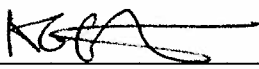


**Haringey** Council

Report for:	Cabinet 8/11/2011	Item number	
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Title:	The Council's Quarterly Performance Assessment: Quarter 2, 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 2508
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Ward(s) affected: All	Report for Key/Non Key Decision: For information
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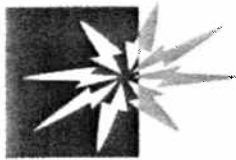
**1. Describe the issue under consideration**

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

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

2.1 I am pleased to see a marked improvement in the GCSE provisional results across the borough's schools, from 48% (2010) to 57% (2011) 5+ at grades A\*-C. It is also encouraging to see Haringey as one of the best performing London boroughs in the recent Adult Social Care Survey around the way people are supported and treated. The progress made in reducing the borough's carbon emissions is significant, and I look forward to seeing continued improvement through the work of the Carbon Commission.

2.2 It is disappointing to see an increase in youth and gang-related serious violence, which is something I hope to see tackled by the Council's continued work with the police. I would also like to see significant improvements to the efficiency of our customer service for processing benefit claims.



**3. Recommendations**

- 3.1 To note progress against the five outcomes in the second 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

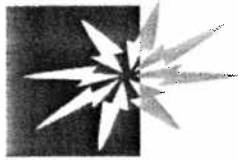
**5. Background information**

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



5.4 Comparative Quarter 2 data for the 26 metrics agreed with London Councils is not yet available. For comparative data, please refer to the Quarter 1 report.

## **6. Comments of the Chief Financial Officer and Financial Implications**

6.1 There are no specific financial implications arising from this report although the data and information presented has clear links to current financial performance and provides important management information in terms of feeding into the Council's Medium Term Financial Plan.

## **7. Head of Legal Services and Legal Implications**

7.1 There are no specific legal implications in this report, with the exception of the new Code of Recommended Practice for Local Authorities on Data Transparency (see section 5). Whilst the guidance does not have binding legal effect it will be important in practice. Recent press releases indicate that it is the ministers' intention, subject to consultation, to make the code legally binding. The Information Commissioner has launched consultation until 21 December 2011 on a revision to publication schemes which includes a move to incorporate parts of this code of practice.

## **8. Equalities and Community Cohesion Comments**

8.1 Reducing inequality is a key council commitment.

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



**Haringey** Council

**11. Use of Appendices**

- Appendix 1: Performance Assessment – Service Indicators

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

- HR metrics
- Service performance indicator returns
- Council Plan (incorporating departmental business plans)

## Introduction

1. The **Quarterly Performance Assessment** is based on the Haringey Outcomes Framework and covers the period July to September 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 CEMB and 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

### Outcome 1: Thriving

Haringey's strategic priorities for 2011–14 mainly fall under this outcome<sup>1</sup>. An update against each of the priorities is given below.

#### Quarterly Performance Highlights

- GCSE % 5+ A\* - C (including English and Maths) has provisionally improved from 48% (2010) to 56.8% (2011)
- 4.8% of young people were Not in Education, Employment or Training (NEETs) as at August 2011. Noel Park (9.7%), Bruce Grove (9.7%) are the wards with the highest number of NEETs. The 'top' five wards account for 40.6% of the NEETs .
- At September 2011 there were 3,144 households in temporary accommodation (TA) a reduction of 150 since the end of March but remains significantly more than average.
- There have been 88 homelessness acceptances in this quarter, and 126 preventions in Quarter 2.
- 3,896 non-decent homes (24.18%) deteriorating but better than March 2012 target of 29.8% (see below for contextual information)
- 8,517 visits per 1,000 population to Haringey libraries against a target of 8,700 and below levels achieved last year.

For detailed performance information, including progress against targets, see Appendix 1.

2. A Member-led Partnership group to promote social inclusion and tackle worklessness is being established and will be chaired by the Cabinet Member for Economic Development and Social Inclusion. The working group will be responsible for:
  - Coordinating the work of the council and partners on poverty, worklessness and wider social inclusion
  - Agreeing an interim policy statement for promoting social inclusion

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

- Developing a longer term overarching statement outlining the Council's approach to social inclusion. This will incorporate the worklessness programme and work on child poverty.
  - Developing an Employment and Skills Plan.
3. The latest Child Poverty statistics (snapshot as at 31 August 2009) have been released by HM Revenue & Customs. 36.4% of Haringey's children live in poverty, down from 39.2% the previous year. This is the 8<sup>th</sup> highest rate of 32 local authorities in London (London – 29.6%, England – 21.3%).

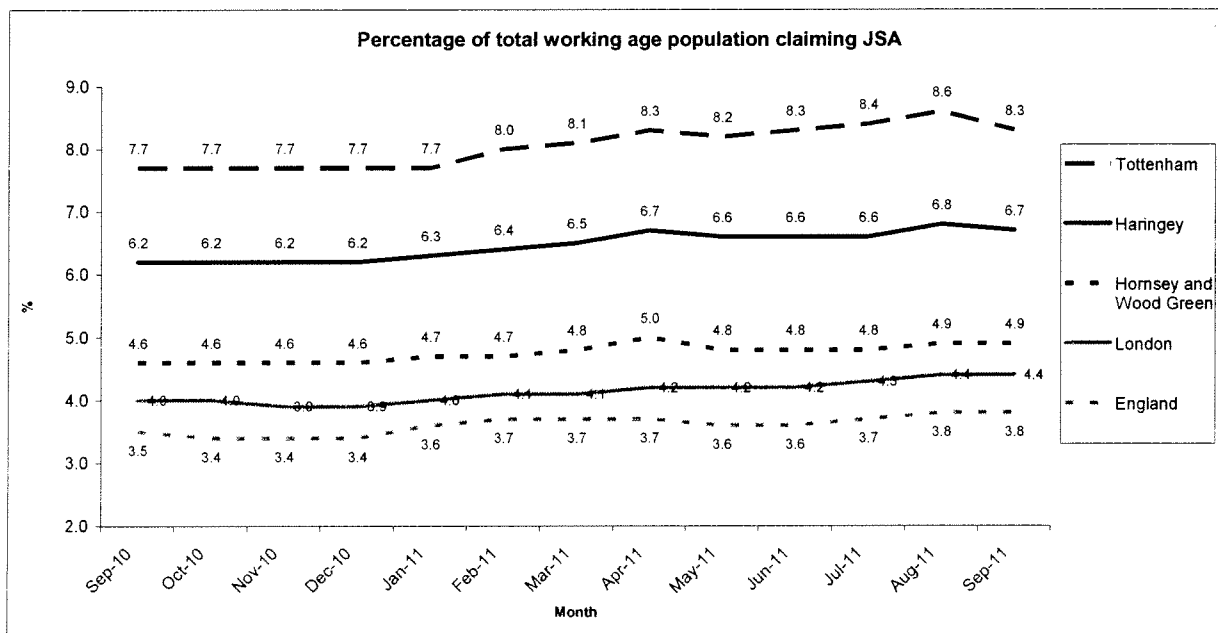
#### **Sustain improvement in educational attainment (Priority 2011-14)**

4. There has been a significant improvement in GCSE provisional results.
- The percentage of pupils attaining 5+ A\* - C (including English and maths) has increased from 48% in 2010 to a provisional figure of 56.8% in 2011 (National from 53.5% to 58.3%). Haringey's ranking has improved from 136<sup>th</sup> to 82<sup>nd</sup> place (out of 151 Local Authorities).
  - The percentage attaining 5+ A\* - C has increased from 73 to 76.6% (National from 75.4% to 78.8%). Haringey's ranking has declined slightly from 114<sup>th</sup> to 118<sup>th</sup> place.
  - Provisional highlights in 5+ A\* - C including English and maths include:
    - Gladesmore results improved from 41 to 62%
    - Highgate Wood improved from 46 to 67%
    - St Thomas More improved from 31 to 54%
    - Woodside High improved from 47 to 60%
    - Alexandra Park with 70% and Fortismere with 80% have the highest results in Haringey
  - Individual school results will be validated in December.
5. Provisional Key Stage 2 (Age 11) results (% attaining level 4+ in both English and maths) have improved from 68% in 2009 to 69% in 2011 (we expect this figure to rise to at least 70% when the data is validated). The 2010 result of 75% was artificially high due to the test boycott by 33 out of 53 mainstream primary schools. The provisional results indicate that there are 16 schools below the government target of at least 60% attaining level 4+ in both English and maths.
6. Results at Post 16 Level 3 (A level and equivalent) have also provisionally improved in a number of grade boundaries.
- The percentage of students attaining grades A\* - E improved from 98.2 to 98.8%
  - Grades A\* - C improved from 71.9 to 74.3%
  - The percentage gaining A\* - B grades fell from 46.7 to 44.7%
  - Fortismere students achieved 67% and Alexandra Park 52% A\* - B grades.
7. The DFE publishes local authority results using average points score. The total average point score per candidate has improved in Haringey from 623.2 to 652.9 (England from 732.9 to 733.1). Haringey's national ranking has improved from 135<sup>th</sup> to 122<sup>nd</sup> place in 2011. The total average point score per exam entry also improved from 211.9 to 215.0 (England from 213.8 to 215.5). Haringey's national ranking has improved from 57<sup>th</sup> to 41<sup>st</sup> place in 2011.
8. Progress continues on the provision of new school facilities and buildings.
- The first part of the new Inclusive Learning Campus building at Broadwater Farm has just opened. Pupils from Moselle and William C Harvey primary special schools (now combined to form the Brook special school) and Broadwater Farm primary school (renamed the Willows ) are now working together on the new campus, which will be known as Broadwaters.

- The new foundation building has opened at Rhodes Avenue primary school providing new nursery facilities and an expansion from 2 to 3 forms of entry.
  - Heartlands High school was officially completed in June with the handing over of the new North Wing. This provides art, drama and music facilities, the new learning resource centre and an assembly hall with a state of the art theatre.
9. Haringey continues to reduce the number of young people who are Not in Education, Employment or Training (NEETs) (4.8% in August against a target of 8.9% - this equates to 155 young people in years 12-14 out of a cohort of 7,749). Of the NEET cohort:
- 62.6% were seeking employment and training.
  - 15.5% were teenage mothers.
  - 40.6% of NEETs are short term (3 months or less), 29.7% have been NEET 6 months+.

**Promote opportunities for employment (Priority 2011-14)**

10. Jobseekers Allowance (JSA) claimant rates in Haringey remain significantly above the England and London rates. The graph below compares JSA claimant rates across the borough and with London and England between September 2010 and September 2011.
- The gap with London currently stands at 2.3 percentage points (equivalent to 3,469 claimants)
  - The percentage of claimants in Haringey has increased from 6.2% to 6.7%, this equates to 10,105 claimants. The percentage of female claimants increased from 4.5% to 5.3%. Male claimants has almost returned to September 2010 levels (7.9%), having peaked at 8.2% in April.
  - The parliamentary constituency of Tottenham has 5,919 claimants. The percentage of claimants in the Tottenham constituency increased from 7.7% to 8.3%. Female claimants increased from 5.4% to 6.5%. Male claimants has almost returned to September 2010 levels (10.1%), having peaked at 10.6% in August 2011.
  - Northumberland Park ward continues to have the highest claimant rate of any ward in London (12.7%). 20.5% of JSA Claimants in Northumberland Park (225 claimants) are aged 18-24.



11. The Government is to launch sector-based work academies across England with the aim of tackling youth unemployment. The new academies will offer a combination of training, work

experience and a guaranteed job interview to up to 50,000 people over the next two years, with many going to young people. Sector-based work academies will operate in industries based on local labour market demand, including construction, contact centres, hospitality, logistics, and retail.

12. The Department for Work and Pensions (DWP) is currently procuring a programme to support families with multiple problems, with the intention of moving adult family members closer to employment. The bidding is restricted to those organisations who won the right to bid to deliver the Work Programme. The Council has received offers from five of these organisations to deliver elements of the service in Haringey as a sub-contractor.
13. The Council has submitted a successful bid to the UK Border Agency, in partnership with HALS and HAVCO to deliver a range of support services (including Information, Advice and Guidance (IAG), volunteering, pre-entry ESOL and employment support) for 480 third country nationals (any person who is not a national of an EU member state) over a three year period. The value of the project over the three years is £973,507.89 with a 75% contribution (£730,130.91) coming from the UK Borders Agency; the remaining 25% (£243,376.97) will be provided by Haringey Council and HAVCO.

#### **Promote physical and economic regeneration (Priority 2011-14)**

14. The Core Strategy Examination in Public (EiP) took place between 28<sup>th</sup> June and 8<sup>th</sup> 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. Following discussions at the EiP, the Council is undertaking a revised consultation on changes to employment land designations and affordable housing policy of the Core Strategy. Consultation ends on the 3<sup>rd</sup> November. The responses to the Core Strategy consultation will be considered by the Council. The outcome of the consultation process, including copies of responses, will form part of the ongoing Examination into the soundness of the Core Strategy and will be forwarded to the Inspector who will decide whether or not to re-open the hearing sessions. Once the Inspector is satisfied that all issues have been discussed he will issue his report to the Council. The 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).
15. The Clarendon Square proposals for Haringey Heartlands have been approved by the council's planning committee. The scheme forms an important part of the council's regeneration plans for this area of the borough and will bring much needed new homes and employment opportunities.
16. In partnership with Homes for Haringey, officers are working on a Sustainability Index which uses social, environmental and economic indicators to assess the regeneration need of each of our estates. The project will give us quantitative and qualitative data that can be used to prioritise funding where it is needed.

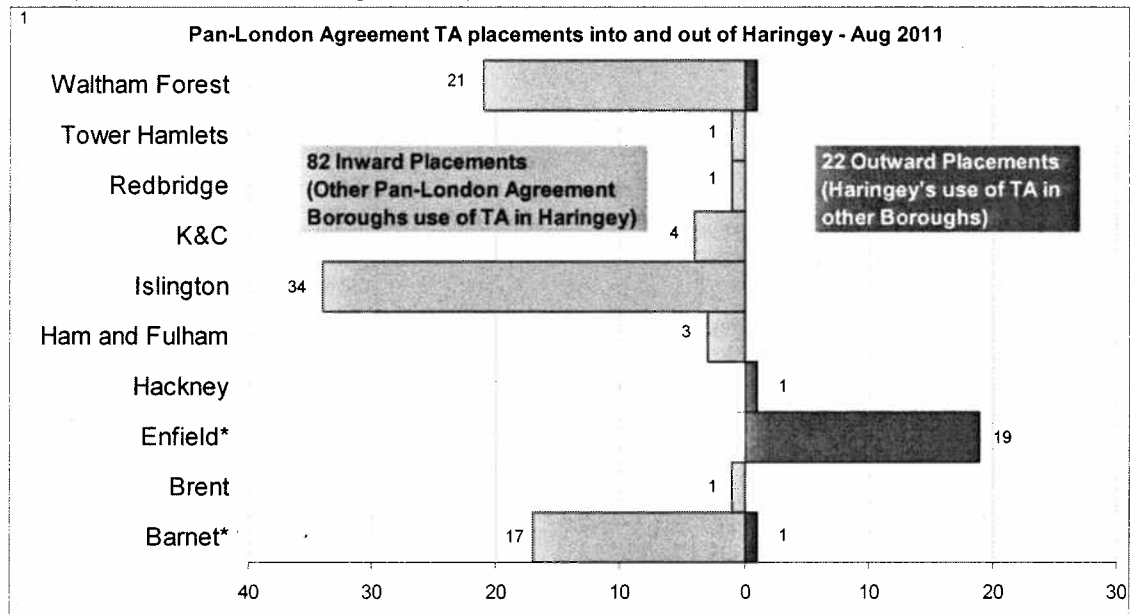
#### **Increase access to quality housing (Priority 2011-14)**

17. There have been fewer homelessness acceptances (88) in this quarter, and slightly less preventions (126). In total there have been 189 acceptances in the first 6 months and 265 preventions, a ratio of 1.4 homelessness preventions to acceptances. The number of homelessness preventions continues to be adversely affected due to a shortage of affordable private sector tenancies; this is likely to have an adverse impact on future levels of homelessness in the borough.



18. At the end of Sept 2011 there were 3,144 households in temporary accommodation (TA) a reduction of 150 since the end of March and 48 since the end of Quarter 1. There is a sustained reduction although this has reduced in Quarter 2. The issue remains a severe shortage of affordable private rented accommodation in Haringey and neighbouring boroughs.
19. To help us continually assess the impact of changes in housing benefits we are monitoring the number of TA placements made by other London boroughs in Haringey.

Temporary accommodation placements made by other London boroughs in Haringey, August 2011 (Source: Pan-London Agreement)



\* Member of Joint Agreement

20. The four borough agreement between Haringey, Enfield, Barnet & Camden launched in August has been received well by boroughs and suppliers of emergency accommodation alike. All of the properties advertised have been successfully let (bar 18 that were excluded because they were too expensive). The supply met all four boroughs' needs for emergency accommodation and the turnaround of properties has been made quicker with void periods minimised.
21. The pan-London agreement continues to be monitored on a monthly basis. Concerns are being raised with London Councils that some boroughs are not adhering to the agreement and are paying over the odds to secure accommodation in other boroughs.
22. The new Allocations Policy has now successfully bedded in, with the majority of allocations to clients from bands A and B. Band C re-registration has now been completed, resulting in a 50% reduction in the number of applicants in that band. Re-registration of the remaining bands (D & E) is currently underway and should be complete by the end of October (it is anticipated that numbers in these bands will also drop as a result of re-registration).
23. Haringey's Draft Homelessness Strategy is out for consultation until 31<sup>st</sup> October 2011. The strategy outlines the draft priorities to prevent homelessness and sustain tenancies, work in partnership, mitigate the negative impacts of welfare reform, increase the availability of affordable housing and improve the life chances of homeless people. A successful

consultation event took place on 13<sup>th</sup> October, representatives from 50 organisations attended.

24. The Decent Homes Programme has been affected by changed funding arrangements. As a consequence, Homes for Haringey has had to revise the scope of works included in the programme to ensure that absolute priorities are addressed. Following the submission deadline for the Decent Homes backlog funding required by the government last December 2010, the scope of works were revised in March when the government confirmed Haringey Council's reduced allocated budget by £50m for this year and next year. This has meant that the focus will move away from non-decent components such as kitchens and bathrooms so as to comply with the Government's revised guidance of switching from 'whole house' approach to 'elemental'. This also means that as decency is a cyclical process there are some new homes falling into the non-decency category that will impact on the percentage.

## Thriving: Emerging Issues

### Mayor's Housing Strategy

A revised Housing Strategy for London was published in August for consultation with the London Assembly and the GLA Group. The strategy sets out the Mayor's aims to build partnerships with boroughs, increase supply, raise standards, enhance mobility and choice, and tackle need. This revised strategy will cover the 2011-15 spending round and will reflect recent changes such as the implementation of the Affordable Rent model, it will be released for public consultation at some point towards the end of the year.

### Pan-London Mobility

A pan-London mobility scheme that will enable social renters to move around the capital is being set up by the GLA. The idea behind the scheme is to give social tenants the same rights and freedoms to move round the capital as are enjoyed by other Londoners, to help social tenants move for work, training or education, and to free up larger homes. The GLA is in the process of procuring a choice-based lettings system that will underpin the pan-London mobility scheme. They hope to have the scheme in place by January 2012.

### Child Poverty

More than a million children and adults will be pushed into poverty by 2013 according to a [report](#) from the Institute for Fiscal Studies. The report claims that the net effect of the government's tax and benefit changes will have an adverse affect of the number of people in poverty in the long term. The report said that the introduction of universal credit as part of the government's welfare reforms would ease poverty by 2021. However, this would be offset by other proposed changes to the tax and benefit system.

## Outcome 2: Sustainable

### Quarterly Performance Highlights

- 26.7% of household waste was recycled, better than target.
- In Quarter 2 there was a total of 1,615 reported fly tips.
- Tranche 2 survey of street cleanliness will be carried out in October and reported in November.

For detailed performance information, including progress against targets, see Appendix 1.

### Carbon emissions and fuel poverty

25. The Department for Energy and Climate Change have published performance information on the per capita reduction in CO<sub>2</sub> emissions by local authority (formerly NI 186). Data for 2009 was published in September and shows Haringey's total carbon emissions decreased from 1035 kT CO<sub>2</sub> in 2008 to 937 kT CO<sub>2</sub> in 2009 (almost a 10% drop).
26. Haringey's Carbon Commission, in partnership with the New Economics Foundation (NEF), will bring together experts drawn from across the business, government and research communities to explore how the ambitious target of a 40% reduction in carbon emissions can be practically achieved by 2020 while taking an approach that puts reducing inequality at the heart of our low carbon transition. The Carbon Commission core group supported by 5 working groups will begin to meet in October and the resulting recommendations will be considered by the Council and Haringey 40:20 Steering Group in Spring 2012.
- The five working groups supporting the work of the Carbon Commission will explore:
- Low Carbon Investment
  - Community Involvement
  - Sustainable Transport
  - Green Enterprise
  - Integrated delivery – sustainable regeneration of Tottenham
27. A range of evidence to support the work of the Carbon Commission has been developed with the support of funding from the Department of Energy & Climate Change's, Local Carbon Framework (LCF) Pilot. These reports and their findings have been made available to download on the Haringey 40:20 website. The reports look at housing retrofit potential in the north London sub-region, Green Enterprise potential in the Upper Lea Valley, Solar PV potential on Council property, Decentralised Energy 'Masterplanning Guidance' and a draft Supplier Services Agreement contract and market testing of a 'Licence Lite' contract.
28. Based on the LCF pilot findings of this study, in July 2011 Haringey Council formally committed an investment programme of up to £16 million for installing solar PV on our estate and social housing. The realisation of this programme stands to double the solar capacity of London:
- Up to £8 million prudential borrowing – Council buildings and schools
  - Up to £8 million roof-rental model – Social housing

29. Fuel poverty training for frontline staff has been carried out by National Energy Action in conjunction with the council. The training covered issues ranging from the causes and solutions of fuel debt, the responsibilities of customers, landlords and suppliers, understanding and interpreting fuel bills and potential sources of financial assistance.

### **Sustainable travel**

30. The Council's Smarter Travel programme was launched on 18 September at Green Lanes festival. The programme includes a marketing and promotion campaign, work with local businesses on travel plans, promotion of cycling and walking in local shopping areas and participating in roadshows with our own vehicle.

31. Haringey's Transport Strategy [Local Implementation Plan] has been submitted to TfL for approval by the Mayor. This includes a three year delivery plan of transport projects and programmes estimated at £27m between 2011 and 2014.

### **State of streets and public spaces**

32. There has been a total of 2,672 reported fly-tips in the year to September 2011. The largest proportion of reported fly-tips is in the Tottenham and Seven Sisters village.

33. The Government have provided £214,000 of additional funding for road repairs for the financial year 2011/12. Following a road survey carried out in August 2011 the Area Committees decided that the funding should be used to treat potholes which do not meet our normal intervention levels and where funding is available, for some additional patching or resurfacing works. These works should be completed by end November 2011. To ensure a consistent approach across the borough, the Council has also put in £40,000 of its own highways maintenance funding to repair all the potholes detected in the survey.

## **Sustainable: Emerging Issues**

### **Renewable Heat Incentive policy**

On 10 March 2011, the Government announced the details of the Renewable Heat Incentive policy which will provide long-term financial support to renewable heat installations, encouraging the uptake of renewable heat. Tariffs for non-residential systems should start to be paid from October 2011 which could have positive implications for the Borough's Decentralised Energy plans.

### **Warm Home Discount Scheme**

Replacing a number of different schemes, the Warm Home Discount, worth £120 will apply automatically to pensioners on the lowest incomes. Households with disabled people or a child under five should also qualify for the discount if they are in receipt of a means-tested benefit, such as jobseeker's allowance. However, there is a limited pot for the scheme and most energy companies have said they will pay on a first-come-first-served basis.

## Outcome 3: Healthier

### Quarterly Performance Highlights

- 32.7% of social care clients receive self directed support. This is below the 34% target but numbers are increasing and significant progress has been made in the past two months.
- There were 8.64 delayed transfers of care per 100,000 population
- 56 permanent residential and nursing admissions for the first six months of this year compared with 53 admissions in same period last year.

For detailed performance information, including progress against targets, see Appendix 1.

34. The Adult Social Care Statutory returns for 2010/11 have been completed. Key highlights from this include:
- There were 5,374 clients receiving services, 89% of whom receive services in the community and 11% of whom receive residential/nursing care. Overall the number of clients reduced by 6.4% compared to 2009/10.
  - Haringey increased the number of adult social care clients receiving self directed support. Clients receiving Personal Budgets increased from 17 in 2009/10 to 278 in 2010/11. Considerable further progress has been made so far this year with 567 clients now receiving Personal Budgets (as at September 2011), an increase of 114 since last month.
  - Haringey has the highest number of carers receiving self directed support or direct payments in London.
  - The council's approach to reablement successfully supported 95% of older people to live independently at home after discharge from hospital (recorded at 91 days after discharge). This represents a 13% improvement from 2009/10.
35. **Haringey's Health and Wellbeing Strategy** sets out the council's commitment and approach to tackling health inequalities and promoting health and wellbeing locally. The priorities have been set in response to the issues we face, which are most starkly demonstrated by the gap in life expectancy between different parts of the borough. The draft strategy is out for consultation from 20<sup>th</sup> September to 20<sup>th</sup> December 2011.

### Readiness for school<sup>2</sup>

36. The Marmot report highlighted that inequalities in later life arise because children do not receive appropriate support in their early years. The Healthy Child Programme (HCP) includes strengthened support for families during the formative early years of children's lives and helps parents to ensure that children are ready for early years education, school and later life.
37. Recently Whittington Health (Haringey and Islington Provider Services) has been accepted as one of 20 pilot sites nationally and one of two in London, to be an Early Implementer Site (EIS) for the implementation of the Health Visiting Implementation Plan - A Call to Action. The plan sets out the Government's commitment to a larger, re-energised health visiting service to deliver a new model of support to families, building on the Healthy Child Programme.

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<sup>2</sup> This links to the emerging Health and Wellbeing strategy.

### Life expectancy gap<sup>2</sup>

38. In July a briefing paper focussing on reducing the life expectancy gap was presented to the cross party working group on health inequalities. The paper made recommendations for priority areas and informs the new Health & Wellbeing Strategy.
39. The latest statistics on NHS Stop Smoking services were released in August 2011. In 2010/11 there were 1068 smoking quitters in Haringey per 100,000 population (8<sup>th</sup> out of 31 PCT areas in London). 66% of smokers who set a quit date successfully stopped smoking (2<sup>nd</sup> out of 31 PCT areas in London).
40. The Centre for Public Scrutiny (CfPS) is currently running phase two of a health inequalities development programme providing support to successful Overview and Scrutiny Committees to undertake a review into health inequalities. Following a successful bid, the CfPS is supporting Haringey undertake its scrutiny review into men's health inequalities.

### Mental health<sup>2</sup>

41. The Council held a series of **Personal Budget Survey workshops** in September, for local providers, staff, carers and personal budget recipients. The aim was to gather views and experiences of personal budgets, identify concerns and opportunities for moving forward, and also aimed to address how we tackle the lower number of personal budgets in mental health. The sessions were led by In-Control, who co-published in June 2011 (with the Centre for Disability Research at Lancaster University), the biggest survey to date of people's experiences of personal budgets in England. Haringey was one of ten demonstration authorities involved in this work. As a result of these workshops, the Mental Health Service will be running a personal budget clinic whereby social workers will aim to convert the Clarendon Centre attendees onto personal budgets. The personal budget clinic is due to start on 17<sup>th</sup> October 2011.
42. Quarter 1 data for mental health, both early intervention services and crisis resolution services, showed that Haringey targets were achieved. There were 269 mental health home treatment episodes and 94.2% of Care Programme Approach (CPA) 7 day follow ups were achieved in Q1 just short of the 95% target.

### Prevention and early intervention<sup>2</sup>

43. A consultation on the council's proposed community reablement service took place in August. The new service, due to open in February 2012, is designed to:
- Promote independent living, especially after hospital discharge;
  - Deliver an excellent customer-focused, cost-effective reablement service; and
  - Encourage life-time wellbeing at home.
- This will be achieved by:
- Closing the current in-house home care service by March 2012 at the latest;
  - Establishing a new, smaller and more flexible reablement service, supporting service users for a maximum of six weeks; and
  - Using independent sector partners to provide all long-term home care in future.

## Healthier: Emerging Issues

The government's reform of the Blue Badge Scheme aims to create a central database of all Blue Badge holders, with secure printing, personalisation and distribution, with online applications and payments via DirectGov. It is hoped the measures will also lead to a reduction in fraud and abuse of the system. Local authorities are recommended to review their current Blue Badge process, charging and integration with existing systems. Additionally, each local authority must sign an access agreement with Northgate Public Services to develop and implement the Blue Badge Improvement Service.

Following a "listening pause" and publication of the NHS Future Forum's recommendations, the Health and Social Care Bill has returned to Parliament. On October 12<sup>th</sup>, 2 proposed amendments to the bill were defeated in the House of Lords, meaning the bill will now proceed to the normal committee stage. The Bill has so far spent longer being scrutinised than any Public Bill between 1997 and 2010 – 40 Committee sittings, and over 100 hours of debate.

## Outcome 4: Safer

### Quarterly Performance Highlights

- In the period April to September 2011 there were 1,866 violent offences. Quarter 2 saw a 9.5% reduction compared with the same period last year.
  - Serious Youth Violence, Knife Enabled Crime and Gun Crime have all increased by over 20% compared to this time last year, suggesting a predominance of youth and gang related serious violence.
  - In the period April to September 2011 there were 7,877 property-related offences. Quarter 2 is showing a 9.1% increase compared with the same period last year.
  - The increase in property-related offences is largely attributable to Haringey's Serious Acquisitive Crime rate, which is significantly higher than average for London.
  - At the end of September 2011 there were 290 children subject to a child protection plan. This is an increase from Quarter 1 (276) but lower than at this time last year (310)
  - 35% of children in care are placed within Haringey foster care provision, an increase from 2010/11 (33%). The target is to achieve 38% for this year.
  - 34 children have had 3 or more placements between 1st April and 30th September 2011 (5.5%). In the last 12 months 13% of children in care had 3 or more placements. This represents an improvement from last year.
- Children's safeguarding indicators will be reviewed in light of the Government's response to the Munro Review.

For detailed performance information, including progress against targets, see Appendix 1.

### Anti-social behaviour

44. The Anti-social Behaviour Action Team (ASBAT) secured Haringey Council's first (interim) Gang Injunction on the 2<sup>nd</sup> September. The full hearing will take place later this year. Consultation on this matter has taken place with members of the Gang Action group. The ASBAT continue to work with the Police in taking action against other gang members.

### Incidence and fear of crime

45. Data suggests that the increase in the Serious Acquisitive Crime rate (see Performance Highlights) is not purely attributable to the disturbances in August and is in fact part of a longer term trend. Property crime is therefore a real performance challenge. Renewed partnership effort includes an anti-burglary workshop in October scheduled by Haringey Safer Neighbourhood Team (SNT). Additionally a feature providing property crime prevention advice will be included in October's edition of Haringey People. The Borough Intelligence Unit (BIU) are currently developing anti-property crime operations that will be put in place during quarter 3.
46. There has been a 14.8% reduction in alcohol attributable crime in Haringey (Primary Care Trust area) between 2006/07 and 2010/11. The England rate reduced by 25% over the same period. The improvement in Haringey's figures brings the crime rate attributable to alcohol closer to London. Forecasts show Haringey rates matching London rates by 2018.



## **Violence against women, including domestic violence**

47. At the July meeting of the Domestic and Gender Based Violence Board, a set of performance outcomes were discussed. These will measure the effectiveness of domestic and gender based violence services and any providers funded via the council or the DGBV partnership will be required to provide evidence demonstrating the impact that they are contributing to agreed actions and outcomes from the performance outcomes framework and the actions set out in the delivery plan. Work is also under way to identify potential funding streams for DGBV work.

48. A survey of clients who visited Hearthstone revealed that 100% of domestic violence victims felt well advised and supported. There were numerous positive comments received in the feedback including:

*"I feel relieved to be able to disclose what has happened to me and the support I am able to access. I feel my discussion was handled with sensitivity and care. Everything explained to me with clarity."*

In Quarter 2, only 5% of Hearthstone clients returned to the service due to repeat incidents of domestic violence (6 out of 126 clients).

49. Children and Young People Services is currently in discussion with Tottenham Hotspur FC to develop an awareness campaign to end violence against women and girls with a pledge from key sports personalities to join the End Violence campaign. Spurs Safeguarding Children manager attended the Local Safeguarding Children Board(LSCB) domestic violence and child protection training and discussed with the trainer, Haringey's domestic violence co-ordinator, the possibility of training Spurs coaches in domestic violence awareness.

50. Haringey has welcomed the launch of a new government campaign to tackle abuse in teenage relationships. Challenging campaign ads will be shown in cinemas, on digital TV and in social media. There is an interactive website which will include advice on recognising and reporting abuse and will also host live web chats with organisations including Women's Aid. The website has been published on Haringey Youth Space and on the Council's domestic violence web pages. All secondary schools are being encouraged to involve young people in accessing the campaign, launched nationally on 1 September. Training has already taken place with designated teachers for child protection as part of the half-termly forum facilitated by LSCB. This campaign will add to the resources available to schools.

## **Safeguarding children and vulnerable adults**

51. In the second quarter of the year Haringey Children and Families Services dealt with nearly 1,700 contacts, of which around 550 constituted a referral and nearly all of these required an assessment to be undertaken by a social worker.

52. Comparative data for 2010/11 has been published and shows that Haringey has the highest rate of Children in Care in London and one of the highest rates in the country (125 children per 10,000 population (under 18) compared to the National rate of 59). The overall number of children in care at the end of the second quarter of 2011/12 reduced from 638 at the end of June 2011 to 620 at the end of September 2011. A Transformation Delivery Team has been set up to work with CYPS managers to deliver a programme of improvement, particularly around children in care and children on the edge of care.

53. There has been an improvement in placement stability for children in care. 71% of children who have been in care for 2.5 years or more have been in the same placement for 2 years or more. 13% of all children in care have had 3 or more placements in the last year.

54. 290 children were subject to a child protection plan at the end of September 2011. This is lower than the position at the end of March 2011 (304) but has increased since reported at the end of June where 276 children were subject to a child protection plan. The rate of children subject to a plan in Haringey at the end of March 2011 is 65 children per 10,000 population (under 18) compared with a rate of 38 nationally. However, the rate varies across our 10 nearest comparators in London from 25 in Hackney to 65 in Greenwich. Haringey's Child Protection Advisors, who chair Child Protection Conferences, have completed a review of all Initial Child Protection Conferences undertaken in the first quarter of the year (the initial conference decides whether a child should become subject to a Child Protection Plan). The review found that in all cases the decision to make a child subject to a child protection plan was appropriate.
55. An Ofsted Inspection of Haringey's Fostering Service was undertaken in the Summer. Services were rated as 'satisfactory' with elements of 'good'. Positive feedback included the work of the Virtual School with children and carers.
56. CYPS is taking a strong lead in ensuring the voice of children whose mother's case comes to the police-led Multi-Agency Risk Assessment Conference (MARAC) is heard loud and clear. A domestic violence senior practitioner has been appointed to ensure that the child has a separate risk assessment and safety plan and that all actions are co-ordinated with the social worker as lead professional for the child.
57. A total of 259 Adult Safeguarding alerts were received by the Adult Protection Team between 1<sup>st</sup> April and 30<sup>th</sup> September 2011. The majority were from females and white British ethnicity. Of the 105 cases closed in that period, 87 cases did not require further action.
58. From September 2011, Haringey began to implement the new pan-London adult safeguarding procedures, this includes working with local partners.

### **Safer: Emerging Issues**

#### **Summer schools announced for disadvantaged children**

Linking the recent riots with education failure, Nick Clegg has announced a £50m summer school pilot. Secondary schools will be asked to volunteer to host the schools, which could offer lessons in basic skills, such as literacy for 100,000 pupils. The fund will allow the scheme to be run for one year - with funding drawn from the pupil premium budget, which will help schools to provide extra support for disadvantaged pupils.

#### **A study of recommendations arising from serious case reviews 2009-2010**

The Department for Education has released a study presenting critical & thematic analysis of recommendations from 33 of the serious case reviews (cases of child death or serious injury through abuse or neglect) completed in 2009-2010. The central aim of the study was to consider what part recommendations can play in aiding agencies and individuals to learn lessons to improve the way in which they work both individually and collectively to safeguard and promote the welfare of children.

#### **New fund for innovative crime reduction projects announced**

The Home Office has made new funding available to encourage greater community activism, and to enable communities to develop innovative approaches to tackling the local crime issues that matter to them. The Community Action Against Crime: Innovation Fund will encourage voluntary and community groups to work with their community safety partnership to tackle local crime problems, including through co-design and co-delivery of initiatives to cut crime.

## Outcome 5: Empowered

### Quarterly Performance Highlights

- The first results for the national Adult Social Care Survey were published recently. This included two questions relating to empowering clients, as follows:
- Haringey ranked 4th out of 31 London authorities with 64% of clients stating that "having help makes me think and feel better about myself".
- Haringey ranked 3rd best in London with 62.9% stating that "the way I am helped and treated makes me think and feel better about myself"

For detailed performance information, including progress against targets, see Appendix 1.

### Vibrant and effective voluntary and community sector

59. London's Capital Clean Up campaign kicked off in Haringey last week with up to 200 local volunteers clearing scrubland areas and collecting litter, to open up the woodland areas of Tottenham Marshes. Capital Clean-up is a four-week long drive aimed at encouraging communities to clear up areas blighted by litter, fly tipping and neglect.
60. September's Harringay Food Festival attracted around 20,000 visitors and reflected the real spirit of the Tottenham area with a wide variety of stalls and entertainment. The festival was organised by the Green Lanes Strategy Group which has helped transform the Lanes over the last nine years.
61. A new community network, Haringey Community Circles has been set up as a response to the recent London riots. The Crouch End based group asked locals to come together to explore the causes of the riots and find ways to prevent such circumstances arising again. The group is calling on Haringey residents to put forward ideas for projects that could help the local community thrive.
62. Consultation on Haringey's Voluntary Sector Commissioning and Funding Framework ended on 31 August. Following publication of the final version of the framework, work will begin on implementation across all council departments.

### Encourage participation in local decision making

63. Consultation with residents on local priority setting has begun. Residents in each of the seven Area Committee areas are being asked to identify the most important issues for their areas. The results will contribute to the development of Haringey's Local Area Plans.

### Enhance customer experience (Priority 2011-14)

64. Work on Haringey's Customer Service Strategy has recommenced. The aim of the strategy will be to design the delivery of our services around putting the needs of our customers first. Work is ongoing to develop greater customer insight to understand how we need to interact with our diverse customer base. Engagement with key staff across the organisation will be taking place in October to inform the development of the strategy.

## Enable self-reliant communities

65. The recent Adult Social Care Survey revealed that 71.3% of clients stated that they “had adequate or as much control as they wanted over their daily life” ranking 7<sup>th</sup> highest in London.
66. Two new funding streams for community-led projects in deprived areas of Haringey have recently been announced: Community First (funded by the Cabinet Office) and Big Local Trust (funded by the Big Lottery Fund). The council is currently examining eligibility and requirements for these two schemes and providing local intelligence to ensure that maximum benefit to local communities is realised.

## Empowered: Emerging Issues

### Open Services White Paper

In July, the government belatedly published its Open Public Services White Paper. The paper sets out the government’s approach to public services, applying the principles of choice, decentralisation, diversity, fairness and accountability. Haringey’s policy briefing on the white paper is available [here](#).

### The Code of Recommended Practice for Local Authorities on Data Transparency

The Code sets out key principles for local authorities in creating greater transparency through the publication of public data. It says that local authorities should not pre-determine the value of their public data and the level of public demand; rather they should understand what they hold, what their communities want and then release it in a way that allows the public, developers or the media to use it. Published data should include:

- Expenditure over £500
- Senior employee salaries (above £58,200), names (with the option for individuals to refuse to consent for their name to be published), job descriptions, responsibilities, budgets and numbers of staff.
- An organisational chart
- The ‘pay multiple’ – the ratio between the highest paid salary and the median average salary of the whole of the authority’s workforce
- Councillor allowances and expenses
- Copies of contracts and tenders to businesses and to the voluntary community and social enterprise sector.
- Policies, performance, external audits and key inspections and key indicators on the authorities’ fiscal and financial position.
- The location of public land and building assets and key attribute information that is normally recorded on asset registers and
- Data of democratic running of the local authority including the constitution, election results, committee minutes, decision - making processes and records of decisions.

## Organisational Effectiveness

### Quarterly Performance Highlights

- 56.36% of council tax due was received against a target of 56%.
- Although year to date performance for the average time taken to process new benefit claims and change events remains on target at 19 days, Q2 performance has slowed to 27.7 days. This is longer than the average for London.
- In the rolling year to September, sickness absence per full time equivalent was 7.61 days against the 7.5 day target set for 2011/12.
- At Q1 51.5% of Haringey's top 5% of earners are women
- At Q1 16.84% of Haringey's top 5% of earners are from black minority ethnic communities down from 20.11% at Q4 2010/11.

For detailed performance information, including progress against targets, see Appendix 1.

67. 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.

### Staff engagement and motivation

68. The council will shortly be undertaking an **Employee View Survey**. The survey will get staff feedback on a number of aspects of the employee-employer relationship contract at Haringey. Key issues to be explored by the survey will include:

- Reasons for joining the organisation
- What makes employees stay with the organisation
- What motivates employees
- What helps employees be effective
- What are the reasons which might lead employees to leave the organisation.

The fieldwork for the survey is due to be undertaken over the next period and results should be available in time for the Q3 performance report.

### Quality services / Effective use of resources

69. Achieving performance on **processing benefit claims** remains challenging. Although there has been some improvement compared to this time last year, benefit demand is increasing monthly. New Claims are paid immediately when all information and proofs from customers have been received. The service currently receives 50-60 new claims per day either from customers moving into the borough or existing customers who switch 'in and out' of benefit due to employment. A total of 18,105 new claims have been received since May 2010 and the current caseload has increased by 5,000 since 2009. There are also approximately 200 changes to

existing benefit claims per day and managing this volume remains a constant concern.

70. Corporate Committee on 27<sup>th</sup> September agreed the integration of Benefits, Local taxation and Customer Services. 60% of the enquiries currently received by Customer Services are Benefits and Local Taxation related. The integration provides the opportunity to achieve efficiencies and performance improvements by providing a joint approach to customer demand and a merged front and back office. Benefits officers previously located in the back office have now moved to the Customer Services Centre so that they see customers face to face and can not only provide expert advice but will be able to process claims or changes while the customer is present. However, recruitment following integration and a changing operating model is only just being introduced and will take time to implement and drive up performance.
71. The **draft Equal Opportunities Policy 2011-14** was discussed at the first meeting of the Corporate Equality Board on 6th September. A 3 month consultation on the Policy will begin in October, with a consultation event for the voluntary and community sector scheduled for November. The completed Policy will be launched in April 2012.

## Appendix 1: Performance Assessment - Service Indicators Quarter 2, 2011/12

### Key:

- Green Target achieved/ better than planned  
Amber Just below target (typically 5% tolerance)  
Red Target not achieved/ below expectation

### 1. Thriving

Dir.	Ref:	Description	2010/11	Q1 2011/12	Q2 2011/12	Year to Date 2011/12		Traffic Light
			Value	Value	Value	Value	Target	
Children and Young People's	HY117	Academic Age Yr 12-14 % who are not in education, employment or training (NEET)	6.6%	5.4%	<b>5%</b> <sup>1</sup>	5%	8.9%	Green
Children and Young People's	HY103b	Special Educational Needs – statements issued within 26 weeks - including exemptions	91.1%	93.6%	<b>86.0%</b>	90.0%	93.0%	Amber
Children and Young People's	HY103a	Special Educational Needs – statements issued within 26 weeks - excluding exemptions	96.4%	97.8%	<b>94.9%</b>	96.4%	96%	Green
Place and Sustainability	HY22	Number of working age people who are claiming one or more key DWP benefits	<b>30,180</b> (Feb 2011)	Q1 data not available	See footnote <sup>2</sup>		Target not set	
Adults and Housing	HY85	Number of library visits per 1000 of the population	9,671	8,778	<b>8,257</b>	<b>8,517</b>	8,700	Amber
Adults and Housing	HY4	Prevent homelessness (Ratio of homelessness preventions to acceptances)	1.08	1.38	<b>1.43</b>	1.43	Target not set	
Adults and Housing	HY156	Number of households living in temporary accommodation	3,294	3,192	<b>3,144</b>	3,144	Target not set	Green
Adults and Housing	HY293	Inward migration - number of Temporary Accommodation placements (All households) made by other London boroughs in Haringey		66 <sup>3</sup>	190	<b>256</b>	Target not set	
Adults and Housing	HY293a	Inward migration - number of Temporary Accommodation placements (families) made by other London boroughs in Haringey	551	127	Awaiting Sept data <sup>4</sup>	127	Target not set	

<sup>1</sup> There are 2 major changes in DfE requirements which affects how data is being collected from April 2011.

- Participation and NEET data is based on the clients academic age rather than their actual age (Academic Age Yr 12-14)
- For those in education the cohort is now based on the young persons borough of residency rather than the borough where they are being educated.

<sup>2</sup> Data sourced from NOMIS but there is a time lag in published data Nov 2010 30,010

<sup>3</sup> Data collection started in June

<sup>4</sup> This data is extracted from NOTIFY, a web based information system and records the TA movement of Families, there is a separate indicator (HY293) which includes all household moves including single household moves.

Dir.	Ref:	Description	2010/11	Q1 2011/1 2	Q2 2011/12	Year to Date 2011/12		Traffic Light
			Value	Value	Value	Value	Target	
Adults and Housing	HY294	Temporary Accommodation (Out of Borough Placements) All households		28 <sup>5</sup>	77	<b>105</b>	Target not set	
Adults and Housing	HY294a	Temporary Accommodation (Out of Borough Placements) Families only	286	82	Awaiting Sept data <sup>3</sup>	82	Target not set	
Adults and Housing	HY158	% non-decent council homes	20.6%	20.4%	<b>24.18% (Aug)</b>	24.18%	29.8% (March 2012)	Amber

## 2. Sustainable

Dir.	Ref:	Description	2010/11	Q1 2011/1 2	Q2 2011/12	2011/12		Traffic Light
			Value	Value	Value	Value	Target	
Place and Sustainability	HY192	Recycling rate	28.11%	26.91%	<b>26.69%</b>	26.8%	26%	Green
Place and Sustainability	HY195a	Improved street and environmental cleanliness, levels of: Litter	3.3%	7%	Tranche 2 survey in Oct.	7%	10%	Green
Place and Sustainability	HY162	Reduction in the number of reported fly-tips	6,225	1,057 <sup>6</sup> May & June only	<b>1,615</b>	2,672	7,200	Green

## 3. Healthier

Dir.	Ref:	Description	2010/11	Q1 2011/1 2	Q2 2011/12	2011/12		Traffic Light
			Value	Value	Value	Value	Target	
Adults and Housing	HY130	Social care clients receiving Self Directed Support (2010 Definition)	23%	28.1%	<b>32.7%</b>	32.7%	34%	Amber
Public Health	HY39	Rate of Hospital Admissions per 100,000 for Alcohol Related Harm	1152	Awaiting data from NHS			Target not set	
Adults and Housing	HY131	Delayed transfers of care, per 100,000 adult population	4.6	7.96	<b>8.64</b>	8.64	8.5	Amber
Adults and Housing	HY145 (NI 145)	Adults with learning disabilities in settled accommodation	49.1%	5.4%	<b>21.5%</b>	21.5% <sup>7</sup>	22.5% (Q2) 45% 2011/12	Amber
Adults and Housing	HY38	Proportion of adults in contact with mental health services in paid employment	6.0%	4.6%	<b>5.3% (Aug)</b>		6.0%	Red
Adults and Housing	HY41	Proportion of adults in contact with secondary mental health services living	87.0%	70.2%	<b>72.2%</b>	72.2%	87.0%	Red

<sup>5</sup> Data collection started in June

<sup>6</sup> New Contract meant April Figures not available

<sup>7</sup> This is cumulative indicator



Dir.	Ref:	Description	2010/11	Q1 2011/1 2	Q2 2011/12	2011/12		Traffic Light
			Value	Value	Value	Value	Target	
		independently, with or without support						
Adults and Housing	HY42	Permanent admissions to residential and nursing care homes, per 100,000 population	Amended definition for 2011/12	14.12	<b>31.64</b>	31.64	35.4 Q2 70.8 full year target	Green
Public Health	HY50	Number leaving drug treatment free of drug(s) of dependence		Awaiting data			Target not set	
Public Health	HY94	Childhood Vaccination Coverage (MMR) (2yrs)	85.3%	83%		83%	85%	Amber
Public Health	HY95	Childhood Vaccination Coverage (MMR) (5yrs)		74%		74%	85%	Red
Public Health	HY96	Number of 4-week smoking quitters who attended NHS Stop Smoking Services	304	1936		1936	1920	Green
Public Health	HY99	Screening uptake (Cytology)		Awaiting clarification on exact measurement to be used				
Public Health	HY102	Screening uptake (Breast 53 - 70 years )	62.6% (Q3 2010/11)					Red
Public Health	HY105	Mental health admission rate for those with severe mental illness		Awaiting data				
Place and Sustaina bility	HY170	Sports & Leisure 60 Second Survey	70.6%	75%	<b>81%</b>	75%	71%	Green

#### 4. Safer

Dir.	Ref:	Description	2010/11	Q1 2011/1 2	Q2 2011/12	2011/12		Traffic Light
			Value	Value	Value	Value	Target	
Chief Executiv e's	HY394	Number of incidents of anti social behaviour	14,593 (2009/10 or 64.77 per 1,000 populatio n	Baseline being established				
Children and Young People's	HY59	Percentage of initial assessments for children's social care carried out within 10 working days of referral	66.3%	57.1%	<b>60.6%</b>	59%	70%	Red <sup>8</sup>
Children and Young People's	HY64	Child Protection Plans lasting 2 years or more	5.8%	4.4%	<b>1.7%</b>	3.5%	6%	Green
Children and Young People's	HY32	Increase in the percentage of children placed in Haringey Provision	33.0%	35.1%	<b>35.3%</b>	35.3%	38.0%	Red
Children and Young	HY62	Stability of placements of looked after children: number of moves	15.33%	13.39%	<b>13.23%</b>	13.23%	13%	Amber

<sup>8</sup> Met the 70% target during September

Dir.	Ref:	Description	2010/11	Q1 2011/1 2	Q2 2011/12	2011/12		Traffic Light
			Value	Value	Value	Value	Target	
People's								
Place and Sustaina bility	HY23	Reduction in serious violent crime (KPI 1 Violence Portfolio)	2,304 Q2 20010/11	1,069	<b>1,037</b>	2,106	2,258 (YTD to Q2)	Green
Adults and Housing	HY58	Victims of domestic violence feeling well advised and supported	New Indicator	<b>N/A</b>	<b>100%</b>	100%	Target not set	Green
Adults and Housing	HY331	Repeat victimisation (Hearthstone)- victims of domestic violence	New Indicator	<b>N/A</b>	<b>5%</b>	5%	Target not set	

## 6. Organisational Effectiveness

Dir.	Ref:	Description	2010/11	Q1 2011/1 2	Q2 2011/12	2011/12		Traffic Light
			Value	Value	Value	Value	Target	
Corporate Resources	HY181	Time taken to process Housing Benefit/Council Tax Benefit new claims and change events (days)	18	15	<b>27.7</b>	19	19	Green
Corporate Resources	HY9	% of council taxes due for the financial year which were received in year	94%	30.12%	<b>56.36%</b>	56.36%	56% (93.75 March 2012)	Green
Chief Executive's	HY12	The no. of working days/shifts lost due to sickness absence per FTE employee Rolling Year. COUNCIL	7.96	7.67	<b>7.61</b>	7.61	7.5	Amber
Chief Executive's	HY12a	Days sick per full time equivalent employee (Excluding Schools' Staff)	8.6	8.22	<b>8.12</b>	8.12	8	Amber
Chief Executive's	HY82	Agency usage (Council wide)	9.6%	8.9%	<b>10.7%</b>	10.7%	12.0%	Green