



Report for:	Cabinet 4/10/2011	Item number	
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Title:	The Council's Quarterly Performance Assessment: Quarter 1, 2011/2012
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Report authorised by :	The Chief Executive
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Lead Officer:	Eve Pelekanos – Head of Policy, Intelligence and Partnerships Telephone 020 8489 2971/2508
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Ward(s) affected: All	Report for Key/Non Key Decision: For information
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1. Describe the issue under consideration

1.1 This report provides Members with an update on progress against the Council's outcomes and priorities for the first quarter of 2011/12 (April-June 2011).

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

2.1 Despite the constrained financial environment I am encouraged that we exceeded our target for the number of young people not in education, employment or training. The improvement in attainment for five years olds is also welcome. There remain some areas where I am keen to see further progress in the second half of the year, in particular working with partners to provide the support and advice people need to move into employment and working with our new contractor Veolia to improve recycling and street cleanliness.

3. Recommendations

3.1 To note progress against the five outcomes in the first quarter of 2011/12.

3.2 To note the issues and challenges as we move into the next reporting period.



4. Other options considered

4.1 N/A

5. Background information

5.1 The key elements of the Outcomes Framework are:

- **Outcomes:** the goals we are aiming for, as agreed by Full Council in February 2011.
- **Areas we need to address:** identified through needs analyses, research and consultation as the strategic levers that will lead to better outcomes.
- **Priorities:** areas of focus for 2011-2014.
- **Actions:** to deliver agreed outcomes – these are derived from departmental business plans and feed into the Council Plan. Progress against the Council Plan will be reported twice a year.
- **Service measures:** directly linked to strategic priorities these tell us whether we are on track to achieve longer-term outcomes. Within the single framework, some measures are reported on quarterly and some annually. While the service measures have been agreed with managers, they remain work in progress and will be refined throughout the year. For Adult Social Care and Public Health, the National Outcome Frameworks have been taken into account. In addition to service measures the framework includes unit costs which will assess service value for money.
- **Operational Performance Indicators:** key indicators of our core business and service standards. These will be monitored at service level and used for the day to day management of services. These are held by individual department and are not covered in this report.

5.2 This **joined-up approach to performance reporting** links our key strategies, the council plan, departmental business plans and evidence from business intelligence data. It will help us to ensure that the services we commission are effectively focused on reducing inequality.

5.3 **Appendix 1** summarises Haringey's Outcomes Framework and identifies the priorities for 2011-14.

5.4 **Appendix 2** sets out the Quarter 1 performance for the service indicators reported quarterly, by department under each of the five outcomes.

5.5 **Appendix 3** shows how Haringey's performance compares with London on a basket of 26 metrics agreed with London Councils.

6. Comments of the Chief Financial Officer and Financial Implications



- 6.1 There are no specific financial implications arising from this report but it is noted that value for money continues to be a key strand in our monitoring of performance and quality.

7. Head of Legal Services and Legal Implications

- 7.1 There are no specific legal implications in this report.

8. Equalities and Community Cohesion Comments

- 8.1 Reducing inequality is a key council commitment. This report covers the first quarter of 2011/12 and was written before the recent disturbances in London.

- 8.2 For 2011/12 the Council will endeavour to:

- Ensure that equalities monitoring information is collected and analysed in line with the Equality Act 2010.
- Continue to monitor the impact of the changed services to maintain good quality of provision and outcomes for service users with protected characteristics.

9. Head of Procurement Comments

- 9.1 N/A

10. Policy Implications

- 10.1 This report links to the following documents / strategies:

- [Rethinking Haringey: One Borough, One Future](#)
- Haringey Outcomes Framework
- Council plan (including departmental business plans)
- Key strategies

11. Use of Appendices

- Appendix 1: Outcomes Framework summary diagram
- Appendix 2: Performance Assessment – Service Indicators
- Appendix 3: How Haringey compares to London

12. Local Government (Access to Information) Act 1985

- HR metrics
- Service performance indicator returns



Haringey Council

- Council Plan (incorporating departmental business plans)

Introduction

1. This is the first **Quarterly Performance Assessment** based on the Haringey Outcomes Framework and covers the period April to June 2011. It provides an overview of recent progress against each of the five outcomes, for the relevant priorities for 2011-14 and areas to address, along with an assessment of the council's organisational effectiveness. At the end of each outcome the report identifies emerging issues on which Members may wish to have a more detailed discussion. The report provides the latest information for each outcome, covering:
 - performance progress
 - recent data releases
 - recent local and national developments
 - emerging issues
2. This report was compiled prior to the disturbances that took place over the week beginning Saturday 6th August. (Our response is described on P18.) Performance in quarter 2 will begin to reflect the legacy of the riot in Tottenham and will be closely monitored to enable us to fully assess the impact.

Outcome 1: Thriving

Haringey's strategic priorities for 2011 – 14 mainly fall under this outcome¹. An update against each of the priorities is given below.

Quarterly Performance Highlights

- 5.4% of young people were Not in Education, Employment or Training (NEETs) as at June 2011, better than target.
- At June 2011 there were 3,192 households in temporary accommodation (TA) a reduction of 102 since the end of March but remains significantly more than average.
- There have been 101 homelessness acceptances in this quarter, and 139 total preventions.
- 3,295 non-decent homes out of a total stock number of 16,115 (20.4%).
- 8,778 visits per 1,000 population to Haringey libraries against a target of 8,700 but below levels achieved last year.

For detailed performance information, including trends, see Appendix 2.

Sustain improvement in educational attainment (Priority 2011-14)

3. Provisional results for the 2010/11 Foundation Stage Profile² became available in July and show some very significant improvements on 2009/10 results. The provisional results indicate an improvement from 42% to 53% (national in 2010 was 56%). Haringey's gap between the median score and the lowest 20% reduced from 36% to 32% (national gap in 2010 was 33%).

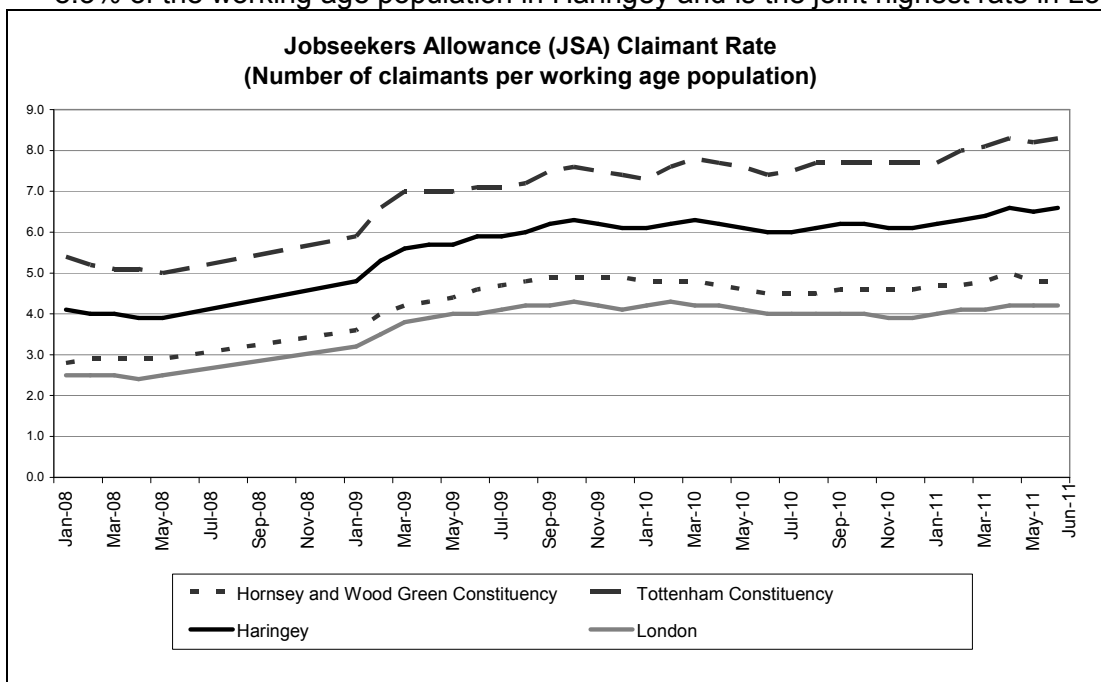
¹ The only exception is 'Enhance customer experience' which is covered in the Empowered section.

² (FSP-the statutory end of year assessment for pupils going into the reception class aged 5)

4. Haringey continues to reduce the number of young people who are Not in Education, Employment or Training (NEETs) (5.4% in June against a target of 8.9% - this equates to 304 young people in years 12-14 out of a cohort of 7,745). Of the NEET cohort:
 - 61.2% were seeking employment and training.
 - 18.1% were teenage mothers.
 - Of the actual number in education, employment or training, 83.8% were in a learning environment.
5. As a result of a successful bid Haringey has been awarded £35,000 Comenius Regio Partnership funding from the British Council. Our bid was for a poverty reduction project which will be run in partnership with two local primary schools and a local voluntary organisation.

Promote opportunities for employment (Priority 2011-14)

6. The Annual Population Survey released in June 2011 showed that in Haringey:
 - The percentage of the working age population who were economically active increased by 1% from 67.9% (Oct 09-Sept 10) to 68.9% (Jan 2010-Dec 2010), whereas London saw a decrease (74.9% to 74.7%). 'Economically active' includes all people who were working in the period and those who were not working but were looking for work and were available to start work within 2 weeks. Full-time students who are economically active are also included.
 - The percentage of the working age population who were economically inactive and do not want a job decreased in the same period. This trend is particularly strong in the male population, with a 3.3 percentage point decrease since 2009 (20.5% to 17.2%).
7. More recent data however points towards a potentially worsening trend. The percentage of working age claimants seeking Job Seekers Allowance (JSA) in Haringey has increased from 6.0% (June 2010) to 6.6% (June 2011) over the past 12 months. The graph below compares JSA claimant rates across the borough and with London.
 - The claimant rate for June 2011 is 2.4 percentage points higher than London (4.2%): approximately 3,800 additional claimants.
 - The parliamentary constituency of Tottenham has 6,550 people claiming JSA. This is 8.3% of the working age population in Haringey and is the joint highest rate in London.



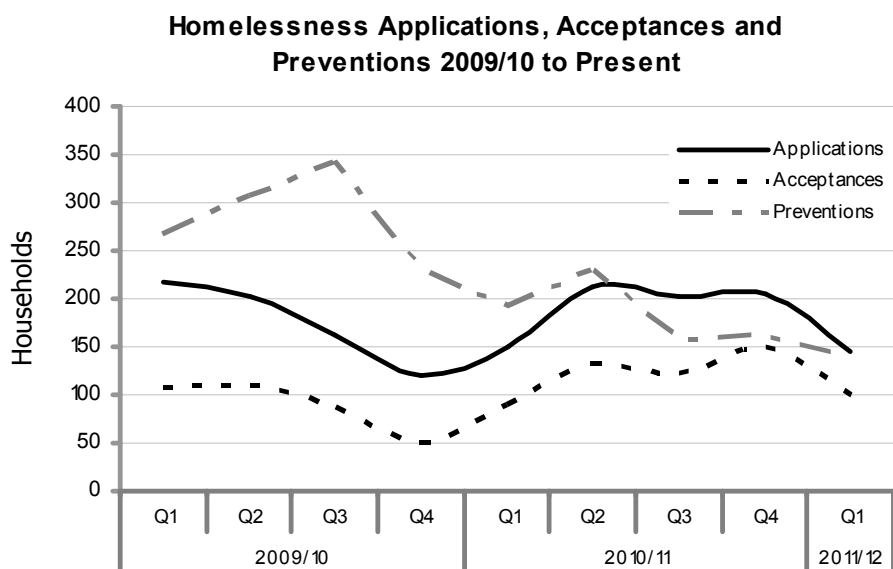
8. A new approach to tackle worklessness in Haringey is being explored in light of the changing economic circumstances and the Government's political and strategic priorities, such as the introduction of the Work Programme. The new programme will be launched in April 2012.
9. A worklessness programme based on the existing Haringey Guarantee has been agreed for this year. Specific interventions will also be commissioned with an emphasis on young people, parents and people with disabilities; delivery is due to commence in October 2011.

Promote physical and economic regeneration (Priority 2011-14)

10. The Core Strategy Examination in Public (EiP) took place between 28th June and 8th July 2011. An independent Planning Inspector was appointed to hear the Examination. Although the hearings have now closed the Examination itself will continue until the Council receives the Inspector's report. His report is binding, i.e. the Council has to incorporate all of his recommendations before the Core Strategy can be adopted as the statutory spatial plan for the borough. The Core Strategy is a 15 year plan and is the key document within the Local Development Framework. It is anticipated that the Council will receive the Inspector's report later this year (exact date to be confirmed).

Increase access to quality housing (Priority 2011-14)

11. The Housing Service continues its work on preventing homelessness:
 - There have been 101 homelessness acceptances in this quarter, and 139 total preventions. The number of homelessness preventions has been adversely affected since the last quarter's figure of 162 due to a shortage of affordable private sector tenancies.
 - Fifty-one households were helped to remain in their existing home through homeless prevention.
 - A further 88 households were assisted in obtaining alternative accommodation, a ratio of 1.38 of homelessness preventions to acceptances.
 - Despite the downward trend in homelessness acceptances we are likely to see a rise in figures for the next quarter due to preventions being curtailed.
 - The following graph shows the trend in applications, acceptances and preventions over recent years.



12. At the end of June 2011 there were 3,192 households in temporary accommodation (TA) a reduction of 102 since the end of March. This is an encouraging start as TA numbers had levelled off in the last quarter of 2010/11 primarily due to the severe shortage of affordable private rented accommodation in Haringey and neighbouring boroughs.

13. Haringey is piloting a joint agreement with Enfield, Barnet and Camden to procure quality nightly purchased accommodation within the four boroughs under a common pricing structure. Early indications are that supply has improved as a result of the agreement.
14. To help us assess the impact of changes in housing benefits we are monitoring the number of family TA placements made by other London boroughs in Haringey.

Temporary accommodation family placements made by other London boroughs in Haringey, April-June 2011 (source: NOTIFY)

Placing borough	No. placements Q1 2011/12
Barnet*	19
Camden*	18
Enfield*	3
Islington	73
Kensington and Chelsea	5
Redbridge	3
Waltham Forest	5
Westminster	1
Total	127

* Member of Joint Agreement

15. During the first quarter of 2011/12, a total of 82 outward migration Temporary Accommodation placements were made by Haringey to the following London Boroughs:

Haringey out of borough placements	No. placements Q1 2011/12
Barnet*	19
Enfield*	47
Hackney	7
Hertsmere	1
Islington	5
Newham	1
Waltham Forest	2
Total	82

* Member of Joint Agreement

16. A bid for transitional funding, submitted by Haringey Council on behalf of the North London sub-region, has been approved to help mitigate the negative effects of the changes to the housing benefit system. The sub-region will receive £525,000 to fund a targeted approach to work with households to provide monetary advice and practical support. This may include leading on negotiations with landlords to lower rents where appropriate; and providing practical assistance to help families who are forced to move. The fund may also resource a high visual awareness raising campaign across the sub-region.
17. A report from Homes for Haringey (HfH) confirms that during Quarter 1, there were 3,295 non-decent homes out of a total stock number of 16,115 (20.4%). The reduction in funding (total of £50m over this and next year) has meant that the scope of the Decent Homes programme had to be revised to address external works and internal essential health and safety works only. As a result of the reduction in funding the target set for 2011/12 has been revised to

29.8% non-decent stock. This is based on 4,789 expected non-decent homes out of a total stock of 16,104.

Thriving: Emerging Issues

Welfare Reform

It is anticipated that changes to the welfare system will have wide-ranging impacts, such as: severely limiting the Council's ability to secure good quality private rented accommodation as a means of preventing homelessness; outward migration from central London into cheaper areas resulting in increased competition for affordable private rented housing in Haringey; and a severe impact on people's ability to pay their rent. Data indicates that 4,367 claimants in Haringey will potentially be negatively affected in some way by the changes to the Local Housing Allowance.

Funding for new affordable homes

The Mayor of London has reached an agreement with the Government to deliver a four-year affordable homes programme with £1.7 billion affordable housing settlement for London for this spending round. The Government's new Affordable Rent programme designed to support delivery will now be delivered with rents of up to 65% of market value in London in order to better guarantee affordability.

Tackling Worklessness

The Government has made a number of policy changes aimed at improving work incentives, including a cap on total benefits (from 2013), the introduction of Universal Credit (pilot in 2013), and the introduction of the Work Programme (June 2011). The Work Programme is a payment by results programme which replaces the current raft of welfare to work programmes.

New powers for communities

On 6 June, Local Government Minister Grant Shapps announced that communities will be given new powers to decide how they want their streets to look in future, and how they want existing streets to be changed to suit their needs. New rules in the Localism Bill will mean communities can produce neighbourhood development plans, which include policies to improve the public spaces in their area.

Changing relationship with schools

The main focus of the Government's academy programme has been underperforming secondary schools, but in June the Secretary of State for Education announced that the 200 weakest primary schools in England will become academies in 2012/13, and local authorities with particularly large numbers of struggling primaries will be identified for urgent collaboration with the Department for Education. The possible transformation of more maintained schools to academies will impact on the local authority's relationship with its local schools and its budgets as funding is transferred from the central Local Authorities' Formula Grant to new academies.

Outcome 2: Sustainable

Quarterly Performance Highlights

- **26.7% of household waste was recycled, better than target.**
 - **In May and June 2011 there were a total of 718 reported fly tips.**
 - **93% of streets reached acceptable levels of cleanliness in terms of litter.**
 - **23% of streets were recorded as having unacceptable levels of detritus more than the 18% target.**
- **Indicators for assessing progress towards cutting carbon emissions are being reviewed.**

For detailed performance information, including trends, see Appendix 2.

State of streets and public spaces

18. The new contract for the maintenance of the public realm with Veolia commenced in April 2011. Frontline Services are working closely with Veolia to address cleanliness of the streets which remains a top concern for our residents. The first four monthly survey of street cleanliness reported to the Department for Environment, Food and Rural Affairs (DEFRA) shows that 93% of streets reached acceptable levels of cleanliness in terms of litter and 77% in terms of detritus.
19. Work has begun on a multi-million pound upgrade of Lordship Recreation Ground. The works include:
- the restoration of the Moselle river
 - a new environment centre
 - a new bike track
 - extensive landscaping work
20. Haringey's parks continue to be among the best in the country, according to a prestigious national scheme run by the Keep Britain Tidy group. Sixteen local council-run parks have been told they are to retain their green flag status- an award designed to recognise top parks across the country.

Carbon emissions and fuel poverty

21. The first 40:20 conference took place on Saturday 11 June at Haringey Sixth Form Centre with approximately 60 local residents, business leaders and councillors in attendance. Residents were able to see examples of projects and initiatives across the borough.
22. In its first year the Low Carbon Zone project has achieved projected carbon savings of 9%³ from the baseline, the 2nd highest level of savings achieved across all of the London Low Carbon Zones. This places the project broadly on track to achieve the target 20% carbon savings by the end of 2012.
23. Funding for the RE:NEW project has been confirmed by the Mayor, which will deliver £186,000 worth of energy efficiency improvements to homes in Northumberland Park.

³ Estimate of cumulative energy savings of installed measures and behaviour change

24. The Department for Energy and Climate Change (DECC) have announced that they will, until further notice, continue to publish performance information on the per capita reduction in CO² emissions by local authority (formally NI 186). Data for 2009 will be published in September.

Sustainable Travel

25. An interim review of the Sustainable Modes of Travel to School Strategy has been completed. The review outlines some of our main achievements since the strategy was launched in February 2009, and looks forward to our plans for the next year and beyond. The strategy is now closely aligned to Haringey's Transport Strategy, the Local Implementation Plan 2 (LIP2), which, given the constrained financial environment, will play an increasingly significant role in the delivery of the strategy.

Sustainable: Emerging Issues

The Energy Bill

The [Energy Bill](#) introduced to Parliament on 8 December 2010 includes provision for the new 'Green Deal', which is intended to revolutionise the energy efficiency of British properties. The Government is establishing a framework to enable private firms to offer consumers energy efficiency improvements to their homes, community spaces and businesses at no upfront cost, and to recoup payments through a charge in installments on the energy bill. The Green Deal policy consultation process is likely to begin in Autumn 2011 with an expected launch date during the second half of 2012.

Energy Prices

Rising prices on the wholesale energy market are being blamed for recent hikes by five of the 'big six' energy companies. Npower, Scottish & Southern, Scottish Power, British Gas and E.ON have all announced price rises of around 15% to 18%. EDF are yet to announce changes to its tariff but is likely to follow suit. Taking into account the current high cost of living already stretching budgets the price changes could have implications for levels of fuel poverty.

Outcome 3: Healthier

Quarterly Performance Highlights

- Haringey is currently 9th in the country for completing annual health checks of people with learning disabilities with 74% receiving a health check this year.
 - 28.2% of social care clients receive self directed support below 31% target.
 - Delayed transfers of care at 1.9 per 100,000 population are amongst the best in London.
 - 25 permanent residential and nursing admissions for the first quarter of this year compared with 27 admissions in same period last year.
- There is a delay in reporting quarterly indicators for Health.

For detailed performance information, including trends, see Appendix 2.

Readiness for school⁴

26. Actions that will be undertaken to deliver this priority include: delivering the Healthy Child programme, Child Poverty Strategy, Aiming High for Disabled Children programme. Future reports will include progress on these.

Life expectancy gap⁴

27. The Association of Public Health Authorities has published the [2011 Public Health Profiles](#). These provide a snapshot overview of health at local authority level. Health Profiles are produced annually by the Public Health Observatories in England working in partnership and are commissioned by the Department of Health.

Key messages are:

- The health of people in Haringey is mixed compared to the England average. Deprivation is higher than average and 22,600 children live in poverty. Life expectancy for men is lower and for women higher than the England average.
- Life expectancy is 6.8 years lower for men and 3.8 years lower for women in the most deprived areas of Haringey than in the least deprived areas.⁵
- Over the last 10 years, all cause mortality rates have fallen. Early death rates from cancer and from heart disease and stroke have fallen but are worse than the England average.
- An estimated 22.8% of adults smoke and 20.1% are obese. The rate of hospital stays for alcohol related harm is higher than average.
- Levels of teenage pregnancy in Haringey are higher than the England average.
- A higher percentage of Haringey pupils than average spend at least three hours each week on school sport.

Mental health⁴

28. Locally held information by the Mental Health Trust shows that the number of adults in contact with mental health services is increasing. Of those adults in contact with secondary mental

⁴ This links to a key outcome in the emerging Health and Wellbeing strategy.

⁵ Based on the Slope Index of Inequality published on 5th January 2011

health services 70% (1,105 of the 1,574) are living independently, with or without support.

Prevention and early intervention

29. Although below the target, Haringey is making progress with the number of adult social care clients receiving self directed support. At the end of June 377 clients were in receipt of a personal budget, 180 carers received one off payments with 269 on direct payments, totalling 826 receiving self directed support (28.2%). Work is underway to increase this.
30. The results from the first National Personal Budget Survey were published in May 2011. In Haringey 110 personal budget holders completed the survey. The survey reports a positive picture for both working age adults and older people with over 70% reporting that their personal budget was having a positive impact on their lives. Very few older people reported that their personal budget had made any aspect of their life worse. The figures for Haringey were more positive than that reported in other parts of England.
31. The key areas where respondents said that personal budgets had the most impact were:
- being supported with dignity
 - being as independent as the person wants to be
 - getting support when needed
 - being in control of their support.

Healthier: Emerging Issues

Health and Social Care Bill

Following a “listening pause”, a [revised Health and Social Care Bill](#) has now returned to the Commons where it will undergo detailed scrutiny by a panel of MPs before being put to a further vote.

Dilnot Commission on Funding Care and Support

The findings of the Dilnot Commission have been published. Key recommendations on how to deliver a fair, affordable and sustainable system for funding adult social care in England include:

- Individuals’ lifetime contributions towards their social care costs – which are currently potentially unlimited – should be capped. After the cap is reached, individuals would be eligible for full state support. This cap should be between £25,000 and £50,000, and the Commission recommends £35,000 as the most appropriate and fair figure.
- The means-tested threshold, above which people are liable for their full care costs, should be increased from £23,250 to £100,000.
- National eligibility criteria and portable assessments should be introduced to ensure greater consistency.
- All those who enter adulthood with a care and support need should be eligible for free state support immediately rather than being subjected to a means test.

The Commission estimates that its proposals – based on a cap of £35,000 – would cost the State around £1.7billion. The Government intends to publish a White Paper in the Spring of 2012.

Outcome 4: Safer

Quarterly Performance Highlights

- In the period April to June 2011, there were 1,069 violent offences, 12.6% fewer when compared with the same period last year.
 - In Haringey there has been a 10.8% increase in property portfolio offences overall compared with the same period last year but within this personal robbery offences are up 99.2% from 237 (April to June 2010) to 476 offences (April to June 2011).
 - Haringey's serious acquisitive crime rate per 1,000 population is significantly higher than average for London.
 - 276 children were subject to a child protection plan in Haringey at the end of June 2011, a reduction on the 2010/11 average.
 - At the end of June, 13% of children in care have had 3 or more placements in the previous 12 months.
 - 57% of initial assessments were completed within 10 working days against a target of 70%.
 - A total of 158 Adult Safeguarding Alerts raised between 1st April 2011 and 30th June 2011.
- A baseline for anti-social behaviour will be established and data will be included in future reports.
 - Children's safeguarding indicators will be reviewed in light of the Government's response to the Munro Review.

For detailed performance information, including trends, see Appendix 2.

Anti-social behaviour

32. The latest National Statistics on Crime in England and Wales were released by the Home Office on 15 July 2011. One of the key points from the latest release is a 14% increase in domestic burglary compared to the 2009/10 survey.
33. The Community Safety Partnership Strategy 2011-14 has been agreed. There are seven outcomes relating to:
- Reducing serious violence
 - Property crimes
 - Violence against women and girls
 - Preventing and responding to anti-social behaviour
 - Improving public engagement and confidence
 - Reducing re-offending
 - Preparing for major emergencies and the Olympics 2012.
34. The Community Safety Partnership has received substantial funding under the Communities Against Guns, Gangs and Knives Programme. This will bolster the work of the Gang Action Group in partnership with Enfield and also fund delivery of outreach and educational programmes, such as Safer Choices (run by the Nia Project) which delivers group work sessions to young women aged 13-17, involved in, or at risk of, involvement in gangs and serious youth violence.

Safeguarding children and vulnerable adults

35. In the first quarter of the year Haringey Children and Families Services dealt with 1,700 contacts, of which 600 constituted a referral and nearly 90% of these required an assessment to be undertaken by a social worker. Although the overall numbers of children in care remains high, the number of children coming into care in 2010/11 was significantly lower than in 2009/10. There were 633 children in care at the end of June 2011 compared with 605 for the same period last year.
36. 276 children were subject to a child protection plan in Haringey at the end of June 2011. This number has reduced when compared with the average in 2010/11 of 304.
37. The final Munro Report on child protection recommended that councils look at new gatekeeping methods in children's social care. Work has begun to develop a Multi-Agency Safeguarding Hub (MASH) in Haringey, led by the First Response Multi-Agency Team (FRMAT).
38. Adult social care has made significant improvements in the way it handles safeguarding vulnerable adults' alerts both in terms of the speed with which reports are handled and the support provided. Acts of Physical Abuse were the most common form of abuse, whilst the alleged victim's own home remains the most common location in which the abuse took place. Of the 71 cases closed in that period no safeguarding issues were found for 61 cases, 6 were inconclusive and only 1 case substantiated.

Safer: Emerging Issues

Community safety

The Mayor of London will become the elected Police and Crime Commissioner. This will have an impact on policy direction and funding decisions locally. The Community Safety and Engagement Team has already stepped up links with the Mayor's Office, and a number of initiatives have been developed, including: an extension of funding for the North London Rape Crisis Centre until 2013; and an employer engagement project with contractors and joint work around mentor recruitment for young males across London.

Child protection

In June 2010, the Government commissioned the Munro Review to improve child protection. The key messages are that:

- Preventative services will do more to reduce abuse and neglect than reactive services.
- Coordination of services is important to maximise efficiency.
- Within preventative services, there must be good mechanisms for helping people to identify those children and young people suffering, or who are likely to suffer, from abuse or neglect and who need referral to children's social care.
- The government proposes to review the Framework for Assessment and the Working Together guidelines. Interim guidance will be available in December 2011.

The Review acknowledged the difficult financial context in which it was taking place, and in which its recommendations will initially be implemented. This point is particularly pertinent for Haringey where the extent of budget cuts is extreme when compared against some other councils across London and the UK.

Outcome 5: Empowered

Quarterly Performance Highlights

- Haringey scored 18.07 out of a possible 24 as an average quality of life score based on a composite measure using responses to eight questions in the Adult Social Care Survey equating to how effectively the users needs have been met.
- 63% of users said they were extremely or very satisfied with the care they received rising to 85% if we include the 'quite satisfied'.

For detailed performance information, including trends, see Appendix 2.

Enhance customer experience (Priority 2011 – 14)

39. We are currently reviewing our Customer Strategy. See also Performance Highlights above.

Vibrant and effective voluntary and community sector; Self reliant communities

40. The [Living Under One Sun community allotment](#) was successful in the public vote to receive £58,000 that will be donated by the Big Lottery Fund towards the [Blooming Beds and Bees](#) project. This is the second time in a year that a project in Haringey has won lottery funding through a public vote. The project aims to improve social relationships and community cohesion by bringing people together from different backgrounds and across different generations to make a difference.
41. In June 2011, Haringey hosted the quarterly meeting of the London Borough's Community Empowerment Network. Attendees came from across London to hear about changes to public engagement following healthcare reforms and a presentation from Locality, the organisation chosen to deliver the government's community organiser scheme.
42. Haringey also presented a borough case study looking at the work of frontline services in Turnpike Lane for [DIY Streets](#), a national Sustrans⁷ project that brings communities together to help them redesign their streets, putting people at their heart and making them safer and more attractive places to live. The project, successfully piloted in eleven communities in England and Wales, is now being trialled as a larger neighbourhood-wide scheme in Haringey.
43. A Social Inclusion Policy Statement is to be developed. The aim is to introduce a coordinated approach to the work of the council and relevant partners on promoting social inclusion, including physical regeneration, tackling worklessness and reducing child poverty.
44. The council's [Voluntary Sector Strategy 2011-16](#) has now been published. The council is now consulting on its draft [Voluntary Sector Commissioning and Funding Framework](#); it aims to promote volunteering and active communities with services being provided on a more local level, better suited to local needs.

Empowered: Emerging Issues

See 'Recovering from the London Disturbances' (p18).

⁷ UK charitable organisation promoting sustainable transport

Organisational Effectiveness

Quarterly Performance Highlights

- **30.12% of council tax due was received against a target of 30%.**
- **Average time taken to process new benefit claims and change events was 15 days against a 19 day target. Although performance in Q1 is much faster than the same period last year, it is longer than the average for London and higher than our statistical neighbours.**
- **In the rolling year to June, sickness absence per full time equivalent was 7.67 days against the 7.5 day target set for 2011/12.**

For detailed performance information, including trends, see Appendix 2.

45. This section of the report looks at measures of internal organisational effectiveness. Although not outcome focussed these are important either to our residents e.g. how we respond to their queries; or to the viability of the organisation e.g. council tax collection rates. Organisational effectiveness links to the Manifesto commitment to spend wisely and invest in the future thereby delivering value for money.

Quality Services

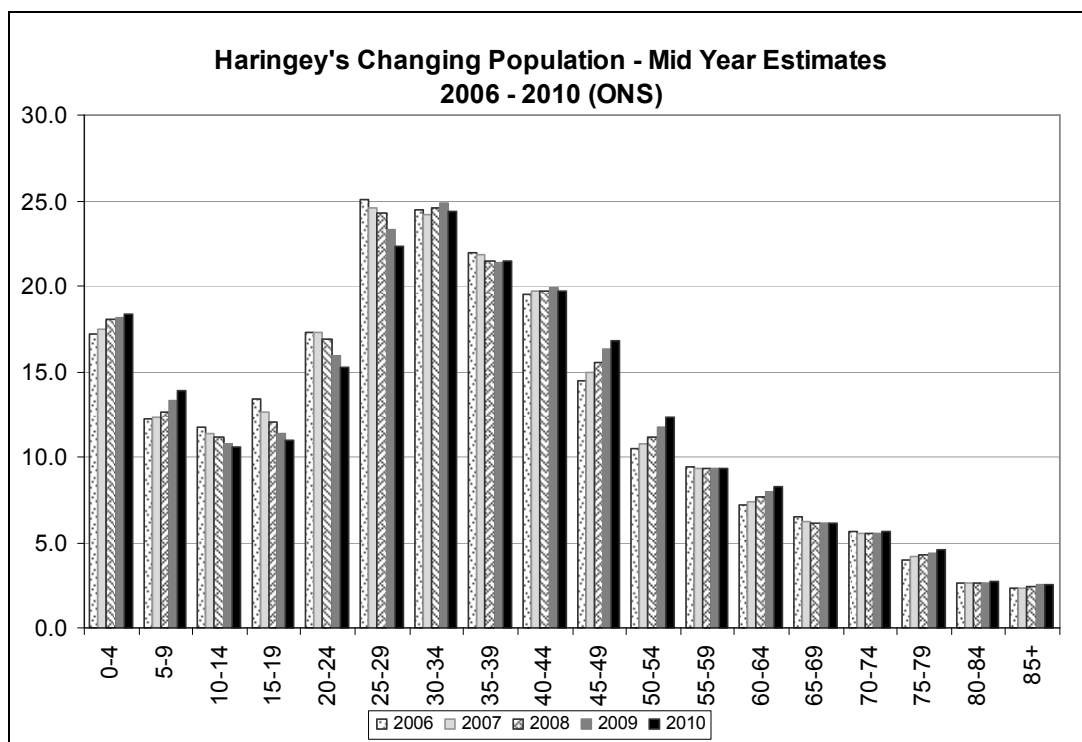
46. The closures of Hornsey and North Tottenham Customer Service Centres (CSC) and the cashiers' office at 247 High Road in June 2011 have affected response times to personal and telephone callers this quarter. 74% of personal callers to our CSCs were seen within 20 minutes against a target of 70%, this dipped to 66% in June 2011. Demand and queues are being monitored closely to ensure that corrective action is timely and there is no adverse effect on customer satisfaction.

47. Since the closure of the Customer Service Centres and the Payments Office an action plan has been put in place to improve service delivery. Initially this has focused on Parking Permits with an online solution due to be put in place by the end of the next quarter. The action plan is currently being developed to include channel shift initiatives and quick wins within the Centres. Once Phase 1 (Restructure) of the Customer Services, Revenues and Benefits Integration Programme has been completed Phase 2 will seek to review and improve service delivery in the medium to long term.

Population Projections

48. The Office for National Statistics (ONS) released the latest population estimates for local authorities in England and Wales in 2011. It should be noted that as the starting point for need-based allocations in the UK, the annual population estimates affect future financial settlements to the council.

- The 2010 mid year estimate for the Haringey population is now 225,000.
- This is 500 less than the 2009 figure of 225,500.
- The estimates suggest that there has been a significant reduction in the 20-34 age group and some significant increases in the 5-9 and 45-54 age groups.



Organisational Effectiveness: Emerging issues

Re-localisation of Business Rates

Instead of the current system of contributing all business rates into the central pool and receiving formula grant, the government is proposing that some business rates would be retained locally. The baseline level of funding would be set so that at the start of the system, a local authority's budget is equivalent to what it would have been under the current system. From then on an authority's funding would grow if the business rates base in the area grows, but could fall if the business rate base declines.

Localising support for council tax in England

The announcement to reduce spending on Council Tax benefit by 10% and to localise it would require the Council to consider how to make up the shortfall. The Government is proposing to give local authorities an amount of money in advance; local authorities will have to share that among those who need it most in their area. In 2009/10, 10% of council tax benefit was worth £3.6m.

Recovering from the London Disturbances

49. To provide help to people affected by the recent disturbances, the Community Assistance Centre (CAC) opened on Tuesday 9 August at Tottenham Green Leisure Centre. Representatives providing social care, family support, housing, financial, legal, insurance and business support were on site. Victim Support and voluntary organisations were also on hand to provide support. The Centre has seen more than 200 people since opening. The majority of demand has been for legal and financial advice. There continues to be a high number of very generous offers of assistance and donations from the public.
50. As well as considerable damage to business premises resulting in demolition, around 45 residential properties were lost. A number of deposits on new housing at Tottenham Hale have been cancelled and there has been a loss of parking income following relaxation of enforcement. A full list of direct and indirect costs and the effects on local business and communities has been sent to the GLA and LDA.
51. A local fund has been set up to enable individuals to donate money to assist local residents and businesses affected by the damage. Officially called the Tottenham Fund, it is being managed through the Mayor of Haringey's charity. An application process for those seeking assistance is currently being drawn up.

Emerging Issues

Mayoral regeneration funding

The Mayor of London has announced a £50 million fund to help those boroughs worst affected by the disturbances. The new fund will invest in large scale regeneration proposals building on the momentum created as repair and rebuilding work begins. The regeneration proposals will be developed with communities and Councils and the Mayor has guaranteed that contracts awarded for the work will go to as many local businesses and employ as many local people as possible. This will also include offering apprenticeships to unemployed people in the affected areas to give them skills to move into work.

A £20m 'London Enterprise Fund' has also been announced to specifically focus on the regeneration of Tottenham and Croydon.

DCLG funding

A £10m recovery fund to help councils with the immediate costs of making their areas safe, clear and clean again. This fund can be used, for example, to clear debris left strewn in streets and make immediate repairs to pavements and roads. This Recovery scheme can also be used to support councils who use their powers to offer council tax discounts or council tax relief to those whose homes have been damaged but are still habitable.

A £20m High Street Support Scheme - funded jointly by the Departments for Communities and Local Government, and Business Innovation and Skills, which will be made available immediately, for the streets and areas where businesses were affected by the disturbances. The money is intended to finance those measures that will get business trading again and meet short term costs. Councils will distribute the money and could use it to reduce business rates, finance building repairs and encourage customers back to the affected areas.

In addition, seriously damaged homes and business properties will be taken off the respective valuation lists, and the government is strongly encouraging the Valuation Office Agency and local authorities to do so as promptly as possible. This removes any liability for council tax or business rates.

The Government have also announced re-housing funding to meet the immediate costs of emergency accommodation for families who have been made homeless by the disturbances. As these are exceptional circumstances, the DCLG will meet these costs under established homelessness funding processes.

Riot Payback Scheme

The government has indicated its intention to ensure that those found guilty of taking part in the disturbances are given community service working in disturbance-hit neighbourhoods. The government's work programme to help people out of long-term unemployment will also be extended to all ex-offenders, starting in two pilot areas from March 2012.

The Prince's Trust

The Trust is planning a £2.5 million investment in areas affected by the disturbances including Tottenham: £1m from funds already raised is to be supplemented with a call for business to back a £1.5m fundraising drive.