.

### P5 - Healthier people with a better quality of life - Annual

PI Code	Performance Indicator	London Average 2008/09		2008/09		2009/10			Latest Note
		Value	Status	Value	Status	Target	Status		
L0052 (LAA Local)	Improved living conditions for vulnerable people (i) tonnage of carbon not emitted into the atmosphere (as a result of energy efficiency measures carried out in the private domestic (2007-2010 stretch target)							376	The latest data available for this indicator relates to 2007-2008 when 267 tonnes of carbon were not emitted into the atmosphere, against the 2005/6 baseline of 108 tonnes.  The indicators measure the tonnage of carbon that can reliably be said not to have been emitted into the atmosphere as a result of energy saving measures carried out in the private domestic sector with vulnerable households during 2007/08.  The calculations are based on the outputs of the two schemes that were operational in Haringey throughout 2007/08 and hence those for which Haringey Council has data: Warm Front (754 households assisted) and Warmth and Comfort (300 households assisted).
LAA local	% of HIV infected patients with CD4 count less than 200 cells per mm3 diagnosed	30.1% (2007)						40.1%	2007 data is now available. 2008 data is being prepared in December 2009 and will be published in Jan 2010.
NI 08	Adult participation in sport and active recreation (2007-2010 stretch target)	20.4%						26.9%	The 2008/09 outturn has now been released.
NI 51	Effectiveness of child and adolescent mental health (CAMHS) services	15		13				15	

PI Code	Performance Indicator	London Average 2008/09	2008/09		2009/10			Latest Note
			Value	Status	Value	Target	Status	
NI 56(x)	Obesity in primary school age children in Year 6: Line 10	21.5%	20.7%			23.8%		
NI 116	Proportion of children in poverty	27.9%		No target set		32.5%		Frozen target to be reassessed at year 2 refresh.
NI 119	Self-reported measure of people's overall health and wellbeing	79%	80%	No target set		80%		Final published Place Survey result from Communities and Local Government. The next Place Survey will be carried out in 2010.
NI 121	Mortality rate from all circulatory diseases at ages under 75 per 100,000 population	79.22	93.80		90.1%	94.00		
NI 140	Fair treatment by local services	67.2%	60.8%			62.6%		Final published Place Survey result from Communities and Local Government. The next Place Survey will be carried out in 2010.
NI 155	Number of affordable homes delivered (gross)					340		See exception report.
NI 158	% non-decent council homes	30.3%	36%			30%		This is an annual indicator reported at the end of the year (Unlike BV184a). HfH reported a figure of 32.9% for Q2. They are projecting that the target will be met by the year end.

## P6 - People and customer focused - Annual

PI Code	Performance Indicator	London Average 2008/09	2008/09			2009/10			Latest Note	
			Value	Target	Status	Short Trend	Value	Target		Status
QoL23 NI 4	% of people who feel they can influence decisions in their locality	35%	40.3%	No target set				42.9%		Final published Place Survey result from Communities and Local Government.  In Haringey, 40.3% agreed that they felt they could influence decisions in locality. This is above the London average of 35% and places us 4th highest in London and above the national average of 29%.  The next Place Survey will be carried out in 2010.

This page is intentionally left blank



**OVERVIEW & SCRUTINY COMMITTEE****11 JANUARY 2010**

**Report Title.** Outcome of the Department of Health National Support Team Health Inequalities (NSTHI) visit

**Report of**  
 Susan Oti  
 Acting Joint Director of Public Health  
 NHS Haringey/Haringey Council  
 Email: [susan.otiti@haringey.nhs.uk](mailto:susan.otiti@haringey.nhs.uk)

**Signed :**

**Contact Officer :** N/A

**Wards(s) affected:** All

**Report for:**

**1. Purpose of the report**

Provide members with details of the outcome of the visit and to share the next steps.

**2. Introduction by Cabinet Member**

**3. State link(s) with Council Plan Priorities and actions and /or other Strategies:**

Sustainable Community Strategy outcome:

- Have healthier people with a better quality of life

Well-Being Strategic Framework outcomes:

- Improved health and emotional well-being
- Improved quality of life

**4. Recommendations**

1. Members to give their thoughts and views on the 'High Level Recommendations'.
2. Members to consider how they want to continue their input into the health inequalities agenda.

**5. Reason for recommendation(s)**

Members of the Overview and Scrutiny Committee have been Health Inequalities 'champions' and their continuing involvement in this agenda would be beneficial to organisations implementing the recommendations and to the population.

**6. Other options considered****7. Summary**

The Department of Health (DH) NSTHI visited Haringey in October to review what we are doing in relation to reducing adult health inequalities in the borough. They were particularly interested in keeping up the momentum around the national 2010 life expectancy targets against which Haringey is currently on track for both men and women.

The visit benefited from the input of many individuals within NHS Haringey, the Council, North Middlesex Hospital and the voluntary and community sector. The team congratulated the partners on their commitment and passion for this area. The team presented their findings and recommendations in the closing plenary and these presentations were disseminated to everyone who participated in the visit.

An action plan is under development although some recommendations from the visit have already commenced. An early draft Action Plan was presented to the Well Being Partnership Board on 8<sup>th</sup> December and the valuable feedback will be incorporated into the final version. NHS Haringey invited the DH team to the next Haringey Strategic Partnership Board on 27<sup>th</sup> January to present their findings and support the HSP in taking forward the recommendations, unfortunately they cannot attend. The Acting Joint Director of Public Health will present the findings. The DH team has accepted an invitation to a NHS Haringey Board seminar in January and partners from the HSP will be invited along with scrutiny members.

**8. Chief Financial Officer Comments****9. Head of Legal Services Comments****10. Head of Procurement Comments –[ Required for Procurement Committee]****11. Equalities & Community Cohesion Comments****12. Consultation**

<b>13. Service Financial Comments</b>
<b>14. Use of appendices /Tables and photographs</b>
<b>15. Local Government (Access to Information) Act 1985</b>

**1. Purpose of the report**

Provide members with details of the outcome of the visit and to share the next steps.

**2. Background**

The NSTHI visited Haringey in October to review what we are doing in relation to reducing adult health inequalities in the borough. They were particularly interested in keeping up the momentum around the national 2010 life expectancy targets against which Haringey is currently on track for both men and women. The team provided detailed feedback.

The visit benefited from the input of many individuals within NHS Haringey, the Council, North Middlesex Hospital and the voluntary and community sector. The team congratulated the partners on their commitment and passion for this area; on NHS Haringey's 'visionary' primary care strategy; on the adults' wellbeing arrangements; and on a variety of other aspects of our collective work to make progress on inequalities.

**3. Outcome of the visit**

For those members of the Overview and Scrutiny Committee who were part of the visit you should have received a copy of the presentation. The NSTHI identified a number of strengths relating to leadership and engagement, partnerships (structures and processes), vision and strategy, data, frontline services and community engagement.

A number of areas of good practice were identified from the six workshops and the NSTHI highlighted in particular one from the seasonal excess deaths workshop and asked to share this nationally with other areas.

*'Thermal image photography of the whole Borough undertaken a few years ago, and about to be re-done provides a very practical tool for targeting cold housing, and engaging in discussion with residents'*

The NSTHI identified the following high level recommendations;

1. Undertake further analysis quantifying the number of lives that need to be saved and assessment of the necessary scale and reach of interventions required to reduce

mortality rates to sustain progress towards the 2010 mortality targets and address inequalities within Haringey.

2. Develop detailed delivery plans informed by the above analysis, equity audit and social marketing.
3. Develop a culture of data and analysis underpinning all strategic and commissioning decisions, as part of a whole systems approach to addressing health inequalities.
4. Establish clear local clinical and practitioner leadership in Cardiovascular Disease (CVD), Stroke, and Cancer.
5. Continue to focus intensively on improving the quality of primary care across the 3 levels of support, and build a partnership approach to case-finding.
6. Take a partnership approach to the development of commissioning groups relating to the contributing factors to health inequalities and the development of improved patient pathways.
7. NHS Haringey should fully integrate its strategic and operational community engagement work internally and with other partners.
8. Continue the development of the Well-Being Partnership Board and the Haringey Strategic Partnership structures in relation to locality working, engagement of the Voluntary Community Services (VCS) and the broader healthy communities' agenda.
9. Ensure specific initiatives are developed and implemented to embed the 'Health is Everyone's Business' approach including introducing Health Gain Schedules.
10. Speedily recruit a new Joint Director of Public Health.

#### **4. Next steps**

An action plan is under development although some recommendations from the visit have already commenced. An early draft action plan was presented to the Well Being Partnership Board on 8<sup>th</sup> December and the valuable feedback will be incorporated into the final version.

NHS Haringey invited the DH team to the Haringey Strategic Partnership Board in January to present their findings unfortunately they cannot attend therefore the Acting Joint Director of Public Health will present the findings. The DH team has accepted an invitation to a NHS Haringey Board seminar in January and partners from the HSP will be invited along with scrutiny members.

#### **5. Recommendations**

- 5.1 Members to give their thoughts and views on the 'High Level Recommendations'.
- 5.2 Members to consider how they want to continue their input into the health inequalities agenda.



**Overview and Scrutiny Committee**

**11 January 2010**

Report Title: **Comprehensive Area Assessment (CAA)**

Report of: **Wayne Longshaw Assistant Chief Executive PPP&C**

Signed :

Contact Officers: **Eve Pelekanos, Head of Policy and Performance, 020 8489 2508**

Wards(s) affected: **All**

Report for: **Non-key decision**

**1. Purpose of the report**

1.1. To report to the Overview and Scrutiny Committee the results of the 2009 Comprehensive Area Assessment published in December 2009.

**2. Introduction by the Leader**

2.1. It is encouraging to see that in many important areas and services the council is performing well, and this has been recognised in this independent report, we still have some way to go in improving child protection. Major changes have already been made and officers and councillors are committed to achieving the highest standard for the safeguarding of children in Haringey,

**3. State link(s) with Council Plan Priorities and actions and /or other Strategies:**

3.1. The Comprehensive Area Assessment (CAA) considers how the council is delivering its priorities for local people, as set out in the Council Plan, and how well we are delivering outcomes with partners for the area through the Sustainable Community Strategy.

**4. Recommendations**

4.1. That the Overview and Scrutiny Committee note the results of the 2009 Comprehensive Area Assessment (CAA).

## 5. Summary

5.1. The CAA replaced the Comprehensive Performance Assessment (CPA) in April 2009. It is the Audit Commission's framework for assessing how well the council and its partners are delivering outcomes for local people. The assessment involves judgements from a range of inspectorates for the different aspects of the Council's and partners' activity, the most influential of which are:

Care Quality Commission	Adult Social Care Services	3 out of 4
Ofsted	Children's Services	1 out of 4
Audit Commission	Use of Resources	3 out of 4

5.2. This report presents the findings which the Audit Commission has shared with the council and the Haringey Strategic Partnership (HSP) in advance of publication on 9 December 2009.

## 6. Head of Legal Services Comments

6.1. The Head of Legal Services has been consulted on the content of this report. The arrangements for the new inspection regime were initially set out in the Local Government White Paper, "Strong and Prosperous Communities". The Local Government and Public Involvement in Health Act 2007 provides the legal basis for the new performance assessment framework implemented through the CAA.

6.2. There is no legal requirement on the Council, or indeed any partner organisation, to produce self assessments for the CAA. However if such a self assessment is produced it is in the interests of the Council to present an accurate and robust picture of its work.

## 7. Chief Financial Officer Comments

7.1. Any costs associated with producing the self evaluations should be contained within existing budget resources.

7.2. Cabinet will be able to use the feedback from the CAA to inform their decisions on the 2010/11 budget proposals which will eventually be taken to Full Council in early February.

## 8. Equalities & Community Cohesion Comments

8.1. The CAA aims to judge how citizens experience services in a given area, across the range of different communities, including those groups who are hard to reach. It assesses how cohesive communities are. The area assessment considers how well councils and partners know and engage with their communities and understand the needs of marginalised groups. The

organisational assessment focuses attention on improving outcomes for people whose circumstances make them vulnerable.

## **9. Consultation**

- 9.1. The preparation of the CAA area assessment was undertaken in conjunction with the HSP and partners and with staff within the council.

## **10. Service Financial Comments**

- 10.1. There are no direct financial implications other than preparation costs centrally and within services for the self evaluations.
- 10.2. Safeguarding in Children's Services is the most important area identified for improvement and resources have been targeted to this service.

## **11. Use of appendices /Tables and photographs**

- 11.1. Appendix 1 – summary of strengths and areas for improvement from the Area Assessment.
- 11.2. Appendix 2 – summary of strengths and areas for improvement from the Organisational Assessment.

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

## **13. Background**

- 13.1. The Comprehensive Area Assessment replaced the CPA in April 2009. It has two parts; the Area Assessment and the Organisational Assessment.
- 13.2. **The Area Assessment** looks at the outcomes delivered by the Council and its partners, focussed on the activities of the Strategic Partnership and what has been achieved against priorities. The Area Assessment is not scored, however, where there are exceptional or innovative outcomes achieved, a Green Flag is awarded. If outcomes are not on track, a Red Flag is given.
- 13.3. The **Organisational Assessment** is focussed on the Council and has two sections:
- 1) **Use of Resources**
    1. **Managing finances** looks at planning finances effectively, having a sound understanding of costs and performance;
    2. **Governing the business** considers the commissioning and procurement of quality services and the delivery of sustainable outcomes and value for money. It is also focused on having reliable data and

information to support decision making, together with good governance and management of risk.;

**3. Managing resources** assesses the use of natural resources, management of assets and workforce organisation and development. Workforce issues were not included in this year's assessment, but will be part of the 2009/10 assessment.

## 2) Managing Performance

Managing Performance assesses the Council's achievements. It looks at outcomes against council priorities and the prospects for future improvement, through consideration of what has been achieved, and whether the council has robust strategies and plans in place for the future. In making this judgement the Audit Commission consider the findings of the Ofsted inspection of Children's Services and the Quality Care Commission's assessment of Adult Social Care services.

## 14. Scores and findings

### 14.1. Haringey's CAA results for 2009

<b>Area Assessment</b>	
Draft narrative report with one red flag for safeguarding children.	
<b>Organisational Assessment – overall score of 1 out of 4</b>	
<b>Managing Performance – overall score</b>	<b>1 out of 4</b>
Adults Social Care Services – performing well	3 out of 4
Children's Services rating – performing poorly	1 out of 4
<b>Use of Resources- overall score</b>	<b>3 out of 4</b>
Managing Finances	3 out of 4
Governing the Business	2 out of 4
Managing Resources	3 out of 4

14.2. The Area Assessment report presents a positive picture of achievements, however, a red flag was given for safeguarding children.

14.3. Though the report for the Council's Managing Performance assessment has many examples of positive outcomes, the overall score is 1 out of 4, reflecting Ofsted's assessment of the Children and Young People's safeguarding service, which carries considerable weight in the overall assessment.

14.4. The Use of Resources assessment scores three out of four; when combined with the Managing Performance score of one out of four, the overall score for



the **Organisational Assessment** is one out of four with a judgement that overall, Haringey London Borough Council performs poorly.

- 14.5. Details of the strengths and areas for improvement for the Area Assessment and the Organisational Assessment are contained in appendices 1 and 2. The full reports can be viewed on [www.direct.gov.uk/oneplace](http://www.direct.gov.uk/oneplace).

## 15. Moving Forward

- 15.1. The Council recognises the areas where improvements need to be made. Ofsted will undertake a further inspection of Children's Services in January 2010 and the Audit Commission will inspect Housing Services in May 2010.
- 15.2. We will continue to strive to improve performance across a range of services provided by the Council and its partners that the inspection bodies recognised areas where improvements have been made or that are performing well. These include:
- Street cleaning
  - Tackling climate change
  - Parks
  - Reducing crime
  - Adult Social Care
  - Financial Management
  - Managing resources.
- 15.3. Overall, 2009 was a challenging year, progress has been made and we continue to work hard to address the fundamental problems in Children's safeguarding services. We look forward to 2010 where we aim to continue to make sustainable improvements in key services that matter most to the residents of Haringey.

## APPENDIX 1

### Area Assessment for Haringey Strategic Partnership

Sustainable Community Strategy Outcomes	Positive comments	Areas for improvement
<p><b>People at the heart of change</b></p>	<p>“The partnership works well to help build a community where local people get on well together.”</p> <p>“Volunteering is also used by local partners to build a community where local people get on well together.”</p> <p>“Local partners are making Haringey cleaner and greener ... Partnership working with community groups is increasing green spaces around libraries and promoting green activities.”</p>	<p>“The partnership has a lot more to do to make sure there is enough housing for local people.”</p> <p>“We will undertake an inspection of homelessness and housing allocations in 2009-10.”</p>
<p><b>An environmentally sustainable future</b></p>	<p>“Local partners are making good progress in meeting current environmental needs without damaging the ability of future generations to meet theirs. Improvements are likely to continue.”</p> <p>“Local partners are raising awareness and involvement of local people in these issues in several ways. For example, the Going Green conference is a well attended annual event where progress is reported to local people and partners.”</p> <p>“Some good progress is being made in limiting the impact of public services on the environment.”</p>	<p>“Recycling is being improved ... but the target was not met.”</p>

Sustainable Community Strategy Outcomes	Positive comments	Areas for improvement
<b>Economic vitality and prosperity shared by all</b>	<p>“Plans for major developments are focusing on Tottenham Hale and Haringey Heartlands and are being progressed.”</p> <p>“Local partners understand their challenges in relation to worklessness well and are working to tackle these.”</p> <p>“Local partners are working well to support young people who are out of work and to increase their levels of skills.”</p> <p>“Improvements are likely to continue in this area.”</p>	<p>“At age 11, achievement at level 4 or above in English and mathematics remains stable for the third year running and performance remains below that in similar areas and the national average.”</p>
<b>Safer for All</b>	<p>“The Fire Brigade's work with the Council and local community groups has contributed to a 20 per cent estimated reduction of accidental fires in the home.”</p> <p>“Local partners are working well to tackle domestic violence.”</p> <p>“An independent inspection of adult social care services in January 2009 found that the safeguarding of vulnerable adults was adequate. Following on from the inspection, an action plan has been developed and key actions have been implemented.”</p>	<p>“Theft, robbery and burglary have continued to reduce, meeting the target, but are higher than similar areas ... However, local people are still concerned about the levels of crime.”</p> <p>“Safeguarding of children has been red flagged.”</p>
<b>Healthier people with a better quality of life</b>	<p>“Local partners are working with local people to help them manage their own health.”</p> <p>“Drug treatment services were rated as excellent by an independent assessment.”</p>	<p>“The partnership is making some progress in improving the health of local people. However, there are still some key challenges.”</p> <p>“More needs to be done to improve the health of children.”</p>

Sustainable Community Strategy Outcomes	Positive comments	Areas for improvement
		<p>“The number of teenage pregnancies remains a key concern.”</p> <p>“Significant challenges remain in reducing alcohol harm.”</p> <p>“Given the challenges with regard to health we will be tracking this area – including the number of teenage pregnancies and reducing alcohol harm.”</p>
<b>People and customer focussed</b>	<p>“Local priorities express community needs and aspirations well.”</p> <p>“Greater opportunities are being provided for local people to get involved in decision making.”</p> <p>“Local partners are working well with voluntary and community organisations overall.”</p>	<p>“The partnership has made some progress in meeting their aim for local people to have high quality, customer focused services.”</p> <p>“The partnership is committed to delivering value for money for people in Haringey but capacity to improve in key areas needs to continue to be tackled.”</p>

## APPENDIX 2

### Organisational Assessment for Haringey Council

Positive comments	Areas for improvement
<ol style="list-style-type: none"> <li>1. The Council has a <b>clear long term vision</b> for what it wants to achieve for local people. The council's five key aims tackle the big issues Haringey faces and focus on the areas local people think are important and need improvement.</li> <li>2. The aims also link well to the priorities of the Local Strategic Partnership</li> <li>3. The Council <b>works well with local people</b> and uses their views to help it make decisions. 40 per cent of local people feel they can influence decisions in their local area which is better than similar areas.</li> <li>4. Sustained progress is being made in <b>educational attainment</b> at most key stages.</li> <li>5. <b>Adult Social Care Services</b> are performing well</li> <li>6. The Council is making <b>good progress in sustainability</b></li> <li>7. The Council has clear plans in the Greenest Borough Strategy' to reduce the council's impact on the environment</li> <li>8. The Council has made <b>reductions in CO2 emissions</b></li> <li>9. The Council is actively encouraging staff to use other forms of transport</li> <li>10. The Council adopts new ways of working that are likely to further improve the impact on the environment.</li> <li>11. The Council is <b>improving recycling</b></li> <li>12. Improvements have been made to Haringey's <b>open spaces</b> by the Council and 72 per cent of local people are happy with parks and open spaces</li> </ol>	<ol style="list-style-type: none"> <li>1. Violent crime is not reducing at the same rate as other crimes</li> <li>2. A lower than average proportion of <b>childminding</b> and childcare provision is good or outstanding</li> <li>3. The proportion of <b>primary schools</b> that are good or better is below that of similar areas and the national average</li> <li>4. Of the three <b>children's homes</b> two are satisfactory and one is inadequate</li> <li>5. The difference in the performance of children and young people whose circumstances make them vulnerable is still too wide</li> <li>6. Key challenges remain in <b>improving the health of local people</b></li> <li>7. More needs to be done to <b>improve the health of children</b></li> <li>8. The number of children that die before they reach the age of 5 and the numbers of 11 year olds who are obese are areas that need to be improved</li> <li>9. The Council still has some significant challenges to tackle in making sure children are safeguarded.</li> <li>10. Need to improve how adults are safeguarded.</li> <li>11. <b>Children's services in Haringey perform poorly</b> there are significant weaknesses in areas of social care provision</li> </ol>

Positive comments	Areas for improvement
<p>13. The Council is making sure that the <b>streets are cleaner</b></p> <p>14. The number of reports of <b>dumped rubbish</b> has more than halved in the last two years</p> <p>15. Crime in Haringey is reducing overall</p> <p>16. The Council is working with partners to <b>reduce anti-social behaviour</b></p> <p>17. The number of children killed or seriously hurt continues to decrease</p> <p>18. The Council works well with partners in <b>tackling domestic violence</b></p> <p>19. <b>Nursery schools, secondary and sixth form schools are above average</b>, with a high proportion of good and outstanding provision</p> <p>20. Provision for pupils whose circumstances make them vulnerable in the four special schools and two pupil referral units is at least good.</p> <p>21. The <b>fostering agency</b> and private fostering arrangements are good</p> <p>22. Performance against a very large majority of national indicators, including those for staying safe and enjoying and achieving, is in line with or above similar areas and national figures</p> <p>23. Sustained progress is being made in educational attainment at most key stages and this is especially notable at Key Stage 4</p> <p>24. Local data suggests there has been progress in narrowing the results gap between schools across the borough.</p> <p>25. Progress is being made in the proportion of young people from low income backgrounds achieving level 2 and 3 qualifications by the age of 19</p> <p>26. There has been a very good reduction in the number of young people <b>not in education, employment or training</b></p> <p>27. The Council has increased the quality of buildings and range of services to help children and young people do well</p>	<p>12. The Council has a lot more to do to make sure there is <b>enough housing for local people</b></p> <p>13. <b>Data quality</b> has been assessed as inadequate</p>

Positive comments	Areas for improvement
<p>28. The Council is successfully <b>increasing leisure and cultural opportunities</b></p> <p>29. The Council's <b>Bruce Castle</b> local history museum runs a wide range of events each year involving local people.</p> <p>30. The Council works in partnership to tackle <b>worklessness</b></p> <p>31. There is an increasing variety of <b>services to support independence</b> and well being. The use of residential care has decreased and the balance of care has continued to shift towards community and preventative support</p> <p>32. Overall the majority of the Council's schools, the pupil referral units and the college are good or better</p> <p>33. <b>76 per cent of schools are Healthy Schools</b> beating the target for last year.</p> <p>34. The numbers of people using <b>direct payments</b> to buy their care has increased</p> <p>35. The Council has worked well to help build a community where people get along together.</p> <p>36. The time taken to deal with new housing benefit and council tax benefit claims has improved and met the target.</p> <p>37. <b>Access to services</b> has been improved by the Council during the last year</p> <p>38. The Council has delivered and projects to support and <b>develop skills among Muslim women.</b></p> <p>39. The Council <b>uses its resources well.</b></p>	

This page is intentionally left blank





Haringey Council

Agenda item:

**[No.]****Overview & Scrutiny****On 11 January 2010**

Report Title

**Care Quality Commission's Annual Performance Assessment of Adult Social Care 2008/09**

Report Title.

**Care Quality Commission's Annual Performance Assessment of Adult Social Care 2008/09**

Report authorised by **Director of Adult, Culture and Community Services**

Signed:

Dated:

16.12.2009

Contact Officer : Helen Constantine, Head of Governance & Partnerships  
 Telephone: 0208 489 3905  
 E-Mail: Helen.Constantine@Haringey.gov.uk

Wards(s) affected: **All**Report for: **Non-Key Decisions****1. Purpose of the report**

- 1.1 To inform Overview & Scrutiny of the outcome of Care Quality Commission's (CQC) Annual Review of Social Care for 2008/09.
- 1.2 To highlight some of the key achievements and areas for development for the Directorate.

**2. Introduction by Cabinet Member**

- 2.1 The Annual Performance Assessment by the Care Quality Commission has judged

that overall, our Adult Social Care Services are **Performing Well**. The next highest score is *Performing Excellently*. This is a very good result for Adult Services.

- 2.2 Significant improvements have been made in all of the Performance Indicators, and Haringey is among the top ten for most of the indicators. Among the key achievements are: Haringey is ranked first across London for self-directed support for all clients; and, we are third best authority in England and Wales for carrying out assessments of older people's needs within the national target of 28 days.
- 2.3 Recognition of **Promising Capacity to Improve** following the recent Independence, Well-being and Choice service inspection reflects that the council is well placed in 2009/10 to build on the significant improvements already made.
- 2.4 CQC (January 2009) determined that "...keeping people safe was a priority across the council. The effectiveness of the Adult Safeguarding Board had improved and it had begun to provide improved high-level leadership that was needed to drive forward the improvement of safeguarding work. Strategic arrangements for safeguarding, through the Adult Safeguarding Board, had been strengthened and this had contributed to raising the profile of adult safeguarding in Haringey."

### 3 State link(s) with Council Plan Priorities and actions and /or other Strategies:

- 3.2 The report contributes to the achievement of:
- **Priority 3 – Encouraging lifetime well-being at home, work, play and learning.**
  - **Priority 4 – Promoting independent living while supporting adults and children when needed.**
  - **Priority 5 – Delivering excellent customer focussed cost effective services**
- 3.3 The Well-being Strategic Framework is well established, and encompasses the seven *Our Health, Our Care, Our Say* (OHOCOS) outcomes. It recognises that promoting well-being and prevention requires creative and integrated solutions beyond the traditional health and social care agenda, which focuses on people as service users rather than people living independent lives. Resources have been targeted towards delivering an innovative programme from our universal services such as libraries and leisure centres, which will improve well-being and help us make best use of our resources. There is a key focus on prevention, as well as re-ablement and diversion from traditional models of care, for example residential care.
- 3.4 The Haringey Strategic Partnership (HSP) is committed to safeguarding vulnerable adults. It has a zero tolerance policy to abuse, neglect or harm. We have a high level commitment to safeguarding both children and vulnerable adults. The HSP

has established a Safeguarding Adults Board (SAB), a multi-agency partnership to provide strong leadership on safeguarding adults locally. The Board ensures that all agencies in the partnership work together to determine policy and co-ordinate services to safeguard and promote the welfare of adults in Haringey. The Board provides the governance as it monitors the effectiveness of these services and (importantly) facilitates joint training across the agencies.

- 3.5 Our Multi-Agency Safeguarding Adults Policy & Procedure is a unified and consistent approach to safeguarding adults, and is embedded within each client group. Safeguarding adults continues to be a high priority for the service and we have invested in additional resources. Safeguarding is included in our key plans and strategies and performance is scrutinised at monthly performance callovers, as well as introducing a new local performance indicator to ensure cases are dealt with promptly.
- 3.6 The service has produced an Action Plan for Safeguarding of Vulnerable Adults and Statement of Priorities for 2009-10, that includes the following **outcomes** and Haringey objectives:
- **Preventing and minimising incidence** – To promote awareness of the need to safeguard vulnerable adults, through the SAB, so that everyone, including children, can recognise abuse, know how to report it and access services to protect and to prevent further abuse;
  - **Taking action in response to threats of incidents of harm** – To assure quality to secure good practice;
  - **Supporting fairness and justice so that some people get extra support to challenge, change harmful or abusive situations and access safe services** – To ensure that any action taken by organisations in the SAB to safeguard an adult meets human rights standards and is proportionate to the perceived level of risk and seriousness.
- 3.7 The Adult Social Care judgement, which includes safeguarding adults, is a key component part of the Comprehensive Area Assessment and is fed into the matrix of information that informs the final judgement for the council's overall performance rating published by the Audit Commission.

#### 4 Recommendations

- 4.2 That Overview & Scrutiny notes the content and outcome of CQC's annual review for 2008/09 and proposed action to respond to the identified areas for development.

#### 5 Reason for recommendation(s)

- 5.2 Not applicable

**6 Other options considered**

6.1 Not applicable

## 7. Summary

- 7.1 The Commission for Social Care Inspection (CSCI) joined the Health Care Commission and the Mental Health Act Commission on 1 April 2009 to become the Care Quality Commission (CQC).
- 7.2 CQC hold an annual review monitoring meeting with all Councils with Social Care responsibilities. Following the meeting, CQC inform the Director of Adult Social Care Services outlining progress against performance targets in the year, drawing our key strengths and areas for improvement. It is a requirement that the CQC assessment and any action or improvement plan in response, is placed before the Council's relevant Executive Committee in open session. The CQC assessment is based on a set of national standards and criteria. The CQC judgement is provided to councils in the following November of the year being judged and councils have the opportunity to challenge the results before they are made public in the form of grade awarded for delivery of outcomes, early December.
- 7.3 CQC use a variety of sources of information to carry out the annual performance assessment. These include an annual Self Assessment Survey, submitted in May 2009, routine business meetings, the annual review meeting and findings of any service inspections. A key contributor to this year's performance assessment was the findings of the 'Independence, Well-being and Choice' service inspection which took place in early 2009. The findings of this inspection were presented to Cabinet on 21 July, 2009.
- 7.4 The annual review monitoring meeting for Haringey took place on 13 August 2009. The purpose of the meeting was to review progress on performance across a range of targets and delivering outcomes for Adult Social Care Services.
- 7.5 CQC sent the Council their summary report for 2008/09 annual performance assessment of social care for Adult Services on 12 October 2009 (see Appendix 1).
- 7.6 This was based on a Performance Assessment Notebook (PAN). The purpose of the PAN is to provide the council with an assessment from CQC which outlines strengths, achievements, and areas for development.
- 7.7 A Performance Improvement Plan (PIP) has been drawn up to ensure that identified areas for development in the PAN and the key areas for improvement, in CQC's summary letter, are addressed. The PIP is available [here](#).
- 7.8 The judgement reached by CQC draws on evidence from a variety of sources, including:
- The published Performance Indicators and other statistical data up to 31<sup>st</sup> March 2009, plus data supporting planned targets for 2009/10;

- Evidence agreed in the course of routine business meetings;
- Service user visits and interviews, during the service inspection; and
- Monitoring information from the Self Assessment Survey completed in May 2009.

As a result of this judgement, CQC award an overall grade for delivering outcomes and a separate grade for each of the seven outcomes – *Grade 1: performing poorly; Grade 2: performing adequately; Grade 3: performing well; and, Grade 4: performing excellently*. The commentary of the two domains of leadership, use of resources and commissioning will be directly transferred to the Comprehensive Area Assessment.

7.9 The overall judgements in our 2007/08 performance rating were:

- Delivering outcomes judgement determined as **Good**, with
- Capacity to improve as **Promising**.

7.10 The overall grade awarded for Delivery of Outcomes in 2008/09:

- Adult Social Care Services is **Performing Well**, consistently delivering above the minimum requirements for people, is cost effective and makes contributions to wider outcomes for the community. The next (and upper level) is *Performing Excellently*.

The Service Inspection (2009) found:

- The Council's capacity to improve as **Promising**, judged using the 'Leadership' and 'Commissioning and Use of Resources' domains.

7.11 Performance against the seven outcomes for adult social care as set out in the White Paper 'Our Health, Our Care, Our Say' is:

Overall Grade Awarded for Delivery of Outcomes	Performing Well
<b>Delivering Outcomes</b>	<b>Grade Awarded</b>
Improved health and well-being	Well
Improved quality of life	Well
Making a positive contribution	Well
Increased choice and control	Adequate
Freedom from discrimination or harassment	Well
Economic well-being	Well
Maintaining personal dignity and respect	Adequate

7.12 Significant improvements have been made in all of the National and Performance Indicators and Haringey is among the top ten for most of the indicators when compared to other London Boroughs, and to those with the same demographics. Key achievements in 2008/09 include:

- Stable workforce, with decreasing and relatively low levels of vacancies, turnover and sickness absence;

- Haringey is ranked first across London for self-directed support for all clients, and is doing better across England and Wales with a ranking of 2;
- Performance on reviewing care packages improved from 80% of clients receiving a review in 2007/08 to 81% of clients being reviewed in 2008/09;
- The percentage of items of equipment and adaptations delivered within seven working days rose from 97.8% in 2007/08 to 98% in 2008/09;
- The outturn for the number of clients receiving intensive home care, enabling them to remain in the community has improved;
- The number of clients with Physical Disabilities supported to remain in the community through community based services increased;
- There was an increase in the number of people with mental health issues who we helped to live at home;
- There was an increase of 30% in referrals from 2007/08 (471) to end of 2008/09 (626) for older people with mental health, which indicates early intervention work and improved access to assessment for people with dementia at earlier stages in their illness – a key priority from the National Dementia Strategy;
- The number of Older People supported to live in the community has increased with 2,928 people supported to live in the community in 2008/09, against 2,156 in 2007/08;
- Continued improvement in direct payments from 214 in 2007/08 to 300 in 2008/09;
- The number of Older People admitted into residential care was managed and remained low, as we are supporting more people to live in the community. Please note that a low number equates to good performance;
- The percentage of people receiving a statement of their needs exceeded our plan and rose to 99.2%;
- We completed over 96% of assessments of Older People within 28 days. Again Haringey has shown improvement across all groups and is third across England and Wales;
- 95% of care packages were in place within 28 days of the completion of assessment. This exceeds our target by 2%; and
- In the Learning Difficulties service, we supported 38 people into paid employment and voluntary work. This is a key local and national performance and policy objective.

Also:

- 1,007 people received day opportunity services;
- There are four drop-in centres for older people in Haringey, which are fully part of the day opportunity spectrum, offer prevention and well-being services for vulnerable older people. Over 600 people use the preventative drop-in service for older people, with an average of 1,600 individual contacts made each month. This is an 'open access', 'non-charged' for service to provide monitoring, support and advice to older people in Haringey;
- We looked after 1,074 people in permanent placements in residential or nursing homes throughout the year, and continued reduction in number of new

admissions;

- The Community Alarm Service provides a service to 4,700 frail and vulnerable service users, 24 hours a day, including people at risk of racist and homophobic attack or domestic violence. The service receives some 250,000 calls a year. A key part of our prevention is 'telecare'. We installed 213 additional telecare sensors in 2008/09, making a total of 631;
- Delivered 11,611 hours of home care per week; and
- Delivered meals on wheels every day to 455 clients in 2008/09.

CQC noted that:

- The Council provided strong political leadership and contributed to good partnership arrangements, promoting the modernisation of adult social care;
- The Service Inspection noted these strengths and the clear vision for older people and self-directed care services and judged the council's capacity for improvement to be **Promising**;
- The local market for regulated service was of generally good quality, while in-house services improved;
- A wide range of joint interventions promoting re-ablement and healthy living outcomes;
- The Service Inspection found a good range of traditional services and commendable developments in independence-oriented services;
- More carers were supported both through short breaks and other service developments. Carers were also involved in service development and evaluation;
- The Service Inspection identified good examples of service user involvement in the design and planning of services;
- The Service Inspection also noted improvements in care planning such as timeliness and reviewing, and the appropriateness of programme and project planning for self-directed care; and
- A wide range of employment-related initiatives including developments in social firms.

- 7.13 The Directorate is on course to further enhance its performance, with a focus on:
- (a) Further reducing the level of delayed transfers of care from hospital (acute and non-acute);
  - (b) The needs of older people with mental health problems and their carers are fully met;
  - (c) Further reducing waiting times for major adaptations;
  - (d) Moving to a system which offers greater choice and control through self-directed support choices (personalised care); and
  - (e) Implementing the Service Inspection action plan (available [here](#)).
- 7.14 Detailed actions to address identified areas for development are embedded in the Business Plans for Adult, Culture and Community Services and key activities are monitored through the [PIP](#).



- 7.15 Haringey and Sutton are leading on developing a Pan-London Risk Assessment Tool. This will offer a consistent quality tool and a strategic approach to complement personalisation and safeguarding.
- 7.16 The following are examples of performance activity against our local indicators and national indicator set that are already contributing to sustained improvement and positive progress to October 2009:
- The number of older people permanently admitted into residential and nursing care stands at 65 and on course to meet performance target of 115 at year-end;
  - Six adults have been permanently admitted into residential and nursing care and on course to meet end-year target of 20;
  - We are exceeding our target of 11.2% with 14.3% carers receiving services and/or information and advice and expected to meet LAA target. Haringey has made great strides in assessments of need for carers and has moved from 124<sup>th</sup> place in 2007/08 to 68<sup>th</sup> place in England and Wales, 12<sup>th</sup> across all London and 4<sup>th</sup> across comparator boroughs;
  - Current performance for service provision within 28 days is 90%, a significant improvement and on course to meet this year's target of 93%;
  - Continued good performance of admissions to permanent residential care, for both younger and older adults;
  - Reviews are stable and performance continues to increase monthly and on course to meet the target of 82% in 2009/10;
  - Continued good performance in delivery of equipment – performance as at half-year 2009/10 is 98% and on course to meet target of 98% for year;
  - Stage 1 complaints continue to exceed our performance target by 3%, with 98% being dealt within timescale; and
  - Osborne Grove Nursing Home won the National WOW! Award (the largest National Awards for Customer Service in the world) for the best healthcare provider. The Haven Day Centre and the Alexandra Road Crisis Unit were also finalists in the National Wow! awards.
- 7.17 These performance indicators are robustly monitored and scrutinised through monthly performance call over with Service Heads and Team Managers.
- 7.18 To validate the performance indicators, managers undertake 5 case file audits per month.
- 7.19 Analysis of Homecare User Survey in 2008/09, determined that 83.3% of clients said they were satisfied with the help from Adult Social Care Services that they received in their homes. When asked how they felt about the way their care workers treated them, 55.6% were happy with the way they were treated by their care worker, 44.1% felt care workers were usually or sometimes happy and 0.3% felt their care workers were never happy.
- 7.20 In-house Home Care Services established a robust system of quality assurance in

September 2008, which is in line with the developing agenda of *proving* outcomes for clients. This includes unannounced checks based on skills for care criteria, which generates management information to inform further improvements and positive outcomes for clients. In addition, we undertake monthly *cold-calling* to 20% of current service users in order to determine general satisfaction levels.

- 7.21 CQC's recognition that Adult Social Care Services is **Performing Well**, consistently delivering above the minimum requirements for people, is cost effective and makes contributions to wider outcomes for the community, and the Service Inspection's verification of capacity to improve as **Promising**, reflects that the council is well placed in 2009/10 to build on the significant improvements made in 2008/09.

## 8. Chief Financial Officer Comments

- 8.1 There are no specific financial implications included in this report. The financial implications of the work undertaken by the service are monitored via the monthly budget management process and are reviewed annually as part of the Council's PBPR and budget setting process.

## 9. Head of Legal Services Comments

- 9.1 There are no legal implications to this report.

## 10. Head of Procurement Comments

- 10.1 Not applicable

## 11. Equalities and Community Cohesion Comments

- 11.1 CQC is positive about our performance on Access to Services and equalities issues, and reflective of the diverse communities. Compliance with ethnic monitoring of people assessed or received services improved further. Equality Impact Assessments relating to safeguarding, carers support and self-directed care contributed to service improvement.
- 11.2 in 2009/10, Adult Social Care will ensure that all care planning will be holistic and include cultural and religious issues

<b>12. Consultation</b> 12.1 Not applicable
<b>13. Service Financial Comments</b> 13.1 Not applicable
<b>14. Use of appendices /Tables and photographs</b>  Appendix 1 – CQC Annual Performance Assessment of Adult Social Care for London Borough of Haringey 2008/09.
<b>15. Local Government (Access to Information) Act 1985</b> 15.1 Performance Assessment Notebook



Care Quality Commission  
1<sup>st</sup> Floor  
Finsbury Tower  
103-105 Bunhill Row  
London  
EC1Y 8TG  
Telephone: 020 7855 0530  
email@cqc.org.uk  
[www.cqc.org.uk](http://www.cqc.org.uk)

Mun Thong Phung  
Director of Adults, Culture and Community Services  
London Borough of Haringey  
3<sup>rd</sup> Floor, 40 Cumberland Road  
Wood Green  
London  
N22 7SG

12<sup>th</sup> October 2009

Dear Phung

## **Annual Performance Assessment of Adult Social Care for London Borough of Haringey 2008/9**

### **Introduction**

The annual performance assessment report outlines the findings of the 2009 annual performance assessment (APA) process for your council. Thank you for the information you provided to support this process, and for the time made available by yourself and your colleagues to discuss relevant issues.

With this letter is the final copy of the Annual Performance Assessment (APA) report. Also attached are:

- The Performance Assessment Notebook (PAN), which you have already had an opportunity to comment on for factual accuracy following the Annual Review Meeting and
- The Quality Assurance & Moderation summary, which provides a record of the process of consideration by CQC from which the APA report is derived.

The grades outlined in the APA report are an overall grade for delivering outcomes and a separate grade for each of seven outcomes. The commentary on the two domains of leadership, use of resources and commissioning will be directly transferred to the Comprehensive Area Assessment from the APA report.

The grades we use are:

Grade	Descriptor
<b>Grade 4: (Performing excellently)</b> <b>People who use services find that services deliver well above minimum requirements</b>	A service that overall delivers well above minimum requirements for people, is highly cost-effective and fully contributes to the achievement of wider outcomes for the community.
<b>Grade 3: (Performing well)</b> <b>People who use services find that services consistently deliver above minimum requirements</b>	A service that consistently delivers above minimum requirements for people is cost-effective and makes contributions to wider outcomes for the community.
<b>Grade 2: (Performing adequately)</b> <b>People who use services find that services deliver only minimum requirements</b>	A service that delivers only minimum requirements for people, but is not consistently cost-effective nor contributes significantly to wider outcomes for the community.
<b>Grade 1: (Performing poorly)</b> <b>People who use services find that services do not deliver minimum (performing adequately) requirements</b>	A service that does not deliver minimum requirements for people, is not cost-effective and makes little or no contribution to wider outcomes for the community.

The DASS Director of Adult Social Services is expected to take the report to an open meeting of the relevant executive committee of the council by 31<sup>st</sup> January 2010 and to inform us of the date this will take place. The council should make the report available to members of the public at the same time and they must copy this grading letter and report to the council's appointed auditor.

## ADULT SOCIAL CARE PERFORMANCE JUDGMENTS FOR 2008/09

<b>Overall Grade Awarded for Delivery of Outcomes</b>	<b>Performing Well</b>
---	------------------------

<b>Delivering Outcomes</b>	<b>Grade Awarded</b>
Improved health and well-being	Well
Improved quality of life	Well
Making a positive contribution	Well
Increased choice and control	Adequate
Freedom from discrimination or harassment	Well
Economic well-being	Well
Maintaining personal dignity and respect	Adequate

The attached APA report sets out progress about areas of good performance, areas of improvement over the last year, areas which are priorities for improvement and where appropriate, identifies any follow up action CQC will take.

Yours sincerely

Colin Hough  
Regional Director  
Care Quality Commission

## Annual Performance Assessment Report 2008/2009

### Adult Social Care Services



**Council Name:** Haringey

This report is a summary of the performance of how the council promotes adult social care outcome for people in the council area.

The overall grade for performance is combined from the grades given for the individual outcomes. There is a brief description below – see Grading for Adult Social Care Outcomes 2008/09 in the Performance Assessment Guide web address below, for more detail.

**Poorly performing** – not delivering the minimum requirements for people

**Performing adequately** – only delivering the minimum requirements for people

**Performing well** – consistently delivering above the minimum requirements for people

**Performing excellently**- overall delivering well above the minimum requirements for people

We also make a written assessment about

**Leadership** and

**Commissioning and use of resources**

Information on these additional areas can be found in the outcomes framework

To see the outcomes framework please go to our web site: [Outcomes framework](#)

You will also find an explanation of terms used in the report in the glossary on the web site.

### Delivering Outcomes Assessment

**Overall** Haringey council is performing:

**Well**

Outcome 1:

[Improved health and well-being](#)

The council is performing:

**Well**

Outcome 2:

[Improved quality of life](#)

The council is performing:

**Well**

Outcome 3: <u>Making a positive contribution</u>	The council is performing:	<b>Well</b>
Outcome 4: <u>Increased choice and control</u>	The council is performing:	<b>Adequately</b>
Outcome 5: <u>Freedom from discrimination and harassment</u>	The council is performing:	<b>Well</b>
Outcome 6: <u>Economic well-being</u>	The council is performing:	<b>Well</b>
Outcome 7: <u>Maintaining personal dignity and respect</u>	The council is performing:	<b>Adequately</b>

*Click on titles above to view a text summary of the outcome.*

## **Assessment of Leadership and Commissioning and use of resources**

### **Leadership**

#### **What the council does well:**

- The Council provided strong political leadership and contributed to good partnership arrangements promoting the modernisation of adult social care.
- The Service Inspection noted these strengths and the clear vision for older people's and self-directed care services and judged the Council's capacity for improvement to be Promising.
- The workforce was relatively stable, and the Service Inspection found that staff were generally aware of key issues and satisfied with the support they received.
- The model of adult care services was steadily modernising towards prevention, re-ablement and self-directed care.

#### **What the council needs to improve:**

- Give political, corporate and partnership priority to full achievement of the extensive Service Inspection action plan.

### **Commissioning and use of resources**

#### **What the council does well:**

- The Service Inspection found the quality of in-house services for older people to be good and wider market management to be sound. This contributed to its judgement that the Council's capacity to improve was Promising.
- Services were being re-commissioned with an emphasis on preventive and open access interventions that supported the continuing shift in the balance of care. The Joint Strategic Needs Assessment assisted this trend.



- The local market for regulated service was of generally good quality, while in-house services improved during 2008/09.
- The procurement of services was increasingly restricted to those rated Good or Excellent by CQC regulation, with positive effects on the quality of out of borough placements and reductions in their use.

**What the council needs to improve:**

- None

## **Summary of Performance**

Brief overview of performance and progress

Although the Service Inspection found clear areas for improvement in normal services, and in the achievement of individual outcomes, relating to personalisation and especially to safeguarding, it nonetheless judged the Council's capacity to improve to be Promising. This has been reinforced by its prompt implementation of key areas of the resulting Service Inspection action plan, and its management of some significant related challenges. Other indications of good leadership in 2008/09 included the continuing shift in the balance of care towards community support and prevention, the associated consolidation of a modernised model of social care and health service by the Haringey whole system.

Strategic commissioning, market management and procurement and contract monitoring contributed to the steady modernisation of services and were endorsed within the Service Inspection, which judged the Council's capacity to improve to be Promising. Although the Service Inspection report criticised some aspects of commissioning plans for older people's services, these had been fully updated by the time of the 2009 Annual Review Meeting. CQC regulation noted improvements to in-house services, while the Council took effective action to restrict the use of regulated services other than those rated Good or Excellent and to improve individual outcomes for people placed outside the Borough.

## **Outcome 1: Improved health and well-being**

---

The council is performing: **Well**

The Council and its partners continued to put in place a good range of joint services to promote re-ablement and healthy living, such as “Get up and Walk” and the new Haynes Centre. Progress included modernisation of mental health services, although the Service Inspection identified gaps in such services for older people. However the main area for improvement related to delayed transfers of care which remained at a high level within London, the rate of reduction having been limited in 2008/09 compared to the previous year.

### **What the council does well:**

- A wide range of joint interventions promoted re-ablement and healthy living outcomes, including new developments such as “Get up and Walk” and the Haynes Centre for people with dementia.
- These included community-based preventive options such as those based in libraries, and primary care contributions including the Clinicenta.
- Drug treatment services were rated Excellent by the Healthcare Commission / NTA Joint Service Review.

### **What the council needs to improve:**

- Give additional priority to reducing the high level of delayed transfers of care.
- Address areas for improvement in mental health services for older people identified by the Service Inspection.

## **Outcome 2: Improved quality of life**

---

The council is performing: **Well**

The balance of care continued to shift towards promptly delivered support in the community, increasingly reflecting independence and choice and preventive and open-access services. Expanded telecare networks and support to carers made particular contributions. The Council was responding to the need to ensure that older people benefited fully from these generally positive trends, and the delivery of major adaptations required specific attention.

### **What the council does well:**

- The use of residential care reduced and the balance of care continued to shift towards community and preventive support, although progress for older people was rather less marked.
- The Service Inspection found a good range of traditional services and commendable developments in independence-oriented services.
- More carers were supported both through short breaks and other service developments.
- Telecare and telehealth expanded and were integral to plans for additional supported housing including extra-care developments.

### **What the council needs to improve:**

- Reduce excessive waiting times for major adaptations.

### **Outcome 3: Making a positive contribution**

---

The council is performing: **Well**

Engagement of service users and carers increased and increasingly emphasised influence on services rather than consultation. Significant developments included the development of a user payment policy and the service user forum established as part of personalisation planning. The Service Inspection found good examples of involvement in the design and planning of services, while also identifying scope for further developments involving older people, which was being progressed. Haringey's LINK had been established and was contributing to the evaluation of personal budgets pilots.

#### **What the council does well:**

- A Wellbeing Board subgroup coordinated a range of participation and engagement initiatives, and was progressing a user payment policy.
- The Service Inspection identified good examples of service user involvement in the design and planning of services, such as the Haringey Forum for Older People.
- Positive participation was particularly facilitated by the Older People's and Learning Disability Partnership Boards.
- Carers were involved in service development and evaluation, particularly via the Carers Partnership Board, and the Equalities Impact Assessment on the revised Carers Strategy encouraged these trends.

#### **What the council needs to improve:**

- Consolidate developments progressing the Service Inspection finding that participation by older people could be developed further.

### **Outcome 4: Increased choice and control**

---

The council is performing: **Adequately**

Project and pilot arrangements for self-directed care were being taken forward, but pilots originally set up in 2008 had not reported, and the Service Inspection found clear areas for improvement in the focus on independence and choice of some more conventional care planning. Nonetheless the timeliness of assessment and reviewing practice was reliable, and the numbers of direct payment recipients including carers was increasing. Current arrangements for progressing personalisation pilots, and user involvement, were positive and had already benefited from learning from the Service Inspection.

### **What the council does well:**

- The Service Inspection noted improvements in care planning such as timeliness and reviewing, and the appropriateness of programme and project planning for self-directed care.
- The number of direct payment recipients increased. Carers were particularly benefiting, often through one-off payments such as for short breaks.
- Individual pilots involving people with physical disabilities and learning disabilities were well-established and a pilot for older people had been brought forward. The LINk was involved in their user evaluation.
- The Service Inspection found a good range of out of hours services which were widely used.

### **What the council needs to improve:**

- Reflecting the Service Inspection judgement of Adequate for this outcome, implement the resulting action plan which relates both to care management and to self-directed care services.
- Ensure that personal budgets pilots report within 2009/10, so that learning from them influences further developments reliably.

## **Outcome 5: Freedom from discrimination and harassment**

---

The council is performing: **Well**

The Service Inspection found a good range of services for people from black and ethnic minority communities, and effective engagement with them, but nonetheless found that some care planning lacked sufficient focus on cultural and religious dimensions. In other respects equalities issues were taken forward strongly. A peer review by Redbridge Council confirmed good overall progress in service developments, consistent with the planned achievement of Level 3 of the Equalities Framework for Local Government. Equality Impact Assessments were applied to key developments such as safeguarding, carers support and self-directed care, while compliance with ethnic monitoring requirements continued to improve.

### **What the council does well:**

- The Service Inspection found a good range of specialised services for black and ethnic minority communities.
- The Council was engaged effectively with these communities and others such as people with low vision and limited hearing.
- Progress towards Level 3 of the Equalities Framework for Local Government was affirmed by a peer review conducted with Redbridge Council.
- Equality Impact Assessments relating to safeguarding, carers support and self-directed care contributed to service improvement.
- Compliance with ethnic monitoring of people assessed or receiving services improved further.

### **What the council needs to improve:**

- Continue to respond to findings in the Service Inspection that some care planning lacked focus on cultural and religious issues, and so was not holistic.

## **Outcome 6: Economic well - being**

---

The council is performing: **Well**

Developments in income maximisation, including a multi-agency take-up campaign, improved the economic wellbeing of people using social care services. The Council's commitment to promoting employment for all its residents continued. It was exhibited within social care through a range of initiatives including social firms, and had developed to involve a direct role from NHS Haringey. Employment achievements among people with learning disabilities were rather above average for London.

### **What the council does well:**

- Income maximisation became prominent across all service user groups and included an effective multi-agency take-up campaign.
- A wide range of employment-related initiatives included developments in social firms.
- The numbers of people with learning disabilities helped into paid work was rather above the average for London.
- The "Haringey Guarantee" continued to reflect the Council's role as a major employer, and now involved NHS Haringey.

### **What the council needs to improve:**

- None.

## **Outcome 7: Maintaining personal dignity and respect**

---

The council is performing: **Adequately**

The Service Inspection found clear areas for improvement in January 2009. These particularly included case recording and follow-up protection planning, but also management oversight, follow-up protection planning and some aspects of partnership involvement including by the police. Nonetheless the inspection found Safeguarding Board arrangements, initial responses to referrals and staff attitudes and awareness to be generally satisfactory. The Council made good use of inspection feedback and produced a sound action plan. At the time of the ARM some key actions had already been implemented, including reconfiguration of central safeguarding team management and staffing and improvements in quality assurance.

### **What the council does well:**

- The Service Inspection found that safeguarding governance was satisfactory, that staff awareness of safeguarding issues was good and that initial responses to referrals were generally sound.
- The Council was politically and managerially committed to improve safeguarding and had rapidly improved key areas within the resulting action plan.
- Recent improvements included enhancing and reconfiguring the staffing and management of the central safeguarding team, quality assurance developments

and increased police involvement. An independent chairperson was being recruited for the Safeguarding Board.

- The London Region Social Care and Partnerships Associate affirmed the Council's progress in taking forward the Service Inspection Action Plan.

**What the council needs to improve:**

- Fully implement the Service Inspection action plan, which reflects the need for improvement in day-to-day safeguarding practice that contributed to the Service Inspection judgement of Adequate.

This page is intentionally left blank




**Overview & Scrutiny Committee**
**On 11<sup>th</sup> January 2010**

Report Title. **Scoping report – scrutiny review sustainable transport in Haringey**

Report of **Cllr Mallett, chair of the scrutiny review panel**

Signed :

Contact Officer : **Martin Bradford**

Tel: **0208 489 6950**

Email: [martin.bradford@haringey.gov.uk](mailto:martin.bradford@haringey.gov.uk)

Wards(s) affected: **[All / Some (Specify)]**

Report for: **[Key / Non-Key Decision]**

**1. Purpose of the report (That is, the decision required)**

1.1. For the Overview and Scrutiny Committee to consider and approve the scope and terms of reference for the scrutiny review of sustainable transport in Haringey.

**2. Introduction by Cabinet Member (if necessary)**

2.1. N/A

**3. State link(s) with Council Plan Priorities and actions and /or other Strategies:**

3.1. The scrutiny review of sustainable transport will link with the Sustainable Community Strategy Outcomes of and relevant LAA targets:

- an environmentally sustainable future:-
  - NI 175 – Access to services and facilities by public transport (and other specified modes)
  - R186 – Per capita CO2 emissions in the LA area.
- healthier people with a better quality of life
  - NI 119 – Self reported measure of people overall health and well being.

3.2. The scrutiny review of sustainable transport will link with Council Plan priorities of:

- A greener Haringey – promoting safe and sustainable travel and reducing traffic

congestion.

**4. Recommendations**

4.1. That the draft scope, terms of reference and work plan for the review be agreed.

**5. Reason for recommendation(s)**

5.1. Reasons for the above recommendation are laid out in the main body of attached report.

**6. Other options considered**

6.1. Review options are included within the main body of attached report.

**7. Summary**

7.1. The Overview and Scrutiny Committee commissioned a scrutiny review of sustainable transport provision in Haringey as part of its 2009/10 work programme.

7.2. Following consideration by panel members (Cllr Beacham, Cllr Mallet, Cllr Santry & Cllr Weber) and consultation with relevant stakeholders a draft scope, terms of reference and work plan have been developed (contained in the attached report).

7.3. The review will assess how sustainable transport services are currently provided and determine how the role of smarter travel measures (e.g. travel information, travel planning & travel awareness) can be used to promote sustainable transport in Haringey and achieve modal shift (from car usage to walking, cycling and public transport).

7.4. Full details of the terms of reference and objectives for the planned review are contained in the attached report.

**8. Chief Financial Officer Comments**

8.1 The costs of preparing this report and completing this review can be contained within existing revenue budgets. Before any recommendations that are developed by this review are implemented funding will be identified and agreed by the relevant Committee.

**9. Head of Legal Services Comments**

9.1. 'The scrutiny review is not a statutory process and there are no statutory public consultation requirements. There are no legal implications as the purpose of the report is to consult and inform the Overview and Scrutiny Panel'

**10. Head of Procurement Comments – [Required for Procurement Committee]**

10.1. N/A

## **11. Equalities & Community Cohesion Comments**

- 11.1 Access to safe and reliable forms of transport is central to an individual's perception of mobility and their subsequent ability to access services and to participate in the communities in which they live. In this context, this review has particular relevance to local equalities groups, who may have specific transport needs or face particular barriers in accessing transport services or individual modes of transport. The review will explore these issues through consultation with local transport groups.
- 11.2 It is noted that in preparation of the Local Improvement Plan, the Local Authority is required to undertake widespread consultation within the community and conduct an Equalities Impact Assessment of the proposals contained within it. It is hoped that the review will guide and inform such processes.

## **12. Consultation**

- 12.1. A broad range of stakeholders will be consulted during the review process including Haringey Sustainable Transport Service, Haringey Transport Forum (a users group) and other national and regional organisations (Sustrans, Transport for London, Campaign for Better Transport). The panel will also consult with other Local Authorities which have been designated as sustainable travel demonstration towns.

## **13. Service Financial Comments**

- 13.1 This review will be carried out within the current resources of the Overview and Scrutiny Service.
- 13.2 Any financial implications resulting from the recommendations of the review will be assessed within the final report.

## **14. Use of appendices /Tables and photographs**

- 14.1 These are contained in the attached report.

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

- An analysis of urban transport Cabinet Office 2009.
- Delivering sustainable low carbon travel: an essential guide for Local Authorities.

A full list of all reports used in the scoping report are referenced in the attached report.

**Scrutiny Review of Sustainable Transport  
Provision (and the reduction of traffic  
congestion) in Haringey**

**Scoping Report and Terms of Reference**

## 1. Introduction

- 1.1 A scrutiny review panel is a time limited 'task and finish' body which is established to conduct in an in-depth review of an identified area of service provision. The review panel is made up of Non-Executive councillors, who report back conclusions and recommendations to the main Overview & Scrutiny Committee. In June 2009, Haringey Overview and Scrutiny Committee commissioned a review panel to conduct an in-depth review in to how the authority can improve sustainable transport provision and reduce traffic congestion in the borough.
- 1.2 The following report provides a detailed scoping of issues pertaining to sustainable transport provision in the borough including the local strategic framework for the review, national, regional and local background data, an overview of current service provision and perceptions of local service provision. The report also contains the proposed terms of reference (section 8) and the planned processes through which the review may be conducted (section 9).
- 1.3 This scoping report was intended to inform discussions around the planned nature of the review and more specifically, the terms of reference which will guide the work of the panel. Having been agreed by the review panel, the scoping report will be sent to the Overview & Scrutiny Committee for approval. It is anticipated that the review will commence in later September 2009 with a final report going to Overview & Scrutiny Committee in March 2010.

## 2. Defining sustainable transport and traffic congestion

- 2.1 Transport plays an integral role in society as it provides individuals with the mobility to make social and economic connections which form the fabric of community life. In short, transport allows individuals, and indeed communities, to access and participate in society. It is widely recognised however, that transport may not always be a benign concept, but may have a range of environmental, social and economic costs.
- 2.2. One of the most significant impacts of transport is on the environment. Not only does transport consume between 20-25% of worlds energy, it is known to have considerable harmful effects through the discharge of carbon dioxide (CO<sub>2</sub>) and other air pollutants.<sup>1</sup> Road transport in particular is a major contributor to localised air pollution, specifically PM<sub>10</sub> (from diesel engines) and nitrous dioxide (from petrol engines), which can have a detrimental affect on peoples health.<sup>2</sup>
- 2.3 Aside from air pollution, there are other social costs attached to transport which can include road crashes, road accidents, noise pollution and a reduction in people's physical activity. Where there is a build-up of road traffic, roads may become congested which can precipitate significant economic costs by delaying peoples' individual journeys and the transportation of goods and services. These environmental, social and economic impacts have precipitated moves to make transport more *sustainable*.

---

<sup>1</sup> [Transport Technologies and Policy Scenarios](#). World Energy Council (2007)

<sup>2</sup> Haringey Borough Profile ([haringey.gov.uk](http://haringey.gov.uk))

- 2.4 At this early juncture, it is important to define sustainable transport, convey the relativity of this concept and to distinguish between sustainable transport and a sustainable transport system. The term *sustainable transport* is that which describes the use of an individual mode of transport which has little or no environmental impact. That is, it must be possible to create the resources needed to build and fuel the mode of transport and to absorb the waste from its creation and use.
- 2.5 Within this definition, sustainable transport generally refers to cycling and, in particular, walking as these modes of transport require few resources to create and their environmental impact is negligible. The relativity of this concept should not be ignored however, for whilst walking and cycling may be the most sustainable methods of transport, other modes (e.g. rail and bus) may be more sustainable in comparison to other modes of transport (e.g. car) given the relative capacity and environmental impact of different transport modes.
- 2.6 It is also important to differentiate between sustainable transport and a sustainable transport system. A sustainable transport system is inevitably more holistic, which relates to broader issues around equity and affordability as well as environmental impact. A transport system can be seen as a system which:
- Meets the mobility needs of individuals, businesses and society mobility, recognises the impact on human health and the wider environment and promotes equity
  - Is affordable, operates fairly and efficiently, offers a choice and supports a competitive economy
  - Limits environmental emissions and waste, minimising the use renewable and non-renewable resources whilst minimizing the impact on land use and the generation of noise.<sup>3</sup>

### 3. Sustainable transport – an overview of national and regional data

#### Carbon dioxide emissions

- 3.1 Transport is a significant contributor to carbon dioxide emissions, gases which can contribute to climate change.<sup>4</sup> In the UK, transport accounts for approximately 50% of carbon dioxide emissions, of which the single most important contributor is private car use: private car use is responsible for 55% all greenhouse gas emissions in the transport sector (**Figure 1**).<sup>5</sup>
- 3.2 Other forms of petrol and diesel vehicles such as heavy good vehicles (19%) and light goods vehicles (15%) are also significant contributors to carbon dioxide emissions. Public transport as a whole (rail and buses) is relatively less polluting, and accounts for less than 6% of carbon dioxide emissions within the transport sector. Other common forms of transport, such as walking and cycling have a minimal impact on the environment.
- 3.3 Despite these environmental concerns however, and reductions recorded in other sectors, carbon dioxide emissions associated with transport have continued to rise: emissions from the transport sector rose by 47% in the period 1990-2002.<sup>6</sup> In this context, there is a widespread acknowledgement that there is a need to encourage

---

<sup>3</sup> (as quoted in) Williams, K Spatial Planning, Urban Form and Sustainable Transport, Gower 2005

<sup>4</sup> Woodcock et al (2007) Energy and Transport The Lancet V:370; 9592 pp1078-1088

<sup>5</sup> Towards a sustainable Transport System, Department of Transport, 2007.

<sup>6</sup> National Statistics – Transport and the environment (statistics.gov.uk)

people to switch from private car use to other more sustainable modes of transport at international,<sup>7</sup> national<sup>8</sup> and regional policy levels.<sup>9</sup>

#### National Transport Data

3.4 Dependence on motor vehicles for transport is underscored by national transport and travel trends which demonstrate the dominance of the car as mode of transport. Data from the National Travel Survey has highlighted that: the proportion of households with access to a car has risen to 70%; that the proportion of trips undertaken by car account for 63% of all trips; and that travel by car accounts for 80% of total distance travelled.<sup>10</sup>

3.5 As a consequence of increased car usage, it is not surprising to record that this has had an impact on traffic volumes, traffic speeds and network congestion. National data indicates that: overall traffic volume has increased by 11%; that cars account for 79% of all traffic and; that the proportion of vehicles exceeding 30mph in built up areas has declined for all vehicle groups.<sup>11</sup> Although recent economic conditions would appear to have affected overall traffic volumes, this seems to have had little impact on overall vehicles flow or congestion.<sup>11</sup>

3.6 Nationally, the use of public transport and other more sustainable modes of transport reveal some interesting patterns and associations. Highlights from the National Travel Survey include:

- Although **bus use** is the most common mode of public transport, just 28% of respondents use a bus at least weekly
- Although 58% of respondents **walked** for more than 20 minutes once a week, 25% indicated that they did this less than once a year or never
- Although 14% of respondents **cycled** at least once a week, this was far higher among u15s (45%) than adults (10%); cycle ownership falls from 89% among u15s to 49% among adults.<sup>10</sup>

#### Transport in London

3.7 Approximately 7.6 million people live and 4.7 million people work in the London region. It is estimated that currently about 30 million trips are made using a variety of transport methods in London each day, though with anticipated population growth, it is expected that an additional 4 million more trips will be made each day by 2025.<sup>12</sup> In London, not only are more people travelling, there is evidence to suggest that people are travelling further and making more complex journeys.<sup>13</sup>

3.8 Analysis of car ownership and access to a car in London is comparatively different to the rest of the UK. For in London 43% of households do not have access to a car compared to just 25% nationally, similarly just 16% of households in London have access to 2 cars compared to 32% nationally.<sup>14</sup> This underlines the established relationship between the size of conurbation in which people live, the provision of public transport and car usage.

---

<sup>7</sup> Europe at the crossroads: the need for sustainable transport. European Commission

<sup>8</sup> Towards a sustainable Transport System, Department of Transport, 2007.

<sup>9</sup> Mayors Transport Strategy (Statement of Intent) 2009

<sup>10</sup> Transport Statistics Bulletin: The National Travel Survey (2008)

<sup>11</sup> Road Statistics 2008: Traffic, speeds and Congestion - Statistical Bulletin Department of Transport

<sup>12</sup> Environment Report, Transport for London (2008)

<sup>13</sup> Travel in London: key trends and developments Report No.1 Transport for London 2009

<sup>14</sup> Transport Statistics Bulletin: The National Travel Survey (2008)

- 3.9 Although car ownership and access to a car maybe lower in London compared to other regions, the dominance of the car as the main mode of transport in the capital remains apparent. There is however a strong spatial variation between private car use and distance from the city centre: car use in outer London constitutes 56% of all trips, compared to 33% in inner London and just 13% in central London (**Figure 2**). Conversely, the use of both public transport and sustainable transport (walking and cycling) increases as journeys commence nearer to the city centre.
- 3.10 It is important to note the significance of outer London in terms of the spatial variation of travel, where it is recorded that 48% of all trips start and finish in outer London. It is also noted that individual trip rates are higher for people living in outer London than inner London and the distance travelled is also greater.<sup>13</sup>
- 3.11 Since 2000 however, there has been a substantial change in travel behaviour in London; most notably declining car usage accompanied by increased uptake of public transport. In the period 2000-2007, the proportion of journey stages made by public transport increased from 33% to 40% and an additional 7.5 billion km was travelled using public transport.<sup>13</sup>
- 3.12 Counter to national trends, traffic volume in London fell by 2% in the period 2000-2007. In central London in particular (due to the introduction of the congestion charge) traffic volume has fallen by 21%. The underlying the spatial relationship between traffic and geographic area is again highlighted within this data: where traffic in inner London fell by 5% and in outer London volume has remained the same. It should be noted that whilst traffic volume may have fallen, congestion across the capital as a whole has been increasing. This is borne out in the reduction of average traffic speeds by 14% at rush hour, 12% at off peak times and 9% at weekends.<sup>13</sup>
- 3.13 The number of cyclists on the road has increased by 91% in the period 2000-2007, however, cycling still accounts for a relatively small proportion of all trips (2%).<sup>13</sup> Cycle patterns also vary widely across London: in inner London cycling accounts for 3% of all trips though in outer London the comparative figure is just 1%. There is also a wide variation in the modal share of cycling across individual London boroughs: the highest modal share is in Hackney, which is ten times greater than the borough with the lowest modal share for cycling.
- 3.14 Similar trends are seen for other sustainable methods of transport, such as walking, for whilst the absolute number of walking trips has increased across the capital, these still account for the same modal share of all trips (31%). In the period from 2005-2008, walking accounted for 36% of all trips in inner London, though in outer London this was just 28%. There is a strong relationship between distance travelled and walking as the main mode of transport in London: whilst 82% of all trips under 0.5km were made on foot, this fell to just 29% for trips between 0.5km and 2.0km.<sup>15</sup>

#### **4. National Policy Framework**

- 4.1 There are a number of strands to the legislative and policy framework which supports the development of sustainable transport. These can be seen as a number of policy drivers which include: climate change, managing the transport network and delivering sustainable transport.

---

<sup>15</sup>Walking in London, Transport for London (2008)



Climate Change/ Air Quality

- 4.2 The UK is a signatory to the **1997 Kyoto Agreement** which aims to secure a worldwide reduction in greenhouse gases. Nationally the government has agreed to reduce greenhouse gas emissions by 60% (from 1990 levels) by 2050, which is over and above the minimum requirement of the Kyoto agreement.
- 4.3 The **Greater London Assembly Act (1999)** ensures that there is a legal obligation for the Mayor to have regard for climate change and to actively address the both its causes and consequences. It is noted however, that the Mayor's commitment of reducing greenhouse gas emissions exceeds the national target, by aiming to reduce carbon dioxide emissions in the capital 60% by 2025.<sup>16</sup>
- 4.4 Under the **GLA Act (1999)**, the Mayor is also required to publish a Statement on the Environment Report every four years. The Act states that the Mayor's State of the Environment Report must include information on air quality, air emissions and particular emissions from road traffic, road traffic levels or energy consumption and the emission of substances which contribute to climate change. The **Transport Act (2000)** also requires Local Authorities to provide a local transport plan which considers national climate change objectives

Managing the Transport Network

- 4.5 There is also legislation which places a responsibility on Local Authorities to manage local transport networks. Under the **Traffic Management Act (2004)** Local Authorities have a *new network management duty* in which they are required to proactively manage of the national and local road network in their area. Similarly, the **Transport Act (2008)** provides Local Authorities with greater powers to tackle congestion and improve local transport provision.

Sustainable transport

- 4.6 More specific guidance for sustainable transport provision is provided through national policy documents ***Towards a Sustainable Transport Strategy (2007)*** and its implementation plan, ***Delivering a Sustainable Transport Strategy (2008)***. The former was published in response to the Stern Review<sup>17</sup> and the Eddington Study<sup>18</sup> and provides a national framework for local and regional transport authorities to guide planning and delivery of more sustainable transport programmes.
- 4.7 The strategy highlights five goals which should underpin sustainable transport developments, which include:
- Support national competitiveness and growth – reliability, connectivity and resilience of the network are key objectives
  - Tackle climate change – reduce greenhouse gas emissions, carbon dioxide and other harmful pollutants
  - Improve safety, security and health – reducing the risk of death or injury from transport and promoting modes of transport which are beneficial to health
  - Promote greater equality of opportunity – ensure participation for a fairer society
  - Improve quality of life and promote a healthy natural environment

<sup>16</sup> Environment Report, Transport fro London, (2008)

<sup>17</sup> The Stern Review was to assess the nature of the economic challenges of climate change and how they can be met, both in the UK and globally.

<sup>18</sup> The Eddington study was to examine the links between transport and the UK's economic productivity, growth and stability, within the context of the UK's commitment to sustainable development.

- 4.8 The strategy fully acknowledges that there will be tensions between the stated commitments, particularly those that support growth and the need to tackle climate change. The strategy is adamant that where such tensions exist (i.e. new infrastructure and impact on the environment), full and proper planning can overcome the majority of obstacles.
- 4.9 The importance of planning and land use in developing sustainable transport options has been recognised through the issuing of nationally planning guidance. **Planning Policy Guidance 13: Transport** recognises that planning can shape the nature, level, density and pattern of developments which may influence travel and patterns and behaviour. The guidance stipulates that there needs to be greater integration of planning and transport as national, regional and local levels, especially through:
- more sustainable choices for moving people and freight
  - Promoting accessibility of jobs and leisure via public transport, walking and cycling
  - Developing measures that reduce the need to travel (especially by car).

## 5. Regional context

- 5.1 Under Greater London Assembly Act (1999), responsibility for London's transport system was transferred to the Mayor of London. Whilst the Mayor retains strategic control, day to day management of the transport system rests with Transport for London (TfL). It is also the duty of the Mayor to produce an overarching plan for London (The London Plan) and a specific transport strategy, where implementation of the latter is delegated to TfL.

### London Plan (2004)

- 5.2 This is the overarching plan for spatial development across London which covers all areas including economic growth, housing and transport. The London Plan should guide and inform all subsequent strategies from the Mayors Office and other development plans in Local Authorities (i.e. Core Strategies).
- 5.3 There are four sections within the London Plan which are of relevance to the scrutiny review of sustainable transport. These commit the Mayoralty and its strategic partner to:
- **Develop sustainable transport (3C.3 )** - encourage shifts to more sustainable modes; undertake appropriate demand management measures; promote greater use of low carbon technologies; improve public transport between local suburban town centres
  - **Improving conditions for walking (3C.21)** - ensure that safe, convenient, accessible and direct pedestrian access from new developments to public transport nodes; undertake walking audits to ensure that existing pedestrian infrastructure is suitable; plan for improving the safety and security of the pedestrian environment; to identify, complete and promote high quality walking routes including the six strategic walking routes
  - **Improving conditions for cycling (3C.22)** - identify and implement high quality, direct, cycling routes; identify, complete and promote the London Cycle Network Plus; encourage provision of sufficient, secure cycle parking facilities, encourage and improve safety for cycling.
  - **Tackling congestion and reducing traffic (3C.17)** - reduce weekday traffic by 15 per cent in central London where congestion charging applies; achieve zero growth

across the rest of inner London; reduce growth in outer London by a third, and seek zero growth in outer London town centres.

5.4 The London Plan also establishes **5 radial sub regions** which will have transport planning functions. The aim of these regions is to develop more localised cooperation in the planning of larger cross border transport initiatives. The five areas are north, north west, north east, south east and south west. Haringey is located in the north sub region along with LB of Enfield, Barnet, Camden, Islington, Hackney and Westminster.

5.5 At this juncture, it should be noted that the Mayor has established an Outer London Commission to investigate how outer London region can contribute to London's development. Initial findings stress the importance of sub regional development and of orbital movement in outer London. It is likely that the findings of the commission will be influential in reshaping the London Plan and subsequent drafts of the Mayors Transport Strategy.

Mayors Transport Strategy (2009)

5.6 The new Mayor is in the process of producing a new transport strategy for London for which an initial public consultation has already taken place. A strategic overview of the development of the new Mayors Transport Strategy is detailed below, where it is noted that a finalised strategy is not expected until March 2010.

- Way to Go - initial public consultation (November 2008)
- Statement of Intent - draft Mayors Transport Strategy (May 2009)
- Public consultation on draft strategy (Sep 2009)
- Final Mayors Transport Strategy (spring 2010)

5.7 The Statement of Intent provides an initial framework for developing the new Mayors Transport Strategy. This highlights key challenges that face London's transport system and outlines a number of potential policy proposals. The strategy proposes 5 high level outcomes for London's transport system which includes:

- **Economic development and growth** – supporting population and employment growth, the need for sub-regional development, delivering efficient and effective transport system.
- **Improved quality of life** – journey experience, improve the built environment, improve air quality, reduce impact of noise, connect communities and promote health.
- **Improved safety and security** – essential to remove perceived barriers, particularly in use of more sustainable methods of transport such as walking and cycling.
- **Improved transport opportunities for all** –poor networks can exacerbate deprivation by reducing opportunities for economic, educational or social development.
- **Tackle climate change** - to reduce emissions by 60% from 1990 levels where ground transport emissions account for 22% of emissions.

5.8 In respect of sustainable transport provision the Statement of Intent makes a number of high profile commitments which include:

- **Improving passenger information**: fleet wide introduction of iBus technology (next station announcer, countdown etc)

- **Improving uptake of cycling:** develop London cycle hire scheme, develop 12 cycle superhighways, increase bike security and prioritising of bikes on high volume routes.
- **Improving uptake of walking:** establish key walking routes with boroughs, make crossings easier, conduct street audits and provide better information.
- **Improving uptake of electric vehicles:** 25,000 charging points by 2015, fleet conversion, 100% discount from congestion charge.

5.9 The publication of the Statement of Intent has attracted considerable comment from key regional stakeholders and interest groups including the Greater London Assembly, London Councils, Living Streets and Campaign for Better Transport. Analysis of these responses has highlighted a number of broad similarities in respect of sustainable transport which can be summarised as thus:

- There is insufficient commitment to encourage a shift to more sustainable methods of transport<sup>19, 20, 21</sup>,
- The development of cycle superhighways will increase cycle traffic in to the centre of London when 70% of the potential increase for cycling is in outer London<sup>19</sup>
- There should be more emphasis on smarter travel initiatives and those which encourage behavioural change<sup>19</sup>
- There is not enough emphasis on improving the pedestrian environment to encourage walking
- There needs to be further recognition of the benefits of active travel (walking and cycling) and how these can support other strategies and priorities (i.e. well being)
- There is a needs to be greater focus on developing more localised travel plans and sustainable travel solutions<sup>22</sup>.

#### Local Implementation Plans (LIP)

5.10 The process through which implementation of the Mayors Transport Strategy is achieved at the borough level is through the production of Local Implementation Plans (LIP). Under the Greater London Authority Act (1999) each London borough must produce a LIP, which details how it intends to put the Mayors Transport Strategy in to effect. The LIP must be consistent with the aims and objectives of the Mayors Transport Strategy and reflect local priorities established within local Sustainable Community Strategies. The publication of the new Mayors Transport Strategy triggers the development of new LIPs.

5.11 The nature and content of the LIP is largely determined by guidance issued through TfL. Under the Traffic Management Act (2004), boroughs have a network management duty to all road users and pedestrians, and thus must consult with relevant local agencies and interest groups in preparation of the LIP. Boroughs are also required to conduct a Strategic Environmental Assessment (SEA) and Equalities Impact Assessment of proposals detailed within the LIP.

5.12 There are a number of planned reforms to the LIP for 2010/2011 and the funding streams which underpin it, these are designed to reduce bureaucracy, increase local flexibility as to how funds are spent and provide greater certainty of future funding. Most significantly, the current 21 funding streams will be simplified to 5 broader

<sup>19</sup> Greater London Assembly, response to Mayors Transport Strategy, 2009

<sup>20</sup> Living Streets, response to Mayors Transport Strategy, 2009

<sup>21</sup> London Councils, response to Mayors Transport Strategy, 2009

<sup>22</sup> Campaign for Better Transport, response to Mayors Transport Strategy, 2009

programmes: maintenance (road renewal), corridors (e.g. bus priority, cycle network), neighbourhoods (e.g. 20mph zones, regeneration) smarter travel (e.g. travel plans, travel awareness) and major schemes (e.g. station access, town centres). Full details of the new funding streams are contained in **Table 1**.

- 5.13 In addition to simplified funding arrangements, each borough will be allocated £100k to spend as they choose, a greater proportion of funding will be notified in advance to bring greater certainty and there will no longer be a requirement to produce an annual progress report. In this context, boroughs will have greater discretion as to how they use funding provided by TfL and to determine how local spending plans will meet local needs (so long as these conform to the Mayor's overarching Transport Strategy).
- 5.14 Approximately £160m is allocated through the LIP each year by TfL. Analysis of funding provided to Haringey through the LIP from 2004/5-2009/2010 demonstrates that absolute funding has ranged from £3.4m to £5.4m with the overall share of funding varying from 2.5-3.9% of the total allocation to London boroughs (**Figure 3**).
- 5.15 The funding allocation through the new formula to Haringey for 2010/2011 is £2.807m. A more detailed list of the funding allocation in accordance with the five new funding streams is given below:

Corridor funding	£1.341m
Neighbourhood funding	£1.068m
Smarter travel	£0.268m
Local choice	£0.100m
<b>Total</b>	<b>£2.807m</b>

## 6. Transport in Haringey

- 6.1 The following section provides more localised data about the nature of transport in Haringey and in particular, an overview of current sustainable transport provision. The following sections also present data from public consultations about transport related issues which have been collected from local residents.

### Transport infrastructure

- 6.2 Haringey has good radial transport networks for road, rail and tube, though transport networks are less developed running across the borough (east to west). The borough is served by 6 tube stations on three tube lines (Northern, Piccadilly and Victoria). Approximately 40 bus routes run through Haringey, of which all but 7 are high frequency routes. One overland rail line runs across the borough (Barking-Gospel Oak line) which has three stations.
- 6.3 Data from TfL indicates that there has been considerable investment in local transport through the LIP since 2003/4 to a total of £29.3m including: £4.4m for road renewal, £3.1m for bridge works; £2.8m for local safety schemes. In addition, there has been increased frequency on 20 of the boroughs bus routes and 7 of the boroughs night bus routes; there is planned capacity increases on the Northern line (20% by 2012), Piccadilly line (25% by 2014) and Victoria line (19% by 2013).<sup>23</sup>

<sup>23</sup> Key investment in Haringey 2009/10 Transport for London 2009

- 6.4 According to the 2001 census, 46% of households do not have access to a car, though there are wide variations across and within the borough: in the west of borough household access to car/van is above 80% whereas in the east this falls to below 40%. More recent data (2008) suggests that there are wide variations to car accessibility within the borough: households in Noel Park ward are twice as likely to not have access to a car than those in Alexander ward; and in three wards over 20% of households have access to two to four cars (**Figure 4a, 4b & 4c**).
- 6.5 Air Quality indicators suggest particulate matter 10 (PM10) from petrol diesel engines and nitrous dioxide NO2 (from petrol engines) are problematic within the borough. High levels of these air pollutants are found adjacent to main road arteries (especially in Tottenham Hale). In 2005, Haringey emitted 1118 kilo tonnes of CO2, of which 290 kilo tonnes (26%) were attributable to transport usage. Haringey is the fifth lowest London borough in terms of per capita emissions (tonnes per capita) and the eleventh lowest of road transport emissions in London.<sup>24</sup>

### Sustainable Transport

- 6.6 Data on the share of modes of transport used for journeys starting in Haringey reflect the spatial patterns established earlier: the further journeys originate outside of the city centre the greater reliance on private car usage. Further detail finds that car usage for journeys originating in Haringey accounts for 31% of trips which is significantly lower than the outer London average (51%) but slightly higher than the inner London average (27%). Both bus (20%) and underground (12%) usage is higher for journeys originating in Haringey than either the inner or outer London average for these different modes. The full modal share of trips made in Haringey in comparison to inner and outer London boroughs is contained in **Figure 5**.
- 6.7 Haringey has the third lowest number of people that **walk** to work and the third highest number of people that travel to work by public transport. Furthermore, just under 1/3 (31%) of all trips in Haringey are on foot, which is equal to those trips made by car. In Haringey, 97% of walking trips are less than 3km, though 48% of journeys made by car are also less than 3km: this highlights the potential to switch to more sustainable modes in Haringey.
- 6.8 Haringey performs less for cycling than its statistical neighbours: the proportion of people who have cycled for more than 30 minutes within a 4 week period was 10.2% in Haringey, lower than Southwark 13.4%, Hackney 14.8% and Lambeth 16.2%. (**ref**)
- 6.9 A summary of some of the recent developments in sustainable transport provision is given below:
- Greenways- linking green-spaces across the borough (i.e. Finsbury Park, Lea Valley)
  - Haringey is part of the London Cycle Network and is delivering a programme of cycle improvements (advanced stop lines, on street cycle parking)
  - Car club scheme (with Streetcar) now has 27 vehicles at 14 on street locations
  - Travel plans – all schools have an approved travel plan
  - Workplace travel planning - being undertaken by the North London sector
  - 20MPH zones – focus has been in the east of the borough in respect of local safety issues

<sup>24</sup> Haringey borough profile ([haringey.gov.uk](http://haringey.gov.uk))

- Home Zones – two small areas exist in Linden road (West Green) and Tower Gardens (north Tottenham).

How important is travel and sustainable transport issues to local people?

6.10 A number of consultations have been undertaken with local residents which provide some insight in to local perceptions of transport, traffic congestion and sustainable transport issues. This section of the report highlights key findings to emerge from these consultations which may guide and inform the scrutiny review process.

The Place Survey

6.11 The Place Survey is a national survey which is used to support assessments of local public services. The survey has been developed by the Department of Communities and Local Government and provides data for 25 national indicators which are informed by citizens' views and perspectives. The survey was conducted in 2008/09 and completed by approximately 1,900 people resident in Haringey.

6.12 The survey sought to ascertain what issues are of most concern to local people and, those issues which need most improvement locally. The top three issues of concern to local people were the level of crime (66%), clean streets (52%) and public transport (42%). Traffic congestion was cited to be of most concern to 17% of respondents, whilst both road & pavement repairs and the level of pollution was named by 13% as an issue of most concern (**Figure 6**).

6.13 When considering those issues which need most improvement, the top three issues cited by respondents were clean streets (43%), the level of crime (42%) and traffic congestion (38%). Road and pavement repairs (36%) also figured prominently among issues which respondents felt needed most improvement. Interestingly, whilst public transport was a significant local concern (42%), far fewer respondents (12%) felt this needed most improvement (**Figure 7**).

6.14 The above data is useful as it provides an indicator of the comparative priority of transport related issues against other community concerns. Also, by mapping those issues which are of most concern against those which need most improvement; this indicates that clean streets and the level of crime are significant priorities over and above other issues (**Figure 8**). It is noted that traffic congestion and public transport also figure prominently in this same assessment.

6.15 The Place Survey also assesses more specific perceptions of local transport services including use and satisfaction of local transport information and, use and satisfaction of local bus services. This data demonstrates that 50% of respondents have used local travel information services at least monthly (**Figure 9**), and that most (57%) are satisfied with this service (**Figure 10**).

6.16 Similar assessments are made of local bus services, in which the reliance on local bus services is revealed; 44% of respondents used the bus service daily and 73% use the bus service at least weekly (**Figure 11**). Just 4% of respondents have not used the local bus service. Over  $\frac{3}{4}$  (77%) of respondents were broadly satisfied with local bus service provision (**Figure 12**).

6.17 Sustainability issues are also tested within the Place Survey through a broad assessment relating to local public services working to make Haringey greener and

cleaner. Here, 71% of respondents agreed that local services were working to make Haringey greener and cleaner to some extent (53%) or a great deal (18%) (**Figure 13**).

#### Road to Improvement consultation

6.18 A consultation specifically on transport issues was conducted among local residents by the Council in 2007. This sought to ascertain local transport priorities which were to be funded through the Highways Improvement Plan. Almost 3,500 responses (via website and postcards) were received to this consultation which was conducted between June and September 2007.

6.19 This consultation concluded that road (43%) and pavement (41%) repairs were the top priorities for transport improvement among local residents (**Figure 14**). Efforts to improve traffic congestion in the borough was also seen as local priority, especially measures to improve bus route congestion (27%) and traffic congestion pinch points (24%). Sustainable transport issues also figured highly in local residents priorities for improvement including more cycle pathways (26%) efforts to improve walking facilities such as pedestrian crossings (22%) and other road safety improvements (19%).

6.20 The consultation revealed broad geographic variances for different sustainable transport priorities: demand for cycling pathways was highest in Haringay, Stroud Green, Hornsey, Muswell Hill and St Ann's wards. Bus route congestion was a high priority issue in Haringay, Muswell Hill, Noel Park, St Ann's, Tottenham Hale and West Green wards. Traffic congestion pinch points were seen as a particular priority in Seven Sisters, Crouch End and Alexandra wards.

#### National Highways and Transport – Public Satisfaction Survey

6.21 This is a an assessment of public satisfaction with transport issues which was conducted among 77 local authorities, including Haringey and seven other London boroughs (Hackney, Islington, Lambeth, Redbridge, Tower Hamlets, and RBKC & Waltham Forest,). The survey measures public satisfaction with transport accessibility, public transport provision, walking and cycling. The survey was conducted in the summer of 2009 and is anticipated provide useful benchmarking data to demonstrate the comparative performance of the LB Haringey. The sustainable transport service is expected to publish this data in the autumn of 2009.

## **7. Local Strategic Framework**

7.1 The provision of sustainable transport and the reduction of traffic congestion both figure prominently in a number of key strategies and policy documents within Haringey. From this documentation, it is possible to identify a number of areas where the review may potentially contribute to help support local policy objectives and achieve local targets.

#### Sustainable Community Strategy (2007-2016)

7.2 The Sustainable Community Strategy (SCS) is the overarching plan of the Haringey Strategic Partnership which details how the Council and its partners will tackle broad community wide issues. The SCS is based on a wide community consultation process and provides a ten year vision for Haringey. Key priorities embedded within the SCS include the need for local action to tackle climate change and ensure that Haringey has an 'environmentally sustainable future'.<sup>25</sup>

---

<sup>25</sup> Haringey's Sustainable Community Strategy. Haringey Strategic Partnership



7.3 The SCS acknowledges that encouraging the use of more sustainable forms of transport, such cycling and walking, will be an important factor to help achieve these priorities. In addition to improving the transport infrastructure and local transport services, the SCS contains an explicit commitment to promote sustainable transport through improving local bus routes, extending cycle lane provision and promoting on street car-clubs.

Local Area Agreement (2007-2010)

7.4 The Local Area Agreement (LAA) sets out a range of targets for the Council and its partners in delivering the key priorities and objectives of the SCS. There are 80 indicators in Haringey which are made up of statutory (n=16), national (n=35) and local (n=16) targets.

7.5 **Table 2** demonstrates that there are three targets within the LAA which, directly or indirectly, could be affected by improved sustainable transport provision. It should be noted that some of these targets (such as access to services via public transport) are still being developed with external agencies.<sup>26</sup>

Council Plan (2009/2010)

7.6 The Council Plan details the Council's own priorities and commitments within the SCS. The Council Plan for 2009/10 reaffirms the Council's commitment to making Haringey one of the greenest boroughs; working to reduce environmental impact of services and promoting greater sustainability in the way local resources are used.

7.7 Promoting sustainable transport and reducing traffic congestion are given as two key priorities within the Council plan to help make Haringey one of the greenest boroughs. Planned actions for 2009/10 include the development of the Transport Strategy, activities to extend the travel awareness programme and further work to develop school and work place travel plans. A summary of key actions to promote sustainable transport and reduce traffic congestion are contained in **Table 3**.

Greenest Borough Strategy (2008-2018)

7.8 This is a strategy of the Haringey Strategic Partnership which sets out local priorities and actions to tackle climate change, protect the natural environment and develop more sustainable approaches to the use of local resources. There are 7 priorities within the strategy:

- Improving the urban environment
- Protecting the natural environment
- Managing environmental resources efficiently
- Raising awareness and involvement
- Leading by example
- Ensuring sustainable design and construction
- Promoting sustainable travel

7.9 Of particular interest to this scrutiny review is priority 6: the promotion of sustainable travel. To help achieve this priority, the strategy identifies four key objectives (a more detailed description of these objectives and component actions is provided in **Table 4**):

- Reduce car and lorry travel in the borough
- Improve public and community transport

---

<sup>26</sup> NI 175 (Access to services and facilities by public transport) is being developed by Transport for London.

- Encourage more people to walk and cycle
- Reduce the environmental impact of transport

7.10 It is noted that the strategy concludes that in order for the borough to meet a 60% target for carbon reduction, it will be necessary to deliver initiatives that promote behavioural change to encourage a modal shift from car usage to more sustainable methods of transport.

Core Strategy (2011-2026)

7.11 The planning principles laid out within the Core Strategy are aligned to the Sustainable Community Strategy and provide the overarching planning guide for development and land use within Haringey. The Core Strategy details 12 policy proposals which describe how the borough will manage issues of housing, climate change, transport, employment, leisure, retail, open space, and design up until 2026. Public consultation on this document was recently completed (June 2009).

7.12 In relation to transport (or movement as it is specified in this document) the proposed planning policy guidelines indicates that these should support economic regeneration, improve security, reduce car dependency, combat climate change and improve environmental quality. To do this the Council will:

- Promote public transport, cycling and walking
- Integrate transport planning and land use planning to reduce the need to travel
- Promote improvements to public transport interchanges
- Locate trip generating developments (i.e. supermarkets) in locations with good public transport
- Support measure to influence behavioral change.

Comprehensive Area Assessment (2009)

7.13 Comprehensive Area Assessment (CAA) is the new process in which local public services are assessed. The emphasis of assessments within the CAA process is on broad public perceptions of the quality of life in an area rather than on the nature and quality of services provided. As part of the assessment process, the local strategic partnership is required to submit an annual self assessment of its performance against agreed local priorities.

7.14 It is envisaged that there will be two-way relationship between the CAA and overview and scrutiny, where local in-depth scrutiny reviews may provide evidence for the completion of the local self assessments, while the CAA may assist local scrutiny committees identify and prioritise issues to investigate. The current self-assessment has highlighted that one of the key challenges for Haringey is to meet a local target of 0% traffic growth and encourage more sustainable methods of travel (as also specified in the London Plan).

Local Implementation Plan (2006)

7.15 Each London borough produces a Local Implementation Plan (LIP) to demonstrate how their local transport plans and programme will contribute to the implementation of key priorities set out by the Mayor and reflect the transport needs and aspirations of local people. The current Local Implementation Plan in Haringey was prepared in 2006, which is supplemented by annual funding submissions to TfL. The current funding application through the LIP has been agreed as set out in 5.15.

## 8. Terms of reference (aims and objectives)

8.1 The terms of reference fulfil a number of functions for the review through: providing purpose and structure to the review process; helping to develop a common understanding of the scope of the review among stakeholders, and; creating a framework around which future decisions are made. The terms of reference are also critical in establishing the questions that the review will seek to address and that appropriate methods to be used to collect the necessary data.

### Potential contribution of the scrutiny review

8.2 Analysis of the strategic framework for the review has already established that the provision of sustainable transport is a key local priority which figures prominently in local strategies and policy documents (**see 7**). Furthermore, local survey data has demonstrated that transport issues resonate strongly among local people, particularly around the environmental impact of traffic congestion, access to public transport and the broader climate change agenda. This would infer that scrutiny process may assist in meeting local strategic objectives *and* the expectations of local people.

8.3 The Mayors Transport Strategy statement of intent was published in the spring of 2009 with the final strategy due to be published in the autumn of this year. As a result of the new mayoral strategy, London Authorities will be required to develop a new Local Implementation Plan (see 5.10-5.15). Although guidance is currently being prepared, Local Authorities will be expected to begin formal strategy preparation in March 2010. In this context, the scrutiny review can be seen to be timely, as the review process may help to inform strategy development process and influence commitments to sustainable transport provision contained within the final local strategy.

8.4 As has been described earlier, the CAA is the new process through which local public services will be assessed. Given the interrelationship between scrutiny reviews and the CAA self assessment process, it will be important that this review assists this process through providing appropriate evidence. In addition to providing evidence on local priorities (sustainable travel), the CAA has also developed a framework which will guide scrutiny review assessment processes (**Table 5**).

### The focus on sustainable travel and behavioural change

8.5 The precise wording from Overview & Scrutiny Committee in respect of this review was to assess: *what actions are being taken / considered to encourage sustainable travel and to reduce traffic congestion?* It is suggested that the promotion of sustainable travel initiatives and reduction of traffic congestion are inextricably linked, thus for brevity, the Panel may wish to consider that the review (in titular form at least) focuses on sustainable transport provision.

8.6 Given the scope and range of sustainable transport issues, it is evident that the panel should consider a tighter focus for the review to that prescribed by Overview & Scrutiny Committee. In preparing the background data for this report, it is evident that there is a growing body of evidence to suggest that the many successful interventions to encourage greater uptake of sustainable travel have been underpinned by models of behavioural change (e.g. social marketing, population segmentation). This has been reflected in the following proposal for the aim and objectives of this review.

### Aim of the review

8.7 It is proposed that the review has the following overarching aim:

*'To ascertain how the Council and its partners may encourage greater use of sustainable modes of transport in Haringey.'*

Review objectives:

8.8 Within the overall aim of the review, it is proposed that there are a number of component objectives. It is proposed that the review consider the following objectives:

1. Describe and assess the nature and level of traffic congestion and current sustainable transport provision in Haringey.
2. Assess barriers to improved take up of sustainable modes of transport among residents and community groups in Haringey and consider ways in which these can be overcome.
3. Consider the effectiveness of current sustainable transport service in relation to meeting local strategic and policy objectives (i.e. Sustainable Community Strategy, Greenest Borough Strategy).
4. Assess whether the sustainable transport service achieves value for money through ascertaining whether: costs are commensurate with performance, outcomes and delivery and compare well against other boroughs.
5. Assess the role of behavioural change models in encouraging greater uptake of sustainable transport in Haringey and its potential contribution to local objectives and policy commitments.
6. Review how partnerships can support local policy objectives for promoting sustainable travel, particularly in relation to developing local programmes that support a behavioural change approach.
7. Examine how the development of sustainable travel initiatives (particularly those that utilise behavioural change approaches) impact on local communities, businesses and equalities groups.
8. Evaluate policy, performance and practice data from other London boroughs (and sustainable travel towns) to identify good practice and improved ways of working which can be used to promote sustainable transport options in Haringey.
9. To assess how sustainable transport policies link to other Council strategies and consider how sustainable travel may contribute to policies and programmes within the broader Haringey Strategic Partnership (i.e. active travel and well being agenda).
10. Ensure that the scrutiny review process contributes to the development of the Local Implementation Plan and that subsequent recommendations and conclusions guide and inform commitments to sustainable transport provision contained within this local strategy.

11. Ensure that the scrutiny review process generates relevant evidence that will contribute to ongoing assessments made within the Comprehensive Area Assessment process.

## 9.0 Review Methods

### Review Panel

- 9.1 A review panel of four backbench Members has been convened to conduct the scrutiny review. Members of the review panel have been confirmed as Cllr Beacham, Cllr Mallet (Chair), Cllr Santry & Cllr Weber.

### Panel Meetings

- 9.2 The review will use a range of investigative methods to ensure that Members have access to the necessary evidence to assist them in their assessment of sustainable transport provision in Haringey. A series of panel meetings will be held to approve the aims of the review, to receive oral and written evidence, oversee project progression and formulate conclusions and recommendations. Panel meetings will occur at approximately four week intervals (or as agreed by the panel).

- 9.3 It is proposed that approximately 5 panel meetings will be held from September 2009 through to January 2010. In addition to meetings to initiate and conclude the review, it is anticipated that panel meetings will focus on particular themes or topics to inform the data gathering process. It is suggested that four evidence sessions be held to consider the following issues:

- How can sustainable travel contribute to local strategies and priorities?
- How do national and regional policies shape local sustainable transport plans?
- What can be learnt from the experience of other London boroughs or sustainable travel towns?
- What are the aspirations and priorities for sustainable transport of local community groups and residents?

- 9.4 A number of key informants have been identified and approached to participate within the review including Haringey Council Officers, representatives from Transport for London and Department of Transport. A plan of the proposed meeting structure, including possible informants to the review process, is contained in **Table 6**.

### Assessing internal and external data sources

- 9.5 A range of information from a variety sources will be used to help meet the review objectives. The review will assess the implications for sustainable transport of key local strategies such as the Sustainable Community Strategy, Greenest Borough Strategy, Council Plan and the Core Strategy. In addition, the sustainable transport service will provide financial, operational and evaluative data to assist panel members in their deliberations of sustainable transport issues.

- 9.6 The review will aim to draw on external research, policies and other service data where this is felt to assist to review process. Comparative data from other boroughs may also be used to help panel members identify good practice, benchmark local sustainable transport service provision and identify local priorities for service improvement.

### Visits to other Local Authorities

9.7 It is proposed that panel members undertake a number of planned visits to gain a practical insight in to sustainable travel initiatives in other Local Authorities. From a London perspective there are a number of possible options including the London Borough of Sutton (Smarter Travel borough), London Borough of Islington (the recent recipient of national sustainable travel award) or London Borough of Southwark (for developments made to improve walking).

9.8 The panel may also wish to consider visiting the one of the sustainable travel demonstration towns. Peterborough being the nearest, has confirmed that this is possible, and would welcome a visit by Panel members. Transport initiatives developed in these towns have been in operation since 2004, have been systematically evaluated and shown to be effective in reducing car usage and developing uptake of more sustainable modes of travel. All visits will be organised at the direction of panel Members and in consultation with the respective services and authorities involved.

#### Background briefing reports

9.9 It is proposed that background briefing reports on relevant meeting topics will be prepared and circulated to the panel before each meeting. It is hoped that these themed reports will assist the panel in their deliberations on particular aspects for the review. It is planned that background briefing reports will coincide with planned evidence sessions and focus on the following themes:

- Sustainable transport - national and regional data
- Using behavioural change to support sustainable travel
- Evidence other boroughs/ sustainable transport demonstration towns
- Local evidence for sustainable transport provision

#### Community / Public Involvement

9.10 Community and public involvement is an integral part of the scrutiny process through helping to maintain local accountability. All scrutiny meetings are held in public at which, at the discretion of the Chair, local residents and community groups may also participate. To facilitate local community participation, it is proposed that a number of the planned panel meetings are held at different community venues across the borough.

9.11 It facilitate further community involvement, it is proposed that one panel meeting will be held to coincide with the newly established Haringey Transport Forum, a consultative group made up of local community groups and local residents. This will provide a further opportunity for local community group representatives and local residents to discuss sustainable transport issues with the panel.

#### Independent Expert Advice

9.12 The Panel may wish to consider if their work would be assisted by the provision of independent expert advice which could “add value” to the review through:

- Giving evidence to the Panel
- Impartially evaluating current practice, providing advice on successful approaches and strategies that are being employed elsewhere
- Suggesting possible lines of inquiry
- Commenting on the final report and, in particular, the feasibility of draft recommendations.

#### Timescale

9.13 The effectiveness of the review in influencing sustainable transport provision within the local transport policy will, to some extent, be dependent on the timing of the final report. In order to maximise the influence of the review, it is suggested that the review aims to finish its work by February/March 2010 to coincide with the drafting of the new Local Implementation Plan (the local transport strategy).

9.14 An outline of projected milestones and timescales for the review is detailed in **Table 7**, which proposed completion dates for the scoping report (September 2009), review visits (December 2009) and panel meetings (February 2010). This is a preliminary guide to the work of the panel, and is subject to discussion and agreement of planned review objectives (set out in 8.0).

## **10. Equalities and community cohesion issues**

10.1 Access to safe and reliable forms of transport is central to an individual's perception of mobility and their subsequent ability to access services and to participate in the communities in which people live. Particular consideration should be given to equalities groups, who may have specific transport needs or face particular barriers in accessing transport services or individual modes of transport.

10.2 As part of the LIP preparation process, the Local Authority is required to undertake widespread consultation within the community, and conduct an Equalities Impact Assessment of the proposals contained within it.

## Appendix A – Tables

Table 1 – Proposed funding stream changes to the Local Implementation Plan

Current Programme	Borough Proposals for 2010/2011
Bridge strengthening & Assessment	<b>Maintenance</b> Continue to allocate on the basis of the condition survey information
Principal Road Renewal	
Bus priority	<b>Corridors</b> Change to formula and allocate over 3 years
Bus Stop Accessibility	
London Cycle Network Plus	
Cycling - local	
Walking	
Local safety schemes	
20mph Zones	<b>Neighbourhoods</b> Change to formula and allocate over 3 years
Freight	
Regeneration	
Environment	
Accessibility	
Controlled Parking Zones	
School Travel Plans	<b>Smarter Travel</b> Change to formula and allocate over three years
Travel Awareness	
Education, Training & Publicity	
Workplace Travel Plans	
Station Access	<b>Major Schemes</b> Continue to use step process but only for schemes over £1m
Streets for People	
Town Centres	

Table 2 – Local Area Agreement (2007/10) - Relevant Targets

Target	Sustainable Community Strategy Priority	Baseline	Target		
			08/09	09/10	10/11
NI 175 – Access to services and facilities by public transport (and other specified modes)	Environmentally sustainable future	TBC	TBC	TBC	TBC
R186 – Per capita CO2 emissions in the LA area.	Environmentally sustainable future	4.9 tonnes per cap (2005)	-3.6% (0.18 tonnes per capita)	-7.4% (0.36 tonnes per capita)	-11% (0.54 tonnes per capita)
NI 119 – Self reported measure of people overall health and well being.	Healthier people with a better quality of life	80%		80%	80%



**Table 3 – Council Plan (2009/10) - Key priorities**

Outcome	Key actions	National Indicator
Promoting safe and sustainable travel	<ul style="list-style-type: none"> <li>▪ Develop Transport Strategy</li> <li>▪ Deliver Sustainable Transport Works Plan</li> </ul>	<p><b>47:</b> People killed or seriously injured in road traffic accidents</p> <p><b>48:</b> Children killed or seriously injured in road traffic accidents (6% 2009/2010)</p>
Reduce traffic congestion	<ul style="list-style-type: none"> <li>▪ Travel awareness programme: Walk to Work Week, Bike Week, Green Fair, Car Free Day</li> <li>▪ Develop more individual packages for schools based on school travel plans</li> </ul>	<p><b>175:</b> Access to services and facilities by public transport, walking and cycling (TfL indicator, no data as yet).</p> <p><b>176:</b> Working age people with access to employment by public transport (TfL indicator, no data as yet).</p> <p><b>198:</b> Children travelling to school by car: primary and secondary 18% and 4.7% (2009/10)</p>

**Table 4 – Greenest Borough Strategy (2008/18) – Priority 6 Sustainable Transport**

Objectives	Key actions	National Indicators/ measures
Reduce car and lorry travel in the borough	<ul style="list-style-type: none"> <li>▪ Increase bays for car clubs</li> <li>▪ Promote car clubs</li> <li>▪ Establish freight partnership to help local businesses reduce</li> <li>▪ Events to promote alternatives to the car</li> </ul>	<p><b>NI47:</b> People killed or seriously injured in road traffic accidents</p> <p><b>NI 48:</b> Children killed or seriously injured in road traffic accidents (6% 2009/2010)</p>
Improve public and community transport	<ul style="list-style-type: none"> <li>▪ Work with TfL to encourage modal shift</li> <li>▪ Work with schools to improve safety and encourage more walking and cycling</li> <li>▪ Improve bus routes (esp. east /west)</li> <li>▪ Further develop community transport</li> </ul>	<p><b>NI 167:</b> Congestion average time per mil during morning peak</p> <p><b>NI 175:</b> Access to services and facilities by public transport, walking and cycling (TfL indicator, no data as yet).</p> <p><b>NI 176:</b> Working age people with access to employment by public transport (TfL indicator, no data as yet).</p>
Encourage more people to walk and cycle	<ul style="list-style-type: none"> <li>▪ Develop greenways to encourage walking and cycling</li> <li>▪ Improve footways</li> <li>▪ Complete London Cycle Network plus routes</li> <li>▪ Expand 20mph and Homezones</li> <li>▪ Improve secure cycle parking</li> </ul>	<p><b>NI 198:</b> Children travelling to school by car: primary and secondary 18% and 4.7% (2009/10)</p> <p>Reduction of staff travelling to work by car (%)</p>
Reduce the environmental impact of transport	<ul style="list-style-type: none"> <li>▪ Feasibility study for on street electrical charging points</li> <li>▪ Encourage use of cleaner fuels</li> </ul>	<p>No. of new developments with green travel plans</p> <p>No. of 20mph zones</p> <p>Modal shift from car (%)</p>

**Table 5 - Ways in which Overview and Scrutiny can provide evidence to assist the Comprehensive Area Assessment process.**

To provide positive evidence to the assessment process, it is essential that in each scrutiny review the following issues are addressed:

- How has the community been involved/ consulted on the service provision?
- What is provided?
- Why and for what purpose?
- Does it fulfil its purpose if not why not?
- Is it cost- effective, i.e. does what is provided offer value for money?
- Are there any gaps or duplications in service provision?
- Are there any other improvements that could be made?
- What are the prospects for future improvement?

Table 6 – Proposed structure of review meetings

	<b>Aims</b>	<b>Possible Invitees</b>
<b>Meeting 1</b> <b>29<sup>th</sup></b> <b>September</b> <b>2009</b>	<b>Initiation of the review</b> <ul style="list-style-type: none"> <li>▪ Current sustainable transport provision.</li> <li>▪ Receive scoping report and terms of reference</li> <li>▪ Confirm review aims &amp; objectives</li> <li>▪ Appoint Independent Adviser?</li> <li>▪ Agree dates of future meetings</li> </ul>	Joan Hancox, Head of Sustainable Transport, London Borough of Haringey
<b>Meeting 2</b> <b>27<sup>th</sup> October</b> <b>October 200</b>	<b>Evidence Session 1</b> Strategic framework for the review: how can sustainable transport contribute to other strategies and policies? <ul style="list-style-type: none"> <li>▪ Executive</li> <li>▪ Greenest Borough Strategy</li> <li>▪ The core strategy</li> <li>▪ NHS initiatives</li> </ul>	<ul style="list-style-type: none"> <li>▪ Lead Member for Environment?</li> <li>▪ Group Manager, Planning Policy?</li> <li>▪ Programme Manager, Better Haringey?</li> <li>▪ NHS Haringey</li> </ul>
<b>Meeting 3</b> <b>17th</b> <b>November</b> <b>2009</b>	<b>Evidence session 2</b> National and regional developments in sustainable transport/ travel? <ul style="list-style-type: none"> <li>▪ The Mayors Transport Strategy</li> <li>▪ Future Local Implementation Plans (LIP)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Head of Core Delivery, Smarter Travel Transport for London</li> <li>▪ Greenways Manager, Sustrans</li> <li>▪ Joanne McCartney, GLA</li> <li>▪ London Coordinator, Campaign for Better Transport*</li> </ul>
<b>Meeting 4</b> <b>15th</b> <b>December</b> <b>2009</b>	<b>Evidence session 3</b> Assessing the evidence from other Local Authorities? <ul style="list-style-type: none"> <li>▪ What's happening in London?</li> <li>▪ What can be learnt from Sustainable Travel Towns?</li> </ul>	<ul style="list-style-type: none"> <li>▪ Evidence/ visit Peterborough City Council / Sutton Smarter Travel</li> <li>▪ Hackney Cycling Campaign</li> <li>▪ Independent Adviser</li> </ul>
<b>Meeting 5</b> <b>12th</b> <b>January 2010</b>	<b>Evidence session 4</b> What are the local priorities for the development of sustainable travel?  What would local residents, community groups and voluntary sector want to see developed?	<ul style="list-style-type: none"> <li>▪ Meeting to be held to coincide with Haringey Transport Forum*</li> <li>▪ London Travelwatch</li> <li>▪ Campaign for Better Transport <ul style="list-style-type: none"> <li>▪ Living Streets</li> <li>▪ Friends of the Earth</li> <li>▪ Sustainable Haringey</li> <li>▪ Haringey Cycling Campaign</li> </ul> </li> </ul>
<b>Meeting 6</b> <b>TBC</b>	<b>Formulation of conclusions and recommendations</b> <ul style="list-style-type: none"> <li>▪ Collate evidence from review</li> <li>▪ Consider draft report</li> </ul>	



Appendix B - Charts

Figure 1 - National contribution of greenhouse gas emissions from domestic transport use (Towards a sustainable Transport System, DT, 2007).

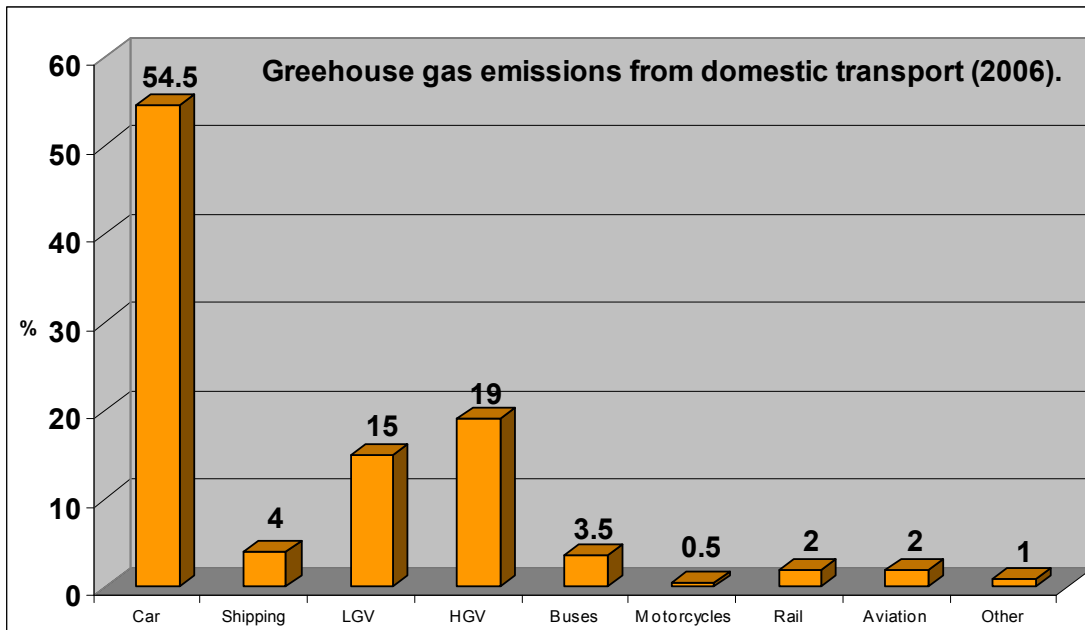


Figure 2 – Mode of transport across London regions (2008) (source: tfl.gov.uk)

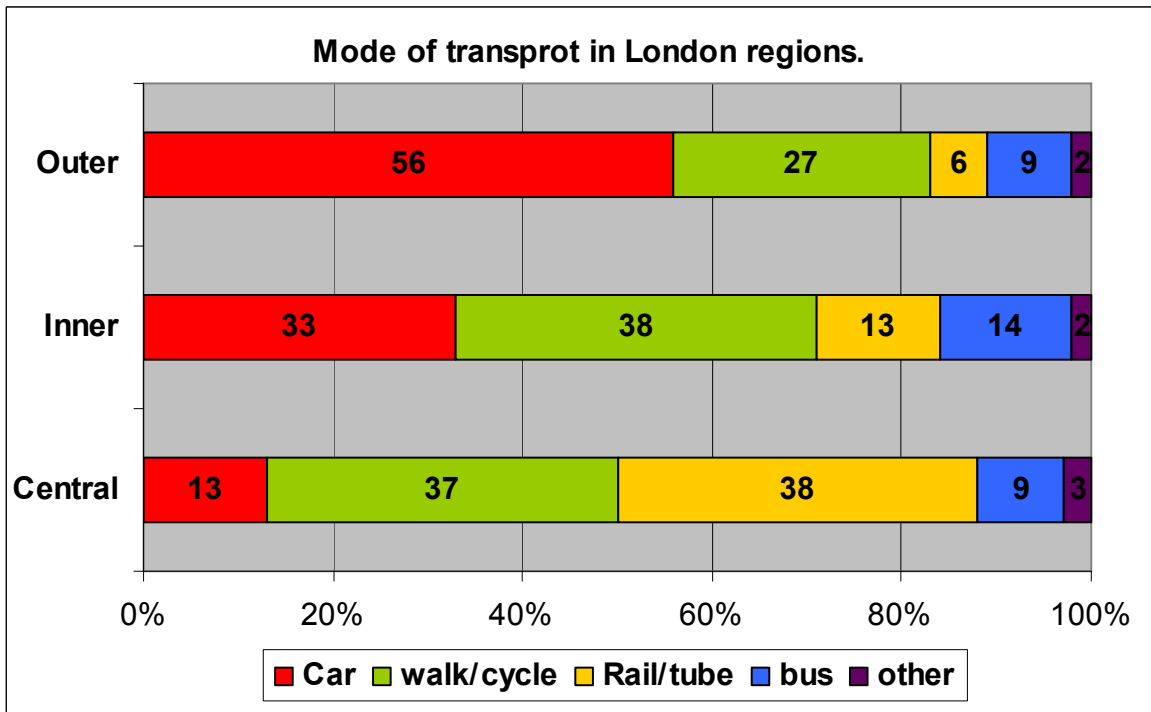


Figure 3 – Haringey Local Implementation funding 2004/5 – 2010/11

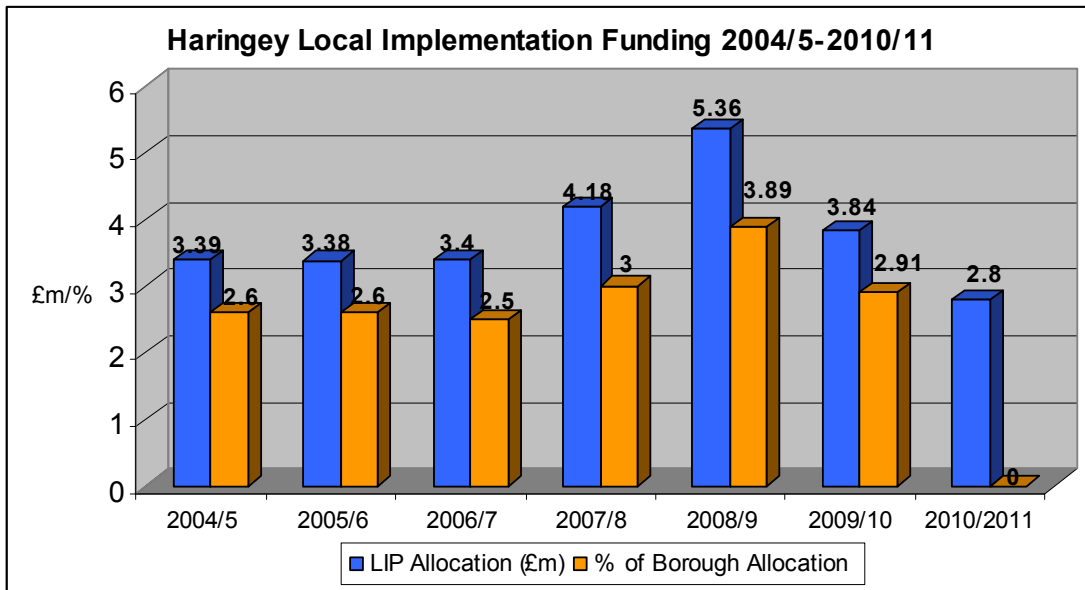
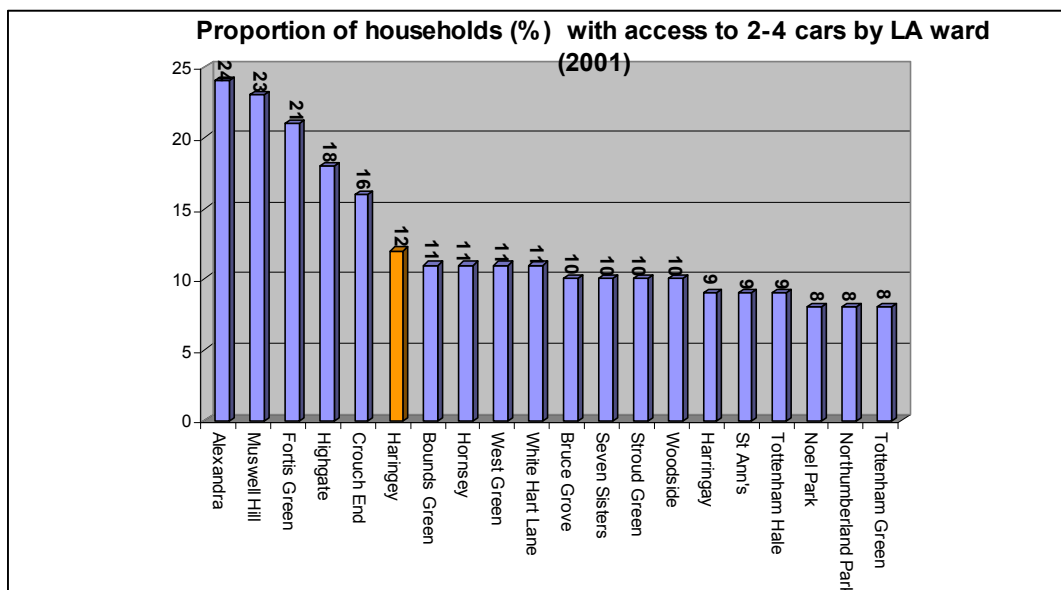
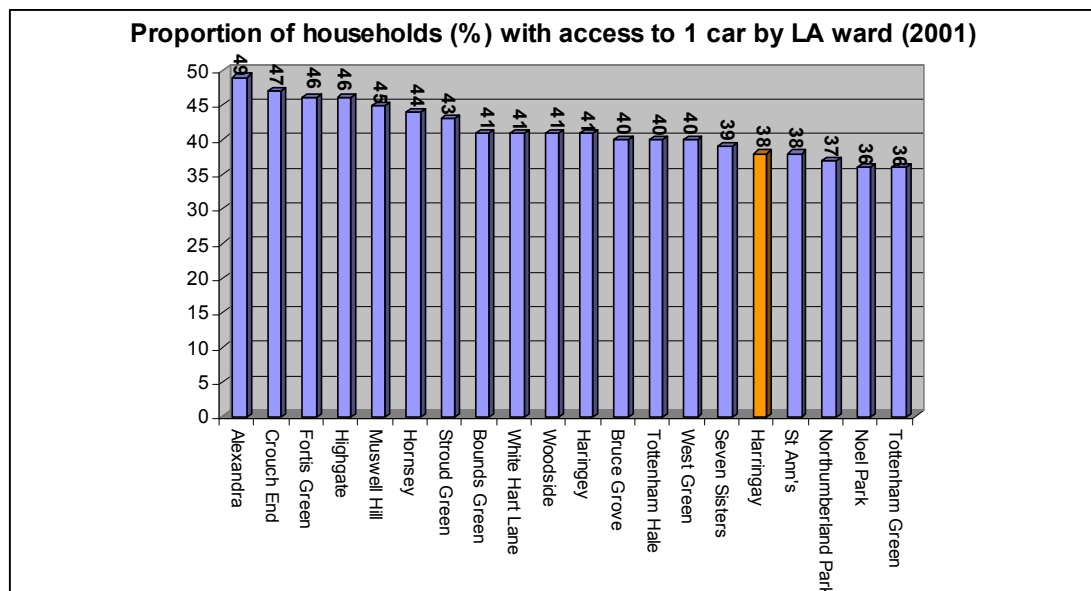
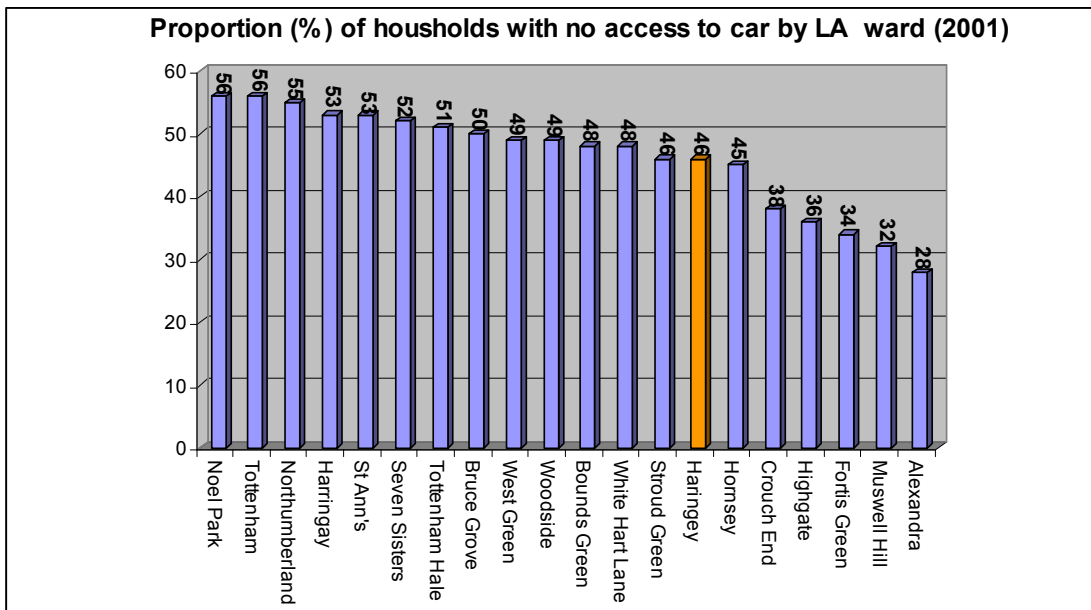
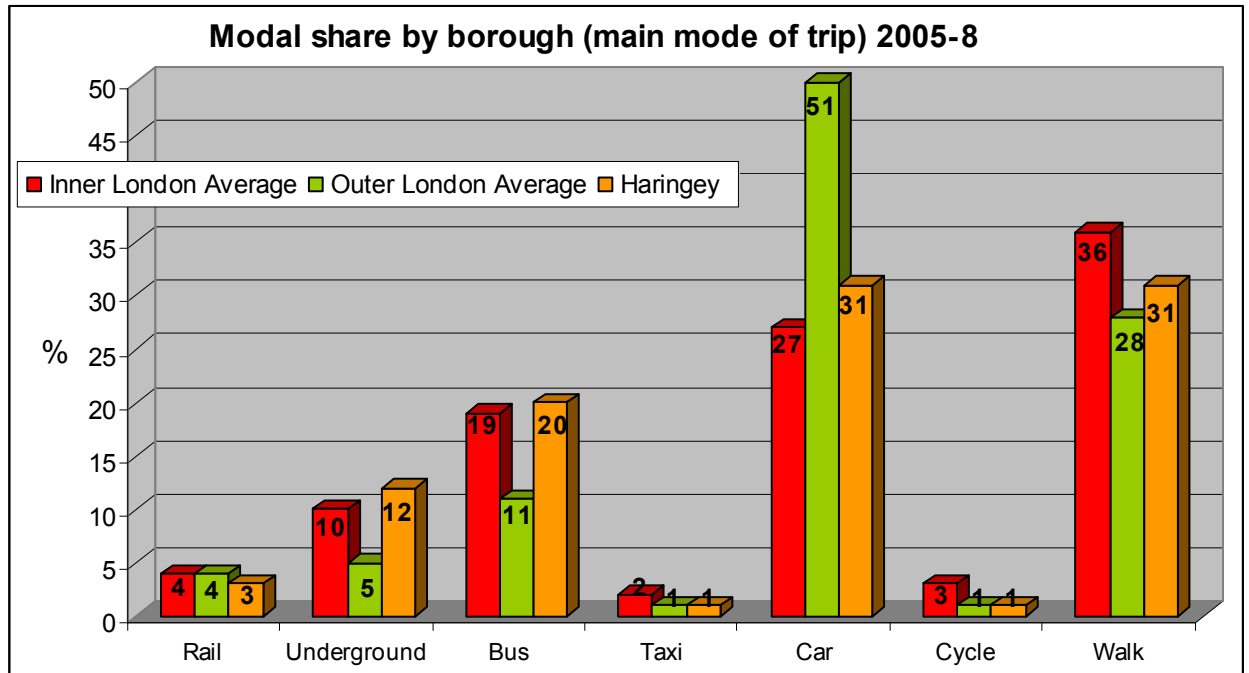


Figure 4a, 4b & 4c – Access to a car (0,1 and 2 cars) by Haringey LA ward (2008)



**Figure 5 - Modal share of transport options: Haringey, inner London & outer London**



**Figure 6 - Issues which are of most concern to Haringey residents**

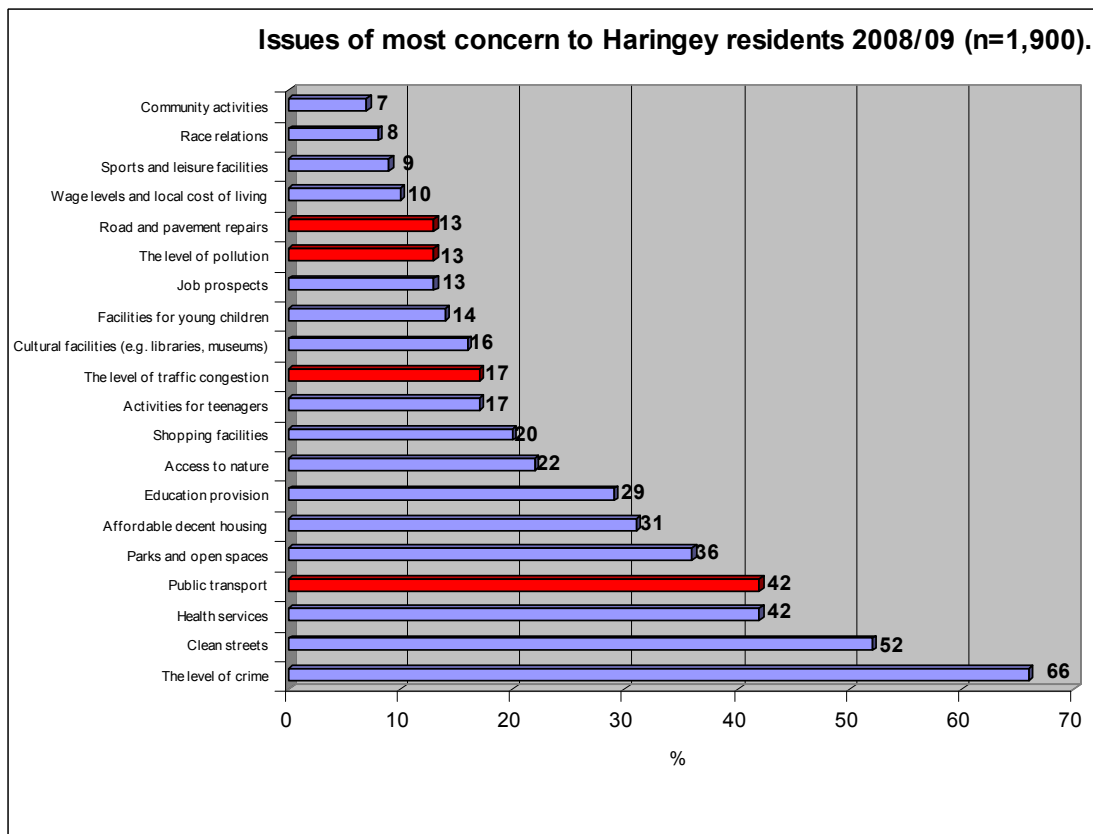




Figure 7 - Issues which Haringey resident's felt needed most improvement

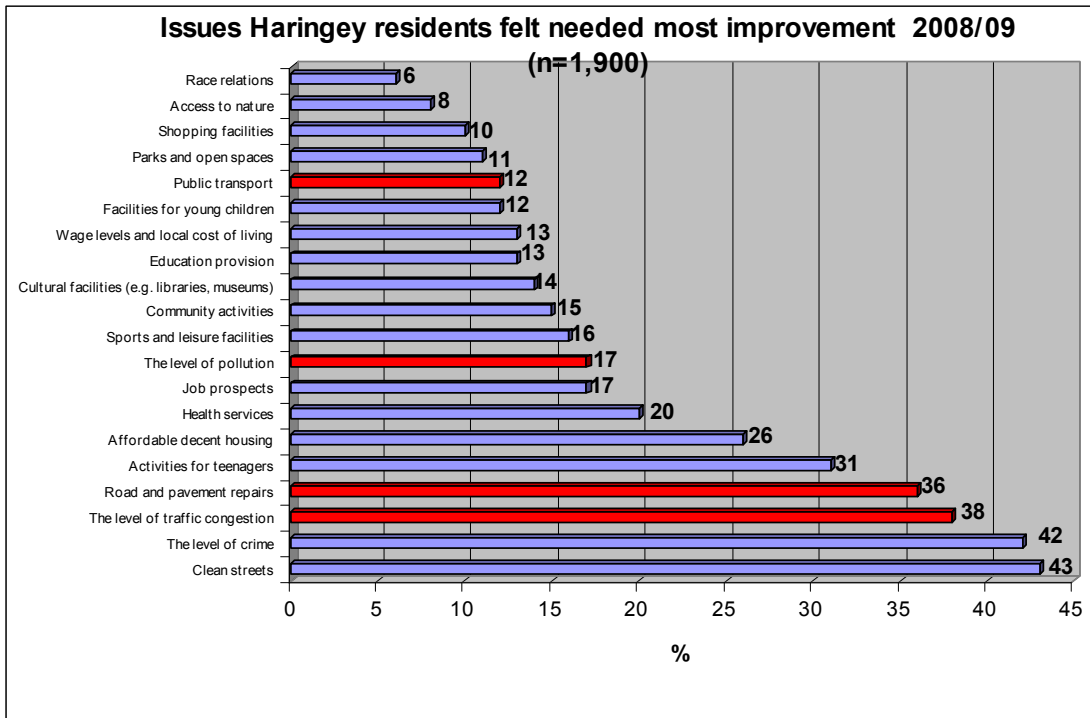
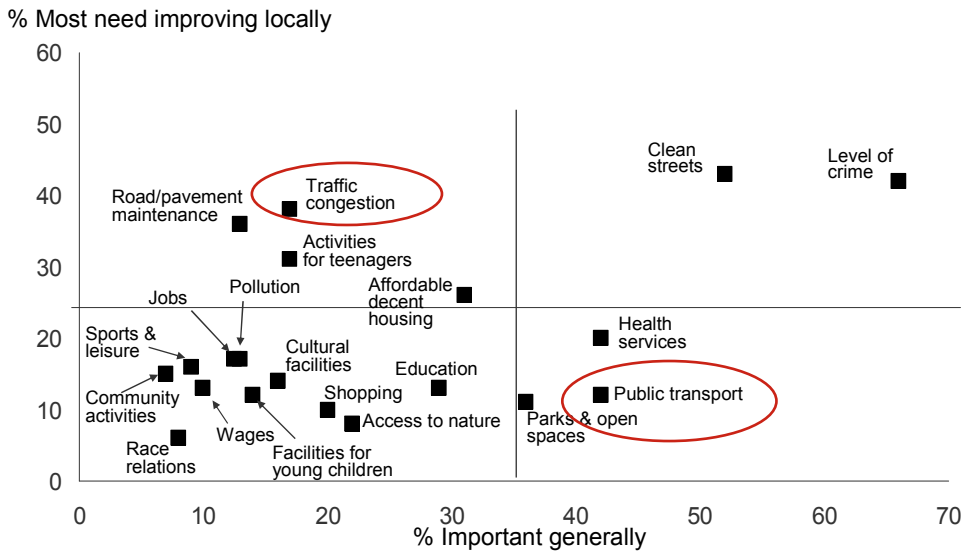


Figure 8 – Resident priorities for action from the Place Survey (2008)

**Relative Priorities of traffic congestion & public transport (Place Survey)**



Ipsos MORI Base: All valid responses



Figure 9 – Haringey resident's use of local transport information

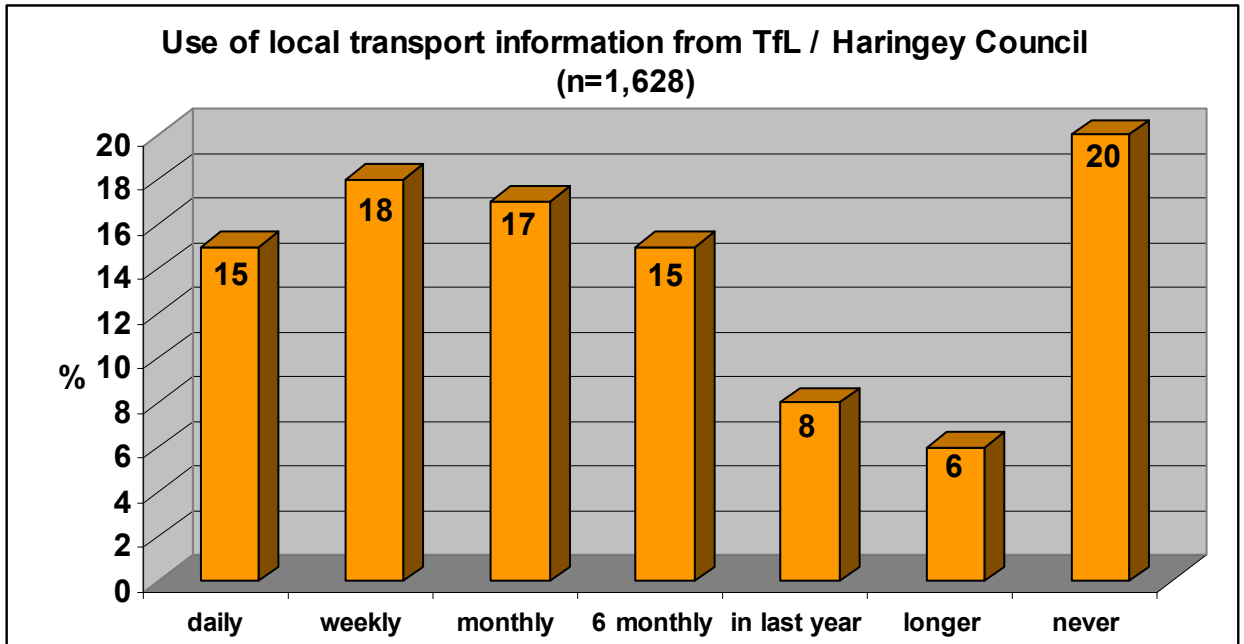


Figure 10 – Haringey resident's satisfaction with local transport information

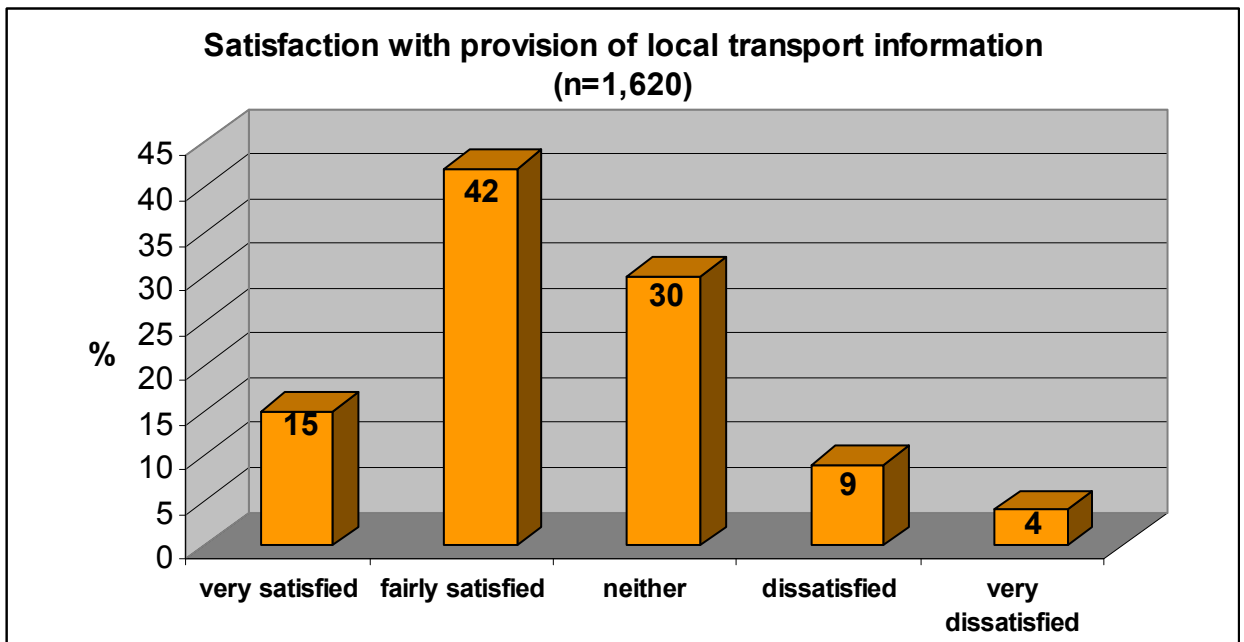


Figure 11 – Haringey resident’s use of local bus services

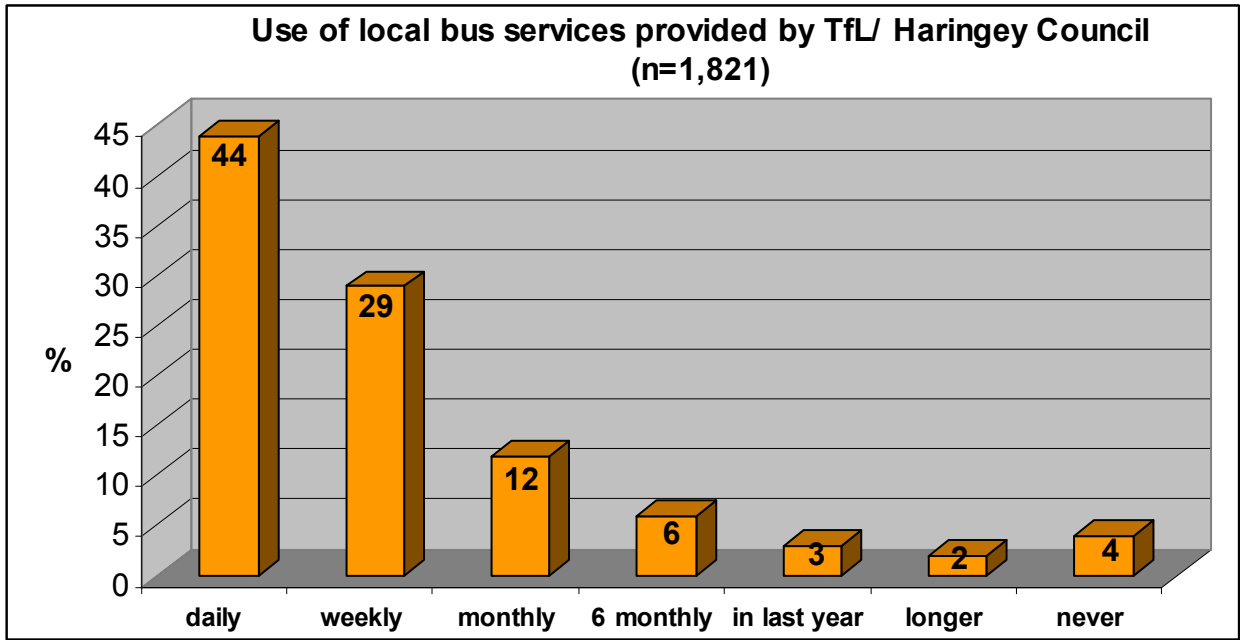
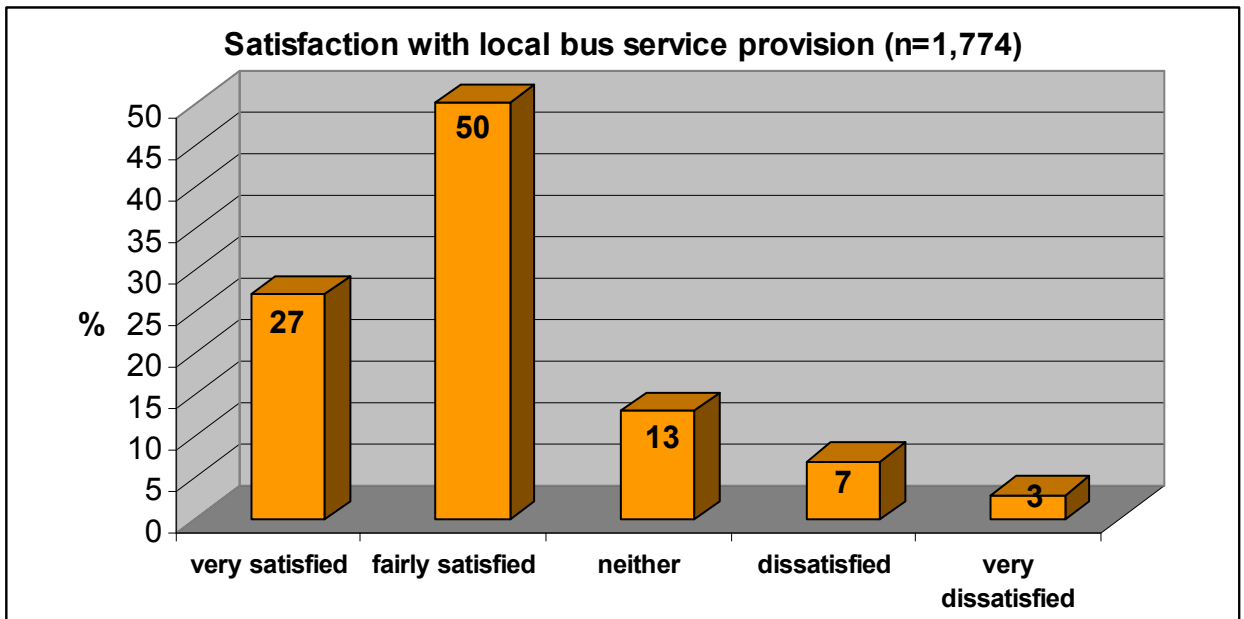
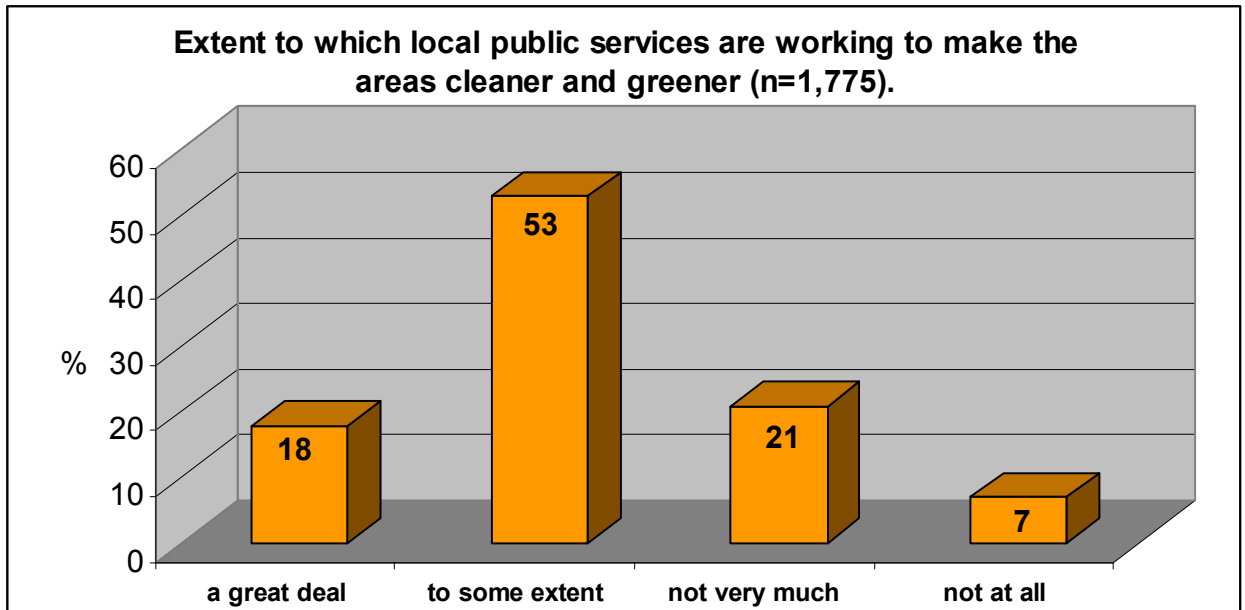


Figure 12 – Haringey resident’s satisfaction with local bus services.



**Figure 13 – Haringey resident’s satisfaction with local public services making the areas greener and cleaner.**



**Figure 14 – Haringey residents priorities for highways improvement (2007)**

Priority topics	Count	Col %
Pothole repairs	1493	43%
Pavement replacement	1441	41%
Measures to ease bus route congestion	942	27%
Cycling pathways	900	26%
Improved street lighting	858	24%
Measures to ease traffic congestion pinch points	828	24%
Road resurfacing	807	23%
More pedestrian crossings with traffic signals	758	22%
Road safety improvements	675	19%
Road safety education in schools	591	17%
Traffic calming	526	15%
Traffic islands (pedestrian refuges)	339	10%
Cycle stands / cycle parking	273	8%
Cycle sanctuary (refuge)	177	5%
<b>Total</b>	<b>3505</b>	<b>100%</b>


**Overview & Scrutiny Committee**
**On 11<sup>th</sup> January 2010**

Report Title. **Scoping report – Scrutiny review of breast screening services.**

Report of **Cllr Winskill, Chair of the scrutiny review panel**

Signed :

Contact Officer : **Martin Bradford**

Tel: **0208 489 6950**

Email: [martin.bradford@haringey.gov.uk](mailto:martin.bradford@haringey.gov.uk)

Wards(s) affected: **[All / Some (Specify)]**

Report for: **[Key / Non-Key Decision]**

**1. Purpose of the report (That is, the decision required)**

- 1.1. For the Overview and Scrutiny Committee to consider and approve the scope and terms of reference for the scrutiny review of breast screening services.

**2. Introduction by Cabinet Member (if necessary)**

- 2.1. N/A

**3. State link(s) with Council Plan Priorities and actions and /or other Strategies:**

3.1. The scrutiny review of breast screening services will link with the Sustainable Community Strategy Outcomes of and relevant LAA targets:

- healthier people with a better quality of life
  - NI 119 – Self reported measure of people overall health and well being
  - NI 53 - Prevalence of breastfeeding at 6-8 weeks from birth

3.2. The scrutiny review of breast screening services will link with Council Plan priorities of:

- A caring Haringey.

**4. Recommendations**

4.1. That the draft scope, terms of reference and work plan for the review be agreed.

**5. Reason for recommendation(s)**

5.1. Reasons for the above recommendation are laid out in the main body of attached report.

**6. Other options considered**

6.1. Review options are included within the main body of attached report.

**7. Summary**

7.1. The Overview and Scrutiny Committee commissioned a scrutiny review of breast screening services in Haringey as part of its 2009/10 work programme.

7.2. Following consideration by panel members (Cllr Alexander, Cllr Beynon, Cllr Bull & Cllr Winskill) and consultation with relevant stakeholders (NHS Haringey) a draft scope, terms of reference and work plan have been developed.

7.3. The scrutiny review will focus on how the uptake of invites to breast screening services by women in Haringey can be improved (this is low in comparison to national and regional data). The review will seek to identify way in which local partners may work together to develop greater awareness of breast screening services and improve access and uptake of services.

7.4. Full details of the terms of reference and objectives for the planned review are contained in the attached report.

**8. Chief Financial Officer Comments**

8.1. The Chief Financial Officer has been consulted in the preparation of this report and comments that the recommendations do not give rise to any additional financial commitments.

**9. Head of Legal Services Comments**

9.1. The plans and proposals outlined in the report facilitate the discharge of local authority statutory duties in accordance with the Local Government Act 2000 to promote or improve the economic, social and environmental wellbeing of all or any persons resident or present in the authority's area. (Section 2).

9.2. The Authority also has a duty to have regard to every local improvement target specified in the local area agreement which relates to it.(S108 Local Government and Public Involvement in Health Act 2007).

9.3. The proposed scrutiny review will help in discharging these statutory duties in the

local authority's area.

## **10. Head of Procurement Comments – [Required for Procurement Committee]**

10.1. N/A

## **11. Equalities & Community Cohesion Comments**

11.1 The scoping report has identified a number of equalities issues which will be important to explore and assess further within the work of which the scrutiny review. From the evidence presented in this report it is apparent that there may be a number of variations in the incidence of breast cancer, the take up of an invitation to screen and the outcomes of treatment which may impact unequally on equalities groups. For instance:

- Increased incidence of breast cancer among more affluent populations
- Lower take up of breast screening services among:
  - ✓ women in areas of social deprivation
  - ✓ among black and other minority ethnic groups
  - ✓ women who have a mental health problem or a learning disability
- Higher risk factors associated with lesbian women

11.2 The scrutiny review therefore will be particularly keen to assess if such variations are exhibited locally and to assess how the local partnership of services is addressing such inequities where they exist (i.e. service monitoring, service commissioning, service delivery).

## **12. Consultation**

12.1. NHS Haringey and the North London Breast Screening Unit have been consulted in the development of the scrutiny review and will be key contributors to the review process. In addition, a broad range of stakeholders will be consulted during the review process including representatives from NHS London, the Quality Assurance Reference Centre (screening services) and Breast Screening Improvement Board.

12.2. Local women who have used the breast screening service will be consulted through a dedicated consultation event. It is hoped that the experiences of local women of the breast screening service will guide and inform service development and improve screening uptake.

## **13. Service Financial Comments**

13.1 This review will be carried out within the current resources of the Overview and Scrutiny Service.

13.2 Any financial implications resulting from the recommendations of the review will be assessed within the final report.

**14. Use of appendices /Tables and photographs**

14.1 These are contained in the attached report.

**15. Local Government (Access to Information) Act 1985**

Key data used in the report include:

- National breast screening data 2007/8 [www.cancerscreening.nhs.uk](http://www.cancerscreening.nhs.uk)
- UK Breast cancer incidence statistics. Research UK (data from 2001-2005) June 2009
- CancerStats Breast Cancer UK Cancer Research UK May 2009

A full list of all reports used in the scoping report are referenced in the attached report.

# **Scrutiny Review of Breast Cancer Screening in Haringey**

## **Scoping Report & Terms of Reference**

**December 2009**





## 1. Introduction

- 1.1 Breast Screening Services in Haringey are provided through the North London Breast Screening Service (NLBSS). This is a specialist service which is commissioned by a consortium of 6 Primary Care Trusts (PCTs) in north London (Barnet, Brent Enfield, Haringey, Harrow and West Hertfordshire). The lead commissioning authority is Enfield PCT and performance is managed by a local (Enfield and Haringey) Committee.
- 1.2 A number of serious untoward incidents occurred at the NLBSS in 2006, which gave rise to significant safety concerns. Following a visit from the national compliance team, the decision was taken to close the service in December 2006. Although the service reopened in May 2007, a screening backlog continues at the service: the current screening round (the interval at which women are screened) is approximately 47 months instead of the national standard of 36 months.
- 1.3 The uptake of breast cancer screening invitations and the overall coverage of breast screening amongst the target population are also of concern in Haringey. In 2007/8, just 59% women invited to breast screening in Haringey attended, which is significantly below the national average (75%).<sup>1</sup> Similarly, the breast screening coverage<sup>2</sup> was 52% in Haringey, which is significantly below the average coverage in London (64%) and England as a whole (76%), and the third lowest nationally.<sup>1</sup>
- 1.4 Against this backdrop, in June 2009, Haringey Overview and Scrutiny Committee commissioned a panel of local councillors to conduct an in-depth review of how the uptake of breast screening services could be improved. The following report provides a detailed scoping of issues pertaining to breast cancer and associated screening services. The report also provides an overview of the national and local policy framework for the review including national, regional and local background data. The proposed terms of reference and the planned methods through which the review may be conducted are also presented.
- 1.5 This scoping report is intended to inform discussions around the nature of the review and more specifically, the terms of reference which will guide the work of the panel. Once agreed by the review panel, the scoping report will be sent to the Overview & Scrutiny Committee for approval. It is anticipated that the review will commence in November 2009 with a final report going to Overview & Scrutiny Committee in March 2010.

## 2. Breast Cancer Background

### What is breast cancer?

- 2.1 Breast cancer is the irregular development of cells within the breast which may lead to the development of a tumour. There are two types of breast cancer; *ductal carcinoma* which is contained in ducts within the breast and *invasive* breast cancer, where the cancer has spread to broader breast tissue. If left untreated, breast cancer can also spread (metastasis) through the blood stream to other parts of the body.

### How common is breast cancer?

---

<sup>1</sup> National breast screening data 2007/8 [www.cancerscreening.nhs.uk](http://www.cancerscreening.nhs.uk)

<sup>2</sup> The number of eligible women who have screened within a three year period.

2.2 Breast cancer accounts for 31% of all female cancers and is the most common cause of cancer among women in the UK. Men may also develop breast cancer, but these account for less than 1% of all breast cancer cases. In 2006, there were 45,822 new cases of breast cancer diagnosed of which 45,508 (99%) were among women and 314 (1%) among men. The approximate lifetime risk of women developing cancer is 1 in 9 whilst for men this is 1 in 1,014.<sup>3</sup>

2.3 The incidence of breast cancer is a measure of the likely risk that a person will develop this condition over a specified period of time (generally a one year period). In 2006, the age standardised incidence of breast cancer was 122 per 100,000 of the female population. The incidence of breast cancer among women has risen considerably since 1977 (recorded at 75 cases per 100,000) which has been largely due to the introduction of the national breast screening programme (in 1988).<sup>4</sup>

2.4 Prevalence is a measure of how many people there are living with a particular condition, that is, those who are surviving after diagnosis and treatment. It is estimated that there are currently 550,000 women in the UK surviving with breast cancer. This equates to 2% of the female population or 12% of the adult female population over 65.<sup>5</sup>

#### What are the risk factors associated with breast cancer?

2.5 There are a number of risk factors which are associated with breast cancer. The most significant factors associated with breast cancer are **sex** and age. Although both men and women can develop breast cancer, women are 100 times more likely to develop breast cancer than men.

2.6 **Age** is also strongly associated with breast cancer in women where the relative risk increases with age, where it is noted that 81% of breast cancers occur in women after the age of 50. Although the lifetime risk of a women developing breast cancer is approximately 1 in 9, the table below demonstrates the significance of age in the likelihood of women developing breast cancer.

Age range	Breast cancer risk
Up to 25	1 in 15,000
Up to 40	1 in 200
Up to 50	1 in 50
Up to 60	1 in 23
Up to 70	1 in 15
Up to 80	1 in 11
Up to 85	1 in 10

2.7 **Childbearing** (parity) is also known to influence to the risk of a woman developing breast cancer. Not only is childbearing associated with a reduced risk, the higher number of full-term pregnancies a woman has undergone provides also provides further protection from developing breast cancer. Research has shown that women who have had children have a 30% lower risk than women who have no children (nulliparous).<sup>6</sup> Furthermore, the younger a woman is when she begins child bearing

<sup>3</sup> UK Breast cancer incidence statistics. Research UK (data from 2001-2005) June 2009

<sup>4</sup> CancerStats Breast Cancer UK Cancer Research UK May 2009

<sup>5</sup> 'ibid'

<sup>6</sup> Evertz et al Age at first birth, parity and risk of breast cancer: meta-analysis of 8 studies from the Nordic countries *International Journal of Cancer* 1990 (46) 597-603.

the lower the risk of developing breast cancer: the relative risk increases by 3% for every year of delay in childbearing.<sup>7</sup>

- 2.8 Following on from childbearing, women who **breast feed** their children are also known to receive greater protection from developing breast cancer. Women who breast feed reduce their risk of breast cancer and the longer a women breast feeds the greater the protection: risk is reduced by 4% for every 12 months of breast feeding<sup>8</sup>.
- 2.9 A woman's **menstrual cycle** and the level of associated hormones within the body are also known to influence the risk of breast cancer. Increased risk of breast cancer is associated with the earlier age at which a woman has her first menstrual cycle (menarche). Conversely, those women who menopause at a later age also experience an increased risk of developing breast cancer: women who have the menopause at 55 rather than 45 have a 30% higher risk of breast cancer (equivalent to 3% per annum).<sup>9</sup>
- 2.10 The level of some **hormones**, whether produced naturally (endogenously) or taken as medication (exogenously), may also present an increased risk of developing breast cancer in women. Whilst naturally produced oestrogen and testosterone may increase the risk of breast cancer, taken medication such as **oral contraception** (OC) and **hormone replacement therapy** (HRT) are also associated with an increased risk of developing breast cancer: those women on HRT have an increased risk of 66% in developing breast cancer whilst those women who are taking the OC have an increased risk of 24%. It should be noted however that the relative risk is reduced to zero five years after a woman has stopped taking HRT and 10 years after taking the OC.<sup>10, 11</sup>
- 2.11 A woman's **family history** (genes) may also determine the relative risk of developing breast cancer. A woman with a first degree relative (such as a mother or sister or daughter) who has had breast cancer is twice as likely to develop the same condition as those with no such family history.<sup>12</sup>
- 2.12 There are a number of lifestyle factors which are associated with breast cancer. Post-menopausal women who are **overweight** or **obese** have an increased risk of between 10-30% of developing breast cancer; it is estimated that 7% of breast cancer cases in post menopausal women are due to being overweight.<sup>13</sup> Conversely, there would appear to be a reduced risk of breast cancer in pre-menopausal women that are obese (approximately 20%).
- 2.13 There is also an increased risk associated with **alcohol consumption**, indeed, international reviews would appear to suggest that this link is causal (as this may

<sup>7</sup> Breast cancer and breast feeding: collaborative reanalysis of individual data from 47 epidemiological studies and 50,302m women with breast cancer The Lancet 2002 360 p187-95

<sup>8</sup> Breast cancer and breast feeding: collaborative reanalysis of individual data from 47 epidemiological studies and 50302m women with breast cancer Lancet 2002 360 p187-95

<sup>9</sup> Breast cancer and HRT collaborative reanalysis of 51 epidemiological studies. Collaborative group on hormonal factors in breast cancer The Lancet 1997 (350)1047-59.

<sup>10</sup> Breast cancer and hormonal contraceptives: collaborative reanalysis of individual data of 53,297 women with breast cancer and 100,239 women without cancer from 54 epidemiological studies.

<sup>11</sup> Breast cancer and HRT in the million women study The Lancet (2003) 363 419-427

<sup>12</sup> Family breast cancer: collaborative reanalysis of individual data from 52 epidemiological studies The Lancet 2001 (358) pp1389-99

<sup>13</sup> Reeves et al, Cancer incidence and mortality in relation to Body Mass Index in the Million Women Study: cohort study BMJ 2007 (335) 1134

increase the level of hormones within the body).<sup>14</sup> Research would seem to infer that even low to moderate alcohol consumption can increase cancer risk, and that 11% of the total annual incidence of breast cancers may be attributable to alcohol consumption.

- 2.14 From a preventative viewpoint, **increased physical activity** is associated with a significant reduction in the risk of developing breast cancer (as this may reduce the level of hormones in the body). High levels of physical activity (10 hours walking or 3.5 hours running per week) have been associated with a reduced risk of developing breast cancer in women by between 20-40%.<sup>15</sup>
- 2.15 Internationally, it is noted that breast cancer occurs more frequently in **affluent** western populations which would infer that there are certain lifestyle factors associated with increased risk (perhaps some of those factors listed above). Here it is noted that there are higher rates of breast cancer in more Europe and North America than in less developed countries in Africa and Asia. Similarly, affluence would appear to influence the risk associated with more localised populations, where research has indicated that women from more affluent areas may experience up to 20% increased risk of developing breast cancer than those in more deprived areas.<sup>16</sup>
- 2.16 There are also a number of studies, mainly conducted within the USA, which suggest that there are possible associations between lesbian women and breast cancer. Evidence from this research has indicated that there were significant differences in the breast cancer risk factors exhibited among lesbian women than heterosexual women,<sup>17</sup> which has subsequently produced a higher level of overall risk in them developing breast cancer.<sup>18</sup>

#### Breast Cancer Mortality

- 2.17 In 2007, 12,082 people died from breast cancer of which 11,990 were women and 92 were men. Mortality from breast cancer has fallen dramatically since 1989; the age standardised death rate has fallen from 42 per 100,000 (in 1989) to 27 per 100,000 (which equates to a 36% fall).<sup>19</sup> The reduction in breast cancer mortality is largely attributable to earlier detection of breast cancer (through the national breast cancer screening programme) and improved treatment options.

#### Treatment of breast cancer

- 2.18 The exact nature of the treatment for breast cancer will depend on the stage of development at which the cancer has been detected, the age of the patient and the size of the tumour. A combination of surgery and radiotherapy is the most common approach to the treatment of breast cancer, though most will have some form of surgery (i.e. either a lumpectomy, mastectomy).

<sup>14</sup> Baan et al Carcinogenicity of alcoholic beverages International Agency for Research on Cancer 2007

<sup>15</sup> Lahmann et al Physical activity and breast cancer risk: the European Prospective Investigation into Cancer and Nutrition. [Cancer Epidemiol Biomarkers Prev.](#) 2007 Jan;16(1):36-42. 2006

<sup>16</sup> Cancer incidence by deprivation 1995-2004) National Cancer Intelligence Network 2008

<sup>17</sup> Roberts et al, Differences in Risk Factors for Breast Cancer: Lesbian and Heterosexual Women Journal of the Gay & Lesbian Medical Association Vol. 2 No. 3 (1998) pp93-101

<sup>18</sup> Dibble et al Comparing breast cancer risk between lesbians and their heterosexual sisters, [Women's Health Issues](#), Volume 14, Issue 2, pp 60-68

<sup>19</sup> CancerStats Breast Cancer UK Cancer Research UK 2009

- 2.19 There are two main types of treatment for breast cancer: those that are **breast specific** where the cancer is contained within the breast (usually surgery and radiotherapy) and **whole body**, where the cancer has spread to other parts of the body (usually chemotherapy or hormone treatment).

#### Breast Cancer Survival

- 2.20 The stage at which breast cancer is diagnosed can have a significant impact on the treatment options and subsequent survival rates of those women diagnosed with this condition. Generally, earlier detection leads to longer survival rates.
- 2.21 As a result of the introduction of the National Breast Screening Programme (NBSP), there has been a significant improvement in 1 year, 5 year, 10 year and 20 year survival rates for breast cancer. In 1971-1975 the five year survival rate for breast cancer among women was 52%, yet by 2001-2003 this had risen to 80%.<sup>20</sup> Similarly it is recorded that the 10 year survival rates have increased from 41% to 72% in the period 1991-2003.<sup>21</sup>
- 2.22 Social deprivation is known to be associated with breast cancer survival rates. It has been recorded that women in areas of social deprivation are more likely to first present at a more advanced stage of breast cancer development than those living in more affluent areas<sup>22</sup>, more likely to present with another health condition (co morbidity)<sup>23</sup> and have a lower survival rate.<sup>24</sup>

#### Prevention of breast cancer

- 2.23 As has been noted earlier, there are some factors which are associated with breast cancer that are behaviour related (i.e. alcohol consumption, exercise, breast feeding). In this context, encouraging **behaviour change** may reduce the risk of developing breast cancer. Internationally it has been acknowledged that that increasing the uptake of exercise and reducing levels of obesity can reduce breast cancer.<sup>25</sup>
- 2.24 **Prophylactic surgery** is also performed for those women who have a very high risk of developing breast cancer, that is, where there is strong family history of breast cancer. It is estimated that in this context, such surgery can reduce the risk by approximately 90%.
- 2.25 **Education and awareness** initiatives are also important tools in developing a broader understanding of breast cancer issues such as the importance of breast care and attendance at breast screening services and also how to access services if a problem is identified. In addition to a number of national campaigns, there are a number of

<sup>20</sup> CancerStats Breast Cancer UK Cancer Research UK 2009

<sup>21</sup> Office for National Statistics Breast Cancer Survival in E & W 1991-2003

<sup>22</sup> Macleod et al Socioeconomic deprivation and stage of disease at presentation in women with breast cancer *Annals of Oncology* 2000 11 (1) p105-107.

<sup>23</sup> Macleod et al Primary and secondary care management of women with early breast cancer from affluent and deprived areas: retrospective review of hospital and GP records *BMJ* 2000 320 (7247) p1442-5)

<sup>24</sup> Coleman et al Trends in socioeconomic inequalities in cancer survival in England and Wales up to 2001 *British Journal of Cancer* 2004 90 (7) p1367-73

<sup>25</sup> World Cancer Research Fund: Food nutrition, physical activity and the prevention of cancer: a global perspective 2009

national charities which operate awareness and education programmes for breast cancer (i.e. Breakthrough Cancer, Breast Cancer Campaign).

- 2.26 Although **screening** cannot prevent breast cancer, it is perhaps the most effective tool in the diagnosis and treatment of cancer. An effective screening programme can provide a number of significant benefits for women including early diagnosis, improved treatment options, better health outcomes and improved survival rates.

### 3.0 **Breast Cancer Screening**

#### What is breast screening?

- 3.1 Breast cancer screening (mammography) involves a low dose radiation scan to identify abnormal cell development or growths (tumours). Generally two scans are undertaken, both from above (craniocaudal) and from the side (mediolateral) of the breast as this increases the chances of detecting smaller cancers. Breast screening is effective in reducing mortality by approximately 35% in 50-69 year olds, this equates to 1 life is saved for every 500 women screened.<sup>26</sup>
- 3.2 The introduction of breast cancer screening was designed to detect cancers at an early stage, which would subsequently lead to an improved prognosis and survival rate of women diagnosed with this condition. The importance of breast screening in this context is underlined by that the fact that 40% of breast cancers detected by screening would not have been detected by other methods (i.e. by hand).

#### The National Breast Screening Programme

- 3.3 The National Breast Screening Programme (NBSP) was first established in 1988 and was the first such coordinated screening programme in the world. Within the NBSP, women aged between 50 and 70 years are routinely invited for a breast cancer screen every three years. Invitations are issued by a local breast screening unit to local women on General Practice basis (i.e. invitations issued practice by practice).
- 3.4 Women aged below 50 years are not included within the NBSP as breast cancer can be difficult to detect in pre-menopausal women. Those women believed to be at risk but who are outside the current screening age range can still be referred for breast screening through their GP. It is planned to extend the NBSP to women between the ages of 47 and 73 years by 2012, which will involve an additional 400,000 women in the screening process.
- 3.5 There are 82 breast screening units in the UK (7 of which are in London). Local breast screening units are coordinated by a national service and breast screening practice is overseen by both regional and national quality assurance network. The NBSS costs approximately £75 million to administer each year, which equates to £37.50 per woman invited or £45.50 per woman screened.

#### 3.6 Breast screening pathway

Breast screening is a cyclical programme where all eligible women (currently aged 50-70 years) are invited to a free breast screen every three years. A radiographer will take x-rays of the breast and examine these for potential abnormalities (usually two specialists will do this). Those women identified as having an abnormal mammogram

---

<sup>26</sup> International Agency for Research on Cancer (IARC), 7<sup>th</sup> Handbook on Cancer Prevention, Lyons 2003

will undergo a further second assessment. If the abnormality is confirmed as malignant it will be treated (as set out above), if it is normal, the woman will be returned to the recall system and invited for screening again in 3 years time.

### Breast Screening Uptake

- 3.7 The uptake for breast screening is defined as 'the proportion of eligible women who have been invited for screening for whom a screening result is recorded'. Currently the national minimum standard for breast screening uptake is 70% though the national target is higher at 80%.
- 3.8 National data from that NBSP for 2007-8 reveals that 2.25 million women were invited for a breast screen of which 1.713 million women attended, which produced an uptake of 73%. Nationally, the uptake of breast cancer screening has remained broadly static for the past 5 years (Figure 1). The proportion of women who take up their breast screening invitation in London and within the North London Breast Screening Service (in which Haringey is located) is significantly below national rate at 61% and 59% respectively (Figure 1). Like national trend data, the uptake of breast cancer screening for the London region and within the North London Breast Screening Service has also remained broadly unchanged since 2002/3 (Figure 1).
- 3.9 There are wide variations in screening uptake among individual breast screening units and within individual Primary Care Trust areas. In some high performing breast screening units such as Barnsley and Rotherham, 81% of women invited for a breast screen have a corresponding screening result. In the London region the average uptake for 2007/8 was 61%. There is also a wide variation in screening uptake among London breast screening units: in Barking & Havering the uptake is 73% whilst in Central North East London uptake is just 52% (Figure 2).

### Breast screening coverage

- 3.10 The breast screening coverage refers to the proportion of eligible women who have recorded a test at least once in the previous three years. The national benchmark for breast screening coverage is 70%. Data from the NBSP for 2007/8 indicates that the breast screening coverage for women aged 53-70 in England was 75.9%, for London 63.6% and in Haringey 52.4% (see table below).

Region	Population	Women screened	Coverage (%)
England	5,115,011	3,883,130	75.9
London	599,309	381,077	63.6
Haringey	18,586	9,742	52.4

- 3.11 Regionally, in 2007/8, all but one area reported a breast screening coverage of greater than 70%: the one exception being in London where the breast screening coverage was 65%. The level of breast screening coverage also varied widely across local primary care organisation level (Figure 3). At the primary care organisation level, 121 out of 152 areas reported a coverage above 70% (35 of which were above 80%). Just fourteen primary care organisations had coverage below 70%.
- 3.12 Whilst the average breast screening coverage for the London region was 65%, there were wide variations in coverage among primary care organisations. Thus while in Havering the coverage was 78.2% this fell to 42.3% in Barnet (Figure 4). In Haringey, the coverage was 52.4%, making this the third lowest in the country. The proportion of



women aged 53-70 in London who have never screened is 19%, which is far higher than the national average (11%).

#### Screening round length

- 3.13 The screening round length is the interval between the date of a women previous screening mammogram and the date of her next first appointment. The round length is measured by the percentage of eligible women whose first appointment is within 36 months of their previous screen. The national minimum standard is 90% or above and the target is 100%.
- 3.14 It is important that the minimum round length is met, because if women are screened within the 36 month interval the incidence of “interval cancers” (i.e. those developing cancer between screening appointments) is very low. This risk of developing cancer rises as the interval increases.
- 3.15 Following a number of serious untoward incidents (SUI) at the North London Breast Screening Service and a visit by the regional quality insurance service, the decision was taken to close the service in December 2006. Although the service reopened in May 2007, a breast screening backlog continues at the NLBSS. The current screening round length is below the national minimum standard at approximately 47 months.

#### What factors affect the uptake of breast screening?

- 3.16 There are clearly many factors which may influence the take up of invitations to breast screen and in the UK at least, however, there are few definitive large scale studies to guide such assessments. There are however number of smaller scale studies which have identified a number of factors which are associated with the take up breast screening services.
- 3.17 There are a number of studies which have provided a link between **social deprivation** and the take up of breast screening invitations. There have been a number of studies which have highlighted that the women resident in areas of social deprivation are less likely to attend breast screening services than women from more affluent areas.<sup>27, 28, 29</sup>
- 3.18 A number of studies have also made associations between **ethnic origin** and attendance at invitations for breast screening. Research conducted in Brent & Harrow concluded that that poor knowledge, underlying health and cultural beliefs, attitudes and language were central to low attendance by BME groups.<sup>30</sup> Other studies among non attendees of breast screening services found that some BME groups did not perceive themselves to be at risk or were more anxious about attending.<sup>31</sup> There is insufficient research evidence however to conclude that there is a direct link between BME status and breast screening uptake as lower levels of attendance may be the result of other factors (i.e. socioeconomic group differences or inaccurate registers).

<sup>27</sup> Gatrell 1998 Uptake of screening in breast cancer in South Lancashire Public Health 112 (5) 297-301

<sup>28</sup> Maheswaran et al 2006 Socioeconomic deprivation, travel distance, location of service and uptake of breast screening services in North Derbyshire Journal of Epidemiology and Community Health 60 (3) 208-12

<sup>29</sup> Banks et al 2002 Comparison of various characteristics of women who do and do not attend breast cancer screening, Breast Cancer Research 4 R1

<sup>30</sup> Barriers to effective uptake of cancer screening among BME ethnic groups, International Journal of Palliative Nursing 2005 Nov 11 (11) 564-571

<sup>31</sup> Barter-Godfrey & Takert 2005 Women and health: views of women aged 50—64 living Lambeth, Southwark & Lewisham, London South Bank University

- 3.19 The **location of the breast screening unit** was also found to influence the uptake of invitations to breast screening services. One study found that the distance that women have to travel had a significant impact on the uptake for screening services,<sup>32</sup> whilst another study concluded that after a breast screening service was moved, attendance fell by 2% for each kilometre further women were from the unit.<sup>33</sup>
- 3.20 **Personal attitudes** have also been shown to influence a woman's decision whether to attend for breast screening. A study in Lambeth, Southwark & Lewisham found that a positive personal attitude and the perceived personal importance of screening were strongly associated with attendance for breast screening services. Conversely, the study found that some of the most common reasons women gave for non-attendance included the avoidance of anxiety, pain and embarrassment.<sup>34</sup>
- 3.21 For the most vulnerable women in the community responding to invitations to breast screening appointment may be problematic. Lower levels of breast screening have been reported among women with a **learning disability**,<sup>35</sup> despite that this group are now living longer and fuller lives and living to an age where screening is appropriate. Similarly, it is noted that there is evidence to suggest that there is lower attendance among women with severe **mental health** problems.<sup>36</sup>
- 3.22 There may be a number of **structural factors** associated with the organisation of the screening service which may influence the uptake of screening. A well organised breast screening programme may positively influence uptake, which might include:
- Adequate population registers
  - Effective call and recall system
  - Good quality control
  - Reliable and safe procedure<sup>37</sup>
- 3.23 Attendance for invitations to a breast screen is clearly affected by a broad range many social, cultural and economic factors, of which just a few have been highlighted above. It is clear that the decision to attend for breast screening is undoubtedly complex and in many cases personal to the individual making this decision.

#### Interventions to improve breast screening uptake

- 3.24 There is evidence to suggest that there are a number of possible interventions which have had a positive impact in developing breast screening uptake among women. Although **GPs** are not directly involved in the breast screening process, there is evidence to suggest that planned interventions by GPs can improve screening uptake. Improved uptake has been recorded where GPs have written or made a call to non-

<sup>32</sup> Maheswaran et al 2006 Socioeconomic deprivation, travel distance, location of service and uptake of breast screening services in North Derbyshire *Journal of epidemiology and community health* 60 (3) 208-12

<sup>33</sup> Maxwell 2000 Relocation of a static screening unit: a study of factors affecting attendance *Journal of Medical Screening* (7) 114-115

<sup>34</sup> Barter Godfrey and Taket 2005 'op cit'

<sup>35</sup> Cancer Reform Strategy 2007

<sup>36</sup> Werneke et al Uptake of screening for breast cancer in patients with mental health problems *Journal of Epidemiology and Community Health* 2006;60:600-605

<sup>37</sup> London Quality Assurance Reference Centre 2002

attendees at breast screening services,<sup>38</sup> furthermore, such GP interventions were found to override factors associated with poor attendance such as social deprivation and ethnicity.<sup>39</sup>

- 3.25 Issuing **reminder letters** to non-attendees was found to be effective in improving the uptake of breast screening services; in a review of 28 studies, it was concluded that the issuing of reminder letters consistently increased uptake.<sup>40</sup> Furthermore, those reminders which offered another fixed appointment were also found to improve breast screening uptake further still.<sup>41</sup>
- 3.26 The role of the **media** undoubtedly influences a woman's decision to attend an invitation for screening: a case in point being a recent celebrity death from cervical cancer from which it has been concluded, has induced a significant rise in screening uptake in some areas of the UK.<sup>42</sup> Other more specific local advertising campaigns have also been found to be helpful in promoting screening, reassuring attendees and improving uptake.<sup>43</sup>

#### Future considerations for breast cancer/ screening

- 3.27 In term of the future considerations for breast cancer and breast screening services, there are a number of generalised points that should be noted. These are summarised below.
- Although death rates from breast cancer are falling, the number of women diagnosed with cancer is likely to increase as a result of the expansion of the breast screening programme (to 47-73 years age spectrum) and the ageing distribution of the population.
  - Although breast cancer is a significant cause of mortality among women, breast cancer is becoming a disease that the majority of women live with rather than die from: that is the prevalence of breast cancer is increasing. This has important implications for the provision of physical, therapeutic and emotional support service for those that are surviving breast cancer.
  - There is a nationally shortage of both radiologist and radiographers which may impact on the effective operation of local breast screening services.<sup>44</sup> Increasing the scope and capacity of screening services will depend on successful training, recruitment and retention of such highly trained staff.

## 4.0 National and regional policy framework

<sup>38</sup> Bankhead et al Improving attendance for breast screening among recent non-attenders: a randomised controlled trial of two interventions in primary care. Journal of Medical Screening 2001;8(2):99-105

<sup>39</sup> Majeed, et al, Do GPs influence the uptake of breast screening: a general practice based study Journal of Medical Screening 1995 4 (1) 19-29. 2005

<sup>40</sup> Sin & Leger. Interventions to increase breast screening uptake: do they make any difference? Journal of Medical Screening 1999; 6(4): 170-181.

<sup>41</sup> M J Stead Improving uptake in non-attenders of breast screening: selective use of second appointment J Med Screen 1998;5:69-72

<sup>42</sup> Jade Goody effect increases cervical screening rates Nursing Times March 2009

<sup>43</sup> Cohen, L et al (2000) Promoting breast screening in Glasgow, Health Bulletin, 58(2). 127-32

<sup>44</sup> Behind the Screen GLA Health Committee Report 2008

4.1 National cancer policy and priorities were outlined in the **NHS Cancer Plan** in 2000. A number of key policy streams were highlighted within this document including improvements to cancer prevention, screening and treatment services. Of particular relevance within this report were measures to extend breast screening to women aged 50-70 years (now largely implemented) and a reorganisation of screening support staff to improve access to key staff groups (i.e. radiographers).

4.2 The NHS Cancer Plan has largely been superseded by the **Cancer Reform Strategy** which was published in 2007. This strategy identified a number of new developments and issues for the development of breast screening services which are highlighted below:

- Screening age for women is to be extended to 47-73 years, with all women guaranteed to receive their first screen before the age of 50. Service extension to be completed by 2012.
- Mammograms at all breast screening services will all be digitised by 2012.
- The imminent eligibility of the baby boom generation for screening will result in increased uptake within the NBSP. This may require additional local investment to maintain the screening round length at 36 months.
- The NBSP will assume responsibility for the management and surveillance of women at high risk of familial breast cancer.
- There will be a need for local commissioners to be mindful of health inequalities and inequities in service provision, and the need to develop programmes in response.
- The need to continue to raise awareness of breast cancer and the availability of screening services, to those women outside the screening programme, especially those aged over 70 years.<sup>45</sup>

#### Greater London Assembly

4.3 The Greater London Assembly conducted a detailed investigation of breast screening services across the capital, focussing on how London's low uptake for this service can be improved (entitled *Behind the Screens*).<sup>46</sup> This highlighted 4 main problems:

- Lack of knowledge as to why women attend, demographics of non attendees – this means that services are unable to target non-attendees
- Low levels of awareness of breast cancer screening, breast cancer symptoms and risks in London
- Women in London have a poor experience of breast screening services
- Waiting times for radiotherapy in 1/3 of London's trust exceed national waiting times limit.

4.4 The GLA report makes a number of recommendations to improve services across London:

- More information about non attendees needs to be collated and analysed

---

<sup>45</sup> Cancer Reform Strategy Department of Health 2007

<sup>46</sup> Behind the Screens: breast screening uptake and radiotherapy waiting times in London 2008

- Women over screening age should continue to be reminded of importance of breast screening
- A 3 year London wide media campaign to raise awareness should be developed
- GPs need to take a bigger role in promoting breast screening to their patients
- London wide call and recall system for breast screening needs to be developed as part of the Healthcare for London modernisation work.

## 5. Local policy context

5.1 Developing the uptake of health screening services is noted within key strategy documents for Haringey. From this documentation, it is possible to identify a number of areas where the review may potentially contribute to help support local policy objectives and achieve local targets.

### Sustainable Community Strategy (2007-2016)

5.2 The Sustainable Community Strategy (SCS) is the overarching plan of the Haringey Strategic Partnership which details how the Council and its partners will tackle broad community wide issues. The SCS is based on a wide community consultation process and provides a ten year vision for Haringey. Key priorities embedded within the SCS include the need for helping people to become healthier with a better quality of life, reducing health inequalities and the provision of high quality services for those in need.

5.3 There is an explicit commitment within the SCS plan for 2009-2011 to “increase the uptake of cervical and breast screening including amongst non-English speaking communities. It is anticipated that the scrutiny review will contribute to this process.

### Local Area Agreement (2007-2010)

5.4 The Local Area Agreement (LAA) sets out a range of targets for the Council and its partners in delivering the key priorities and objectives of the SCS. There are 80 indicators in Haringey which are made up of statutory (n=16), national (n=35) and local (n=16) targets.

5.5 The following table provides an overview of national indicators which may be of relevance to the review of breast screening services.

Indicator	LAA target	Detail
NI 119	Yes	Self-reported measure of people's overall health and wellbeing
NI 120	No	All-age all cause mortality rate
NI 122	No	Mortality from all cancers at ages under 75
Local	Yes	Prevalence of breastfeeding at 6-8 weeks from birth

### Comprehensive Area Assessment (2009)

5.6 Comprehensive Area Assessment (CAA) is the new process in which local public services are assessed. The emphasis of assessments within the CAA process is on broad public perceptions of the quality of life in an area rather than on the nature and quality of services provided. As part of the assessment process, the local strategic partnership is required to submit an annual self assessment of its performance against agreed local priorities.

5.7 It is envisaged that there will be two-way relationship between the CAA and overview and scrutiny, where local in-depth scrutiny reviews may provide evidence for the completion of the local self assessments, while the CAA may assist local scrutiny committees identify and prioritise issues to investigate. The current self-assessment has highlighted that one of the key challenges for Haringey is A key priority from the CAA self evaluation 2009-2011 is to increase the uptake of breast screen screening.

## **6. Terms of reference**

5.1 The terms of reference fulfil a number of functions for the review through: providing purpose and structure to the review process; helping to develop a common understanding of the scope of the review among stakeholders, and; creating a framework around which future decisions are made. The terms of reference are also critical in establishing the questions that the review will seek to address and that appropriate methods to be used to collect the necessary data.

### Aim of the review

6.2 It is proposed that the overarching aim of the review will be:

*'To identify how the uptake and coverage of breast screening services may be improved among women resident in Haringey.'*

### Objectives of the review

6.3 It is proposed that the review addresses the following objectives:

1. Describe the nature and level breast screening services available to women living in Haringey.
2. To identify the barriers to improved take up and coverage of breast screening services in Haringey and possible interventions to overcome these.
3. To identify how local partners may work together better to improve services, raise awareness and increase uptake of breast cancer screening in Haringey
4. Consider the effectiveness of local breast screening services in relation to meeting local strategic and policy objectives (i.e. well being agenda, health inequalities).
5. Examine how the uptake and coverage of breast screening services impact on local equalities issues and to assess how access can be improved to minority and other community groups.
6. Evaluate policy and performance data from other screening services and other Primary Care Trusts to identify good practice and improved ways of working to further promote the uptake and coverage of breast screening services in Haringey.

7. Assess whether breast screening services achieve value for money through ascertaining whether: costs are commensurate with performance, outcomes and delivery and compare well against other boroughs.
8. Ensure that the scrutiny review process generates relevant evidence that will contribute to ongoing assessments made within the Comprehensive Area Assessment.

## 7. Review methods

### Review Panel

- 7.1 A review panel of four backbench Members will be convened to conduct the scrutiny review. Members of the review panel have been confirmed as Cllr Winskill (Chair), Cllr Alexander, Cllr Bull, Cllr Beynon and two Labour vacancies.

### Panel Meetings

- 7.2 The review will use a range of investigative methods to ensure that Members have access to the necessary evidence to assist them in their assessment of breast screening services in Haringey. A series of panel meetings will be held to approve the aims of the review, to receive oral and written evidence, oversee project progression and formulate conclusions and recommendations. Panel meetings will occur at approximately four week intervals (or as agreed by the panel).
- 7.3 It is proposed that approximately 3 or 4 panel meetings will be held from November 2009 through to January 2010. It is anticipated that panel meetings will focus on particular themes or topics to inform the data gathering process. It is suggested that evidence sessions be held to consider the following issues:
  - What services are currently provided and what plans are there to improve and develop services?
  - What can be learnt from the experience of other breast screening services or other Primary Care Trusts to improve the uptake and coverage of breast screening services?
  - What can be learnt from the experiences of local women and other local stakeholders to improve the uptake and coverage of breast screening services?
- 7.4 A number of key informants have been identified and to participate within the review including officers from NHS Haringey, representatives from NLBSS and other relevant stakeholder groups. A plan of the proposed meeting structure, including possible informants to the review process, is contained in **Figure 5** During the course of the review members aim to hear from:

Stakeholder	Issues to be covered
NLBSS	Issues with current configuration of breast screening services, measuring the effectiveness of service, benchmarking data, comparative performance with other screening services, quality assurance data & future plans for the service.
NHS Haringey	Current and future commissioning plans for the service, future investment, coordination of services (NLBSS, NHS Haringey and Primary Care Services) how local preventative initiatives

	will link to the work of the NLBSS and other regional work-streams.
North Central London Cancer Network London Quality Assurance Reference Centre	Identify regional developments in breast cancer screening services
Other NHS Trusts / breast screening services	Identify best practice, innovative ways of working from other breast screening services or other NHS Trusts.

#### Assessing internal and external data sources

- 7.5 A range of information from a variety sources will be used to help meet the review objectives. It is anticipated that relevant services (NHS Haringey and NLBSS) will provide financial, operational and evaluative data to assist panel members in their deliberations of breast screening services issues.
- 7.6 The review will aim to draw on external research, policies and other service data where this is felt to assist to review process. Analysis of national, regional and local performance data will be undertaken to inform the review. Comparative data from other NHS trusts may also be used to help panel members identify good practice, benchmark local breast screening service provision and identify local priorities for service improvement.

#### Panel Visits

- 7.7 It is proposed that panel members undertake a number of planned visits to gain a practical insight in to the provision of breast screening services in the locality. The NLBSS have suggested that it might be helpful for the panel to visit Chase Farm Hospital to understand central operations from this site. The Panel may also wish to visit one of the mobile breast screening units (through which most local women are screened) or, undertake a visit to another breast screening service in London.

#### Background briefing reports

- 7.8 It is proposed that background briefing reports on relevant meeting topics will be prepared and circulated to the panel before each meeting. It is hoped that these themed reports will assist the panel in their deliberations on particular aspects for the review. It is planned that background briefing reports will coincide with planned evidence sessions and focus on the following themes:
- Obstacles to breast screening uptake in inner city areas
  - Best practice from other breast screening services or other NHS Trusts
  - Evidence of what women would like from a breast screening service.

#### Community / Public Involvement

- 7.9 Community and public involvement is an integral part of the scrutiny process through helping to maintain local accountability. All scrutiny meetings are held in public at which, at the discretion of the Chair, local residents and community groups may also participate. To facilitate local community participation, it is proposed that a number of the planned panel meetings are held at different community venues across the borough.
- 7.10 Whilst it is noted that there has already been some consultation with local women about the nature of breast screening services, the panel may also wish to consult local



women's group representatives for their perspectives on how services could be improved. The local women have indicated a willingness to participate in the review process. This will provide a further opportunity for local community group representatives and local residents to discuss breast screening issues with the panel (or representatives).

#### Independent Expert Advice

- 7.11 The Panel may wish to consider if their work would be assisted by the provision of independent expert advice which could "add value" to the review through:
- Giving evidence to the Panel
  - Impartially evaluating current practice, providing advice on successful approaches and strategies that are being employed elsewhere
  - Suggesting possible lines of inquiry
  - Commenting on the final report and, in particular, the feasibility of draft recommendations.

## **8.0 Equalities**

- 8.1 The scoping report has identified a number of equalities issues which will be important to explore and assess further within the work of which the scrutiny review. From the evidence presented in this report it is apparent that there may be a number of variations in the incidence of breast cancer, the take up of an invitation to screen and the outcomes of treatment which may impact unequally on equalities groups. For instance:

- Increased incidence of breast cancer among more affluent populations
- Lower take up of breast screening services among:
  - ✓ women in areas of social deprivation
  - ✓ among black and other minority ethnic groups
  - ✓ women who have a mental health problem or a learning disability
- Higher risk factors associated with lesbian women

- 8.2 The scrutiny review therefore will be particularly keen to assess if such variations are exhibited locally and to assess how the local partnership of services is addressing such inequities where they exist (i.e. service monitoring, service commissioning, service delivery).

Figure 1 – Uptake of breast cancer screening 2002/3 to 2007/8.

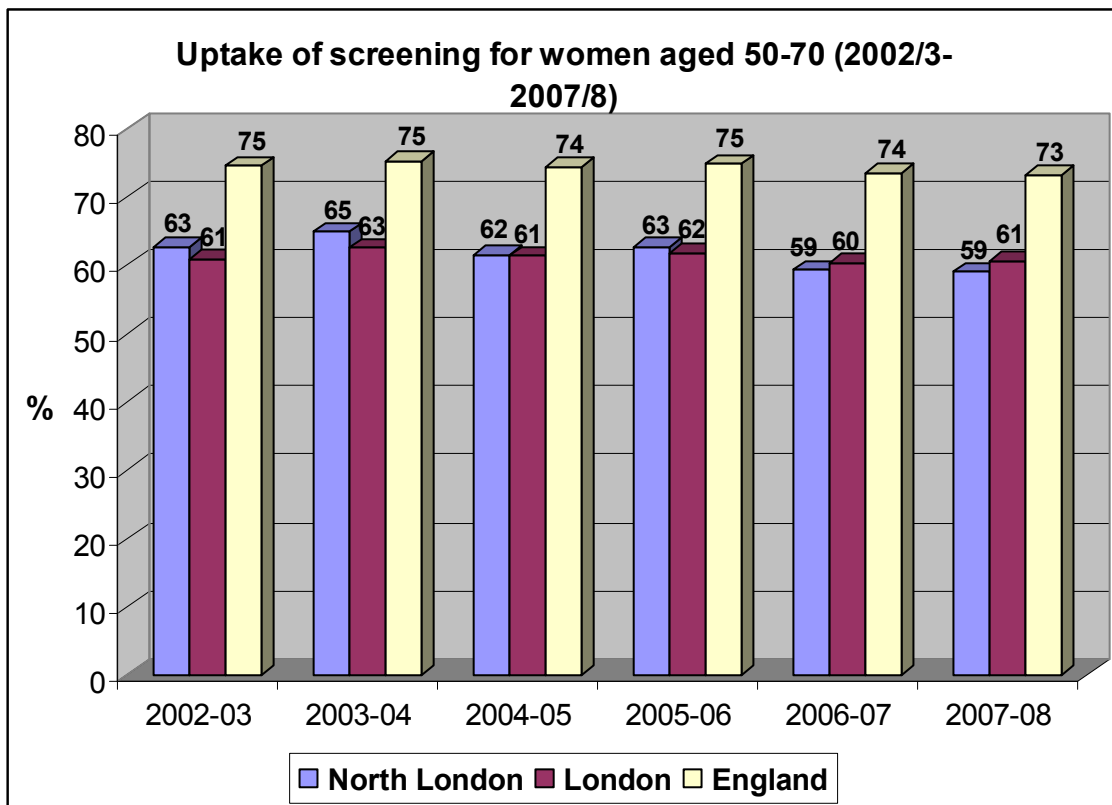


Figure 2 – Screening uptake in London Breast Screening units in 2007/8.

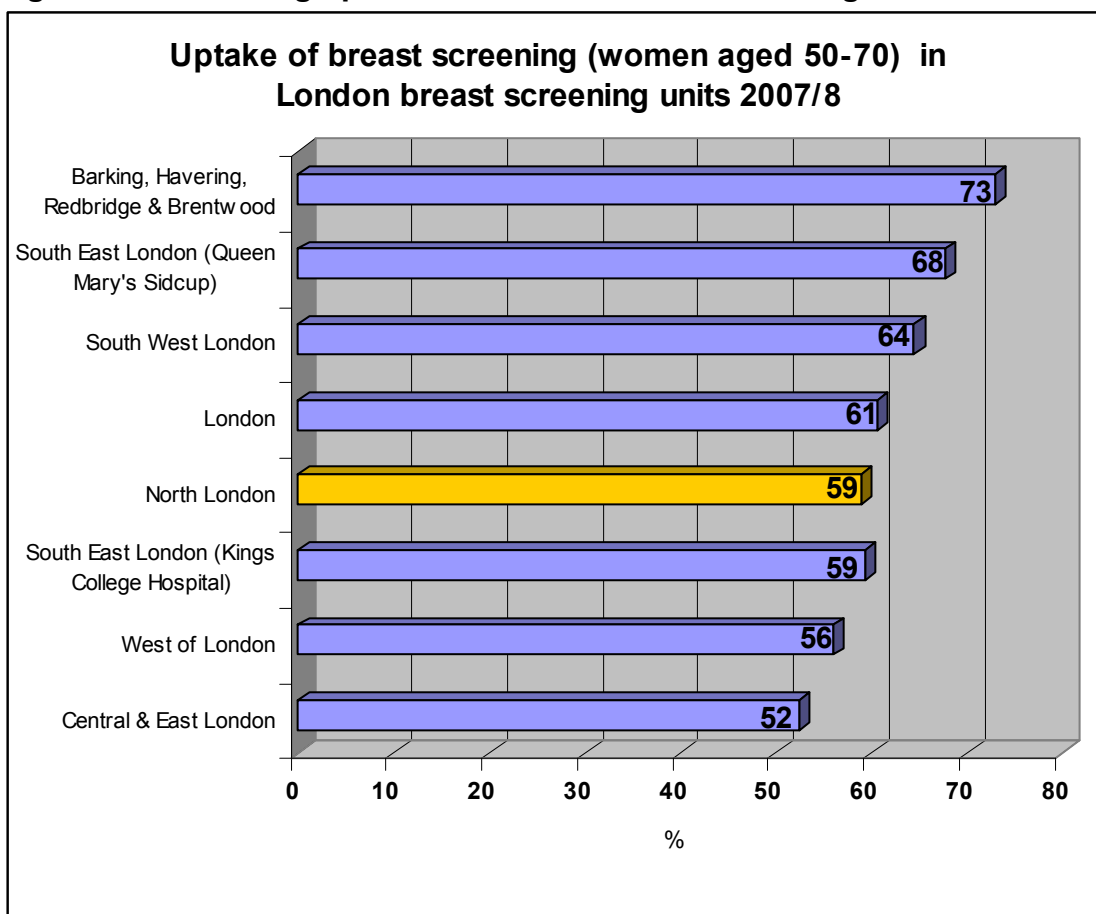


Figure 3 – National breast screening coverage (women aged 53-64 2007/8).

Figure 3 - Breast screening: Coverage of women aged 53-64 for England by Primary Care Organisation, 2007-08

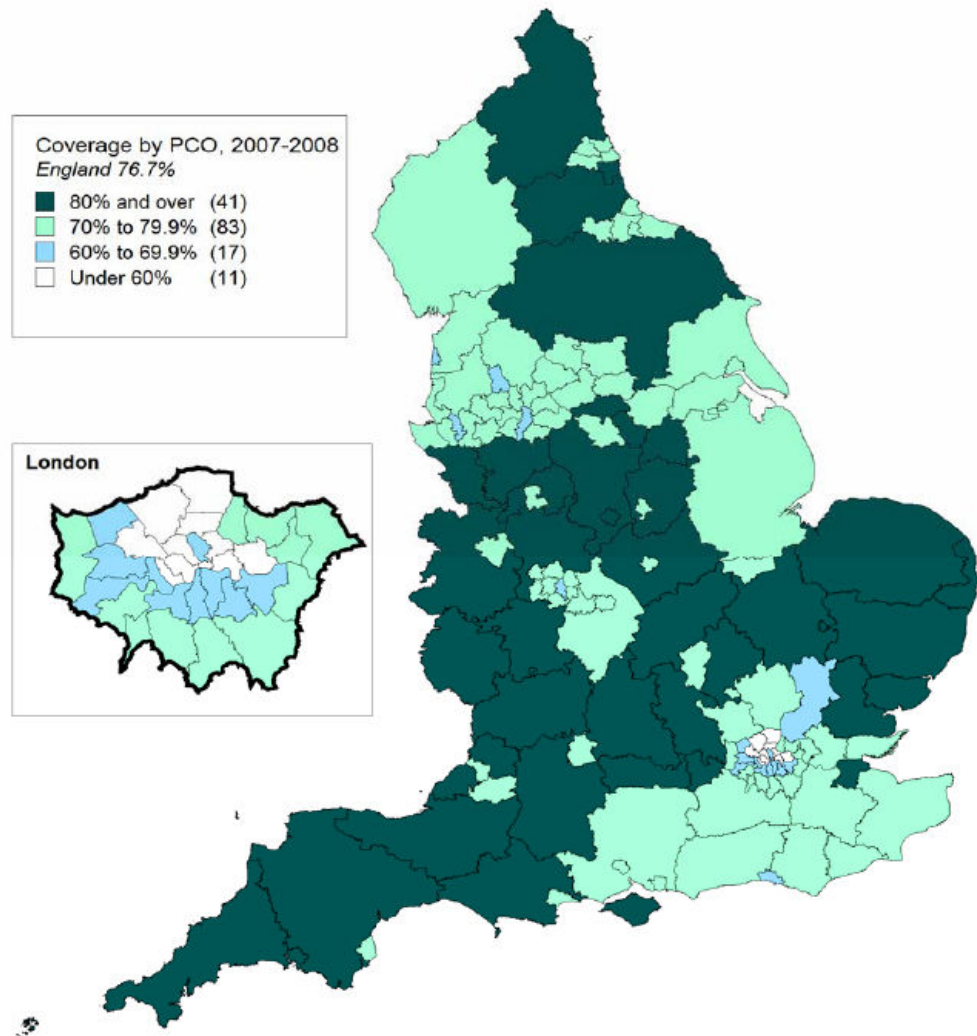
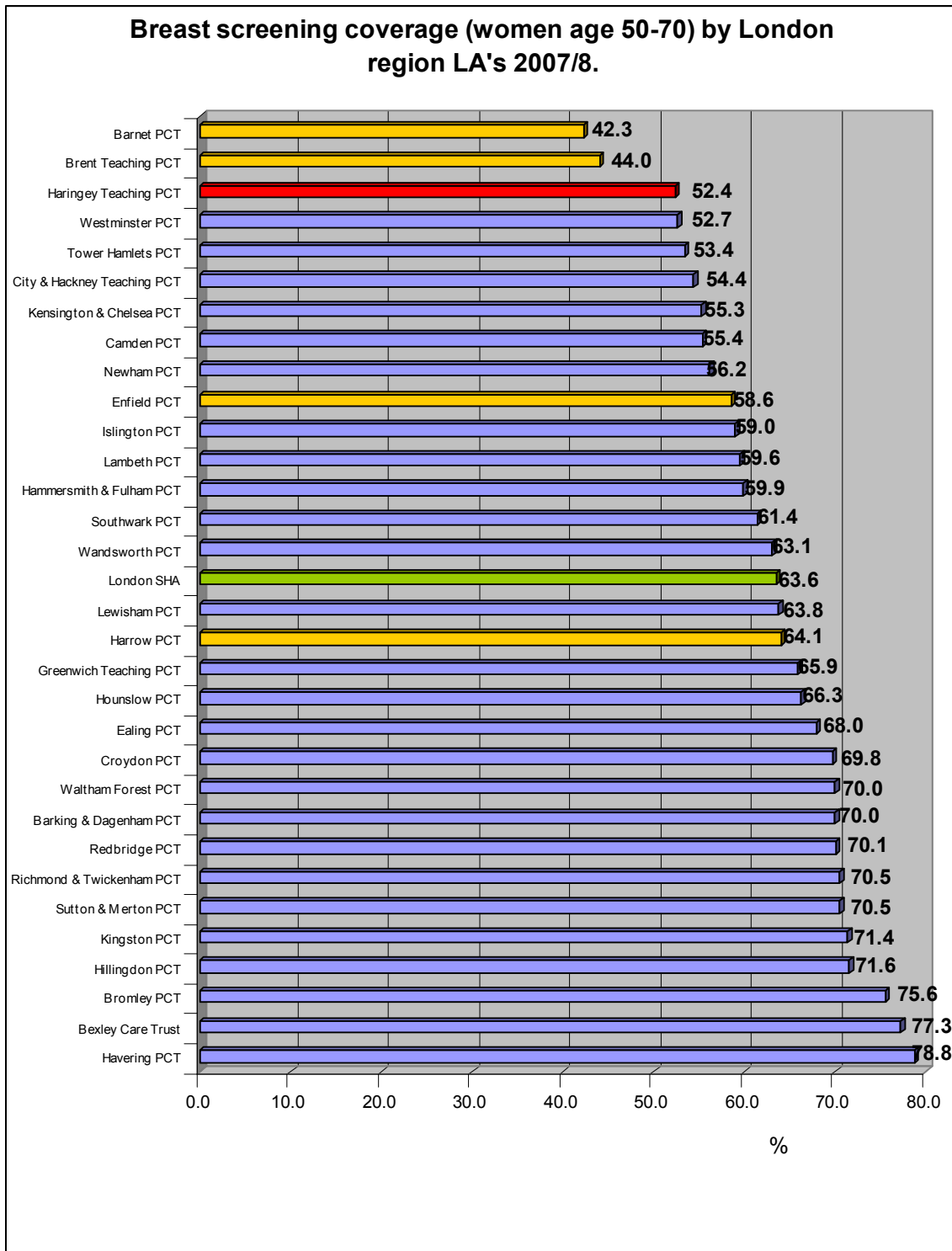


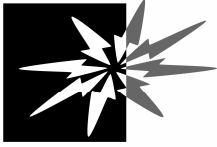
Figure 4 – Breast Screening Coverage in London PCT areas.



**Figure 5 - Proposed work plan for scrutiny review**

	<b>Aims</b>	<b>Possible participants</b>
<b>Meeting 1</b> <b>2<sup>nd</sup></b> <b>December</b> <b>2009</b>	<ul style="list-style-type: none"> <li>▪ Approve scoping report</li> <li>▪ What services are currently commissioned in Haringey?</li> <li>▪ What plans are there to improve and develop services?</li> <li>▪ How can improved breast screening services contribute to other strategies and policies?</li> </ul>	<ul style="list-style-type: none"> <li>▪ Tamara Djuretic, NHS Haringey</li> </ul>
<b>Meeting 2</b> <b>TBC</b> <b>December</b> <b>2009</b>	<ul style="list-style-type: none"> <li>▪ How are breast screening services provided in Haringey?</li> <li>▪ Regional developments in Breast Screening Services?</li> </ul>	<ul style="list-style-type: none"> <li>▪ Debbie Brazil, NLBSS</li> <li>▪ Clinical Director, NLBSS</li> <li>▪ London QARC</li> <li>▪ NCL Cancer Network</li> </ul>
<b>Meeting 3</b> <b>TBC</b> <b>January 2009</b>	<ul style="list-style-type: none"> <li>▪ What can be learnt from the experience of other breast screening services?</li> <li>▪ What can be learnt from other Primary Care Trusts?</li> </ul>	<ul style="list-style-type: none"> <li>▪ Independent adviser</li> <li>▪ Other BSSs</li> <li>▪ Other PCTs</li> </ul>
<b>Meeting 4</b> <b>TBC</b> <b>January</b> <b>2009</b>	<ul style="list-style-type: none"> <li>▪ What can be learnt from the experiences of local women?</li> <li>▪ How can partners/ other stakeholders to improve the uptake and coverage of breast screening services?</li> </ul>	<ul style="list-style-type: none"> <li>▪ Independent expert adviser</li> <li>▪ Women's Group Representatives</li> <li>▪ Equalities Officer</li> <li>▪ Other local stakeholders</li> </ul>
<b>TBC</b> <b>January</b> <b>2009</b>	<ul style="list-style-type: none"> <li>▪ Formulation of conclusions and recommendations</li> </ul>	

This page is intentionally left blank



**Haringey** Council

Agenda item:

**No.15**

**Overview and Scrutiny Committee**

**11 January 2010**

Report Title: <b>BUDGET SCRUTINY – PRE BUSINESS PLAN REVIEW DOCUMENTS</b>	
Report authorised by: <b>Cllr Gideon Bull, Chair of the Overview and Scrutiny Committee</b>	
Contact Officer: Trevor Cripps – Overview and Scrutiny Manager <a href="mailto:Trevor.cripps@haringey.gov.uk">Trevor.cripps@haringey.gov.uk</a> Tel: 0208 489 6922	
Wards(s) affected: <b>ALL</b>	Report for: <b>Non Key</b>
<p><b>1. Purpose of the report</b></p> <p>1.1 To report on the issues raised by the Overview and Scrutiny Committee on departmental Pre Business Plans and Cabinet budget proposals.</p>	
<p><b>2. Introduction by Cabinet Member (if necessary) N/A</b></p>	
<p><b>3. State link(s) with Council Plan Priorities and actions and /or other Strategies:</b></p> <p>3.1 The report is part of the budget setting process and as such has links to all council priorities and strategies.</p>	
<p><b>4. Recommendations</b></p> <p>4.1 That the Cabinet consider the recommendations contained in this report made by the Overview and Scrutiny Committee, as part of the Council's budget making process.</p>	
<p><b>5. Reason for recommendation(s)</b></p> <p>5.1 The report is part of the statutory budget making process.</p>	
<b>6. Other options considered</b>	N/A

## **7. Summary**

7.1 The report contains the results from detailed scrutiny of Pre Business Plan Review documents and proposals for budgetary savings and investments for 2010/11. The detailed work has been completed by the Overview and Scrutiny Committee and the report is a reflection of the issues raised.

## **8. Chief Financial Officer Comments**

8.1 The CFO has been consulted on the preparation of this report and confirms that the process undertaken by this committee is part of the statutory consultation procedure for the Council in setting its budget. The recommendations of this committee should be considered by the Cabinet before the final decisions on the 2010/11 budget are taken.

## **9. Head of Legal Services Comments**

9.1 The Council is under a statutory duty to set a balanced budget having regard to the report of its Chief Financial Officer as to the robustness of the estimates and the adequacy of the financial reserves. This must be preceded by robust and comprehensive financial planning.

## **10. Equalities & Community Cohesion Comments**

10.1 These are contained within the pre-business plan review documents

## **11. Consultation**

11.1 This is part of the consultation of the business and financial planning process

## **13. Use of appendices /Tables and photographs N/A**

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

### **The background papers relating to this report are:**

Financial Strategy 2010/11 to 20012/13, report of Director of Finance  
Pre Business Plan Reviews 2010/11

Chief Financial Officer & Director of Corporate Resources reports to O&S Committee and minutes for meetings on 23 November and the 7th and 16th December 2009.

**Copies are available on request, from Natalie Cole, Local Democracy and Member Services (non Cabinet Committees), on telephone 020 8489 2919.**



**15. BACKGROUND**

- 15.1 Pre Business Plan Report, (PBPR) documents 2010/11 were released by the Cabinet after it's meeting on 17th November 2009. At its first budget meeting on the 23rd November 2009 the Overview and Scrutiny Committee examined all the Cabinet budget proposals and identified those areas where it wished to "drill down" to gain a better insight into the proposals and the potential impact on services. A series of specific requests for further detail were made regarding each portfolio, as well as three general themed questions to be covered by all Cabinet Portfolio Holders in respect of their portfolio.
- 15.2 Cabinet Portfolio holders were appropriately invited to two subsequent meetings of the Overview and Scrutiny Committee, to explain the rationale behind and to justify their proposals in those areas previously identified. The proposals were in respect of investment and efficiency proposals in relation to both Capital and Revenue expenditure for the three year planning period 2010/11 to 2012/13
- 15.3 As part of the scrutiny process some issues have been identified that the Committee wishes to bring to the attention of the Cabinet. This report identifies items which the Committee considered and where it wished to make comment on the proposals, or where the Committee would like the Cabinet to consider its recommendations.
- 15.4 It is not the role of the Overview and Scrutiny Committee to develop an alternative budget to that proposed by the Cabinet.

**16. CHILDREN AND YOPUNG PEOPLE – COUNCILLOR REITH**

- 16.1 In addition to the three general questions the Committee raised issues and requested further information on 12 budget proposals from this portfolio.
- 16.2 **General question 1**  
**Fees & Charges – where budgets are under pressure, for example due to the recession, how is the pressure being dealt with if no investment bid has been made?**
- 16.3 The Committee welcomed and noted the written reply. Following further questioning the Cabinet Member confirmed that there was expected to be an increase in fees (income) but that fees charged had not kept up, however service level agreement charges will reflect the costs of providing the services. Schools had a choice on service provision, but if they chose not to use Council services they could opt out.
- 16.4 **General question 2**  
**Specific Grants – where grant levels are due to change in 2010/11 (substantial increase or decrease) how is the variance being dealt with?**
- 16.5 The Committee welcomed and noted the written reply. The Cabinet member assured the Committee that Haringey's case for fairer grant settlements were being vigorously pursued with Department of Children Schools and Families.

**16.6 General Question 3**

**Are services challenging suppliers in these recessionary times on price?  
Have any price reductions been secured?**

16.7 The Committee welcomed and noted the written reply. The Cabinet Member cited Heartlands School as a good example of how a new tendering exercise on new build, achieved a reduction on cost of approximately £2m.

16.8 The Committee welcomed the other written replies received to specific requests.

**Investments**

16.9 Whilst recognising that many services were demand led, the Committee expressed concern at the level of the Commissioning Budget growth of £2,644k and sought re-assurance on the prudence of the growth bids made. Concern was raised about the long term funding of C&YPS as this level of investment could not be sustained. The strongest re-assurance was given by both the Cabinet Member and the Director of Children and Young People Services that the budget was designed to aid the recovery of services and that everything was being done to achieve a balanced budget as soon as possible.

**Recommendation 1**

**The Cabinet re-affirm that the C&YP budget growth bid of £2,644k is essential to aid the recovery of services and that everything is being done to achieve a balanced budget as soon as possible.**

**Efficiencies**

16.10 Concern was expressed that the Leaving Care & Asylum Services in particular were taking a disproportionate reduction in budget and that there was no longer a designated post of Head of Service for Leaving Care. The Committee was of the view that the proposal would have an impact on service delivery and therefore it wishes the Cabinet to reconsider this bid.

**Recommendation 2**

**The Cabinet reconsider the proposal to achieve £160k efficiencies from the Leaving Care & Asylum Services.**

**17. ENFORCEMENT & SAFER COMMUNITIES PORTFOLIO – COUNCILLOR CANVER**

17.1 In addition to the three general questions the Committee raised issues and requested further information on 4 budget proposals from this portfolio.

17.2 The Committee welcomed and noted the written replies to the 3 general questions and the other written replies received.

17.3 Concern was expressed on the proposals to achieve efficiencies of £38k in Town Centre Management and of £46k in funding of Wood Green Town Centre. Although not large sums the view was expressed that due to the economic downturn, it was

not an appropriate time to be seeking a saving, therefore the Committee wishes the Cabinet to reconsider these bids.

### **Recommendation 3**

**The Cabinet reconsider the proposals to achieve efficiencies of £38k in Town Centre Management and of £46k in funding of Wood Green Town Centre.**

### **18. LEADER AND PERFORMANCE PORTFOLIO – COUNCILLOR KOBER**

18.1 In addition to the three general questions the Committee raised issues and requested further information on 9 budget proposals from this portfolio.

18.2 The Committee welcomed and noted the written replies to the general questions and other written replies received.

#### **Efficiencies**

18.3 Concern was raised at the level of efficiencies proposed by the Haringey Forward and Support Services projects and further information was requested.

### **19. COMMUNITY COHESION PORTFOLIO – COUNCILLOR AMIN**

19.1 In addition to the three general questions the Committee raised issues and requested further information on 11 budget proposals from this portfolio.

19.2 The Committee welcomed and noted the written replies to the 3 general questions and other written replies received.

#### **Efficiencies**

19.3 The target for income of £42k for the sale of advertising space in Haringey People was perceived to be low. The Committee, whilst not quoting a figure, was of the view that a more challenging target should be set.

### **Recommendation 4**

**The Cabinet consider raising the income from advertising target for Haringey People.**

19.4 The proposal for efficiency in the print budget was welcome, however the Committee was of the opinion that more efficiencies were possible. It thought that there was generally too much printed material of all kinds and type and that an internal review of the methods of printing, range of material, how it was used, the volume of printed materials and the size of individual print runs etc. would identify greater potential savings.

### **Recommendation 5**

**The Cabinet commissions an in depth review of all Council internal and external printing.**

## **20. ADULTS SOCIAL CARE AND WELLBEING – COUNCILLOR DOGUS**

- 20.1 In addition to the three general questions the Committee raised issues and requested further information on 5 budget proposals from this portfolio.
- 20.2 The Committee welcomed and noted the written replies to the 3 general questions and other written replies received. The Committee wished to congratulate the Cabinet Member on the full and frank responses received and the level of detail produced including further figures where appropriate. It wished to site them as an exemplar of good practice and how others should approach the budget scrutiny process.

### **Efficiencies**

- 20.3 Dementia in older people, particularly those in residential care, was a topical issue. The Committee queried the projected figures and was given assurance that the projections had been agreed with NHS Haringey. The Committee was concerned by the proposed saving of £150k from the OPS residential care budget and sought assurance that carers and clients would not be disadvantaged by these proposals.

### **Recommendation 6**

**The Cabinet give an assurance that carers and clients would not be disadvantaged by this proposal and that there would be alternative methods of support provided, including extra home care, to ensure independent living.**

- 20.4 The committee raised concern at the proposal to save £100k from the budget for those with no recourse to public funds. Whilst welcoming the close relationship now established with the Home Office, it was felt there was a perception that the proposal would have a disproportionate impact on asylum seekers, a significant but largely unrepresented group. The committee sought further re-assurance from Cabinet that they were not being targeted or singled out as there was also a proposal by C&YPS to reduce resources to this group.

### **Recommendation 7**

**The Cabinet confirm that the proposal will not take services away from those who need it and that adequate access to advice and funding will be maintained.**

## **21. HOUSING SERVICES PORTFOLIO – COUNCILLOR BEVAN**

- 21.1 In addition to the three general questions the Committee raised issues and requested further information on 8 budget proposals from this portfolio.
- 21.2 The Committee noted the written replies to the 3 general questions and other written replies received. However it wished to draw attention to the poor quality of response provided to the requests for further information on proposed investments totalling £1.563m. The lack of information had made the scrutiny process less effective in this area.
- 21.3 The Committee was informed that it was not possible to provide definitive information on the planned level of housing rents received next year other than that already given. Information from central government had been sent to councils late and the modelling work necessary to understand the determination of rent allocations was continuing and the results would be available in January 2010. The Committee requested that the Cabinet Member write to central government about the late release of rent subsidy figures.

### **Recommendation 8**

**The Cabinet member write to the Housing Minister on behalf of the Council regarding the late release of information used to determine housing rents.**

- 21.4 The Committee noted that some of the proposals were likely to support the reduction of homeless families in temporary accommodation. The Committee wished to congratulate the Cabinet Member for the progress made on reducing the numbers in temporary accommodation so far.

### **Investments**

- 21.5 The Committee was unconvinced at the explanation put forward for the rescheduling, until 2012/13, of savings of £221k on additional staff originally employed to assist in achieving 2\* rating. It was of the opinion that they could be taken sooner.

### **Recommendation 9**

**The Cabinet reconsider the proposal to reschedule pre agreed savings of £221k on additional staff until 2012/13.**

## **22. ENVIRONMENT & CONSERVATION PORTFOLIO – COUNCILLOR HALEY**

- 22.1 In addition to the three general questions the Committee raised issues and requested further information on 15 budget proposals from this portfolio.
- 22.2 The Committee noted the written replies to the 3 general questions and other written replies received. However it wished to draw attention to the poor quality of response provided to the requests for further information. The lack of information had made the scrutiny process less effective in this area.

### **Investments**

- 22.3 The Committee noted that the proposed investment bid of £70k would be reduced as part funding had been secured from Children & Young People Service. However whilst not a strictly budget issue, the Committee requested that the design of the scheme be changed in line with residents expressed wishes and that there be two entrance/exit access points to the car park.

#### **Recommendation 10**

**The Cabinet give an assurance that any proposed works to the car park did not preclude a future two-way working for vehicles (access and egress) from the car park onto Summerland Gardens.**

#### **23. LEISURE, CULTURE & LIFELONG LEARNING – COUNCILLOR KOBER for COUNCILLOR BASU**

- 23.1 In addition to the three general questions the Committee raised issues and requested further information on 10 budget proposals from this portfolio.
- 23.2 The Committee welcomed and noted the written replies to the 3 general questions and other written replies received.

#### **Capital Budget**

- 23.3 The Committee welcomed the bid of £500k for the redevelopment of Muswell Hill Library, but expressed disappointment at the length of time being taken. In the meantime the library continues to lack disabled access to toilet facilities and to the 1<sup>st</sup> Floor. The Committee would like a pragmatic and holistic approach linking capital receipts from the sale of a proportion of adjacent land, capital bids and seeking external funding.

#### **Recommendation 11**

**The Cabinet adopt a pragmatic and holistic approach to Muswell Hill Library, linking capital receipts from the sale of a proportion of adjacent land, capital bids and seeking external funding, with a view to expediting the planned works.**

**24. RESOURCES PORTFOLIO – COUNCILLOR HARRIS**

- 24.1 In addition to the three general questions the Committee raised issues and requested further information on 23 budget proposals from this portfolio.
- 24.2 The Committee welcomed and noted the written replies to the 3 general questions and other written replies received.

**Capital Budget**

- 24.3 The Committee was concerned at the level of investment proposed for Information Technology projects of £1.5m. It sought assurance that this was essential investment, that each project was supported by a rigorous and convincing business case and that there would be tangible and measurable benefits as a result of the investment. The Committee requested it receive a separate and full report on the IT Capital Programme.

## **BUDGET SCRUTINY**

### **SUMMARY OF RECOMMENDATIONS**

#### **Recommendation 1**

**The Cabinet re-affirm that the C&YP budget growth bid of £2,644k is essential to aid the recovery of services and that everything is being done to achieve a balanced budget as soon as possible.**

#### **Recommendation 2**

**The Cabinet reconsider the proposal to achieve £160k efficiencies from the Leaving Care & Asylum Services.**

#### **Recommendation 3**

**The Cabinet reconsider the proposals to achieve efficiencies of £38k in Town Centre Management and of £46k in funding of Wood Green Town Centre.**

#### **Recommendation 4**

**The Cabinet consider raising the income from advertising target for Haringey People.**

#### **Recommendation 5**

**The Cabinet commissions an in depth review of all Council internal and external printing.**

#### **Recommendation 6**

**The Cabinet give an assurance that carers and clients would not be disadvantaged by this proposal and that there would be alternative methods of support provided, including extra home care, to ensure independent living.**

#### **Recommendation 7**

**The Cabinet confirm that the proposal will not take services away from those who need it and that adequate access to advice and funding will be maintained.**

#### **Recommendation 8**

**The Cabinet member write to the Housing Minister on behalf of the Council regarding the late release of information used to determine housing rents.**



**Recommendation 9**

**The Cabinet reconsider the proposal to reschedule pre agreed savings of £221k on additional staff until 2012/13.**

**Recommendation 10**

**The Cabinet give an assurance that any proposed works to the car park did not preclude a future two-way working for vehicles (access and egress) from the car park onto Summerland Gardens.**

**Recommendation 11**

**The Cabinet adopt a pragmatic and holistic approach to Muswell Hill Library, linking capital receipts from the sale of a proportion of adjacent land, capital bids and seeking external funding with a view to expediting the planned works.**

This page is intentionally left blank