

Appendix 1

The Council's End of Year Performance Assessment

2011/12

Produced by
Strategy and Business Intelligence
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Context

1. Despite the challenges of the past year, the Council has taken some significant steps forward:
 - Good progress has been made on the Labour group's Manifesto commitments with a number of pledges complete or nearing completion.
 - Significant improvements have been made in children's safeguarding in 2011/12 and the Government has ended its oversight of children's safeguarding.
 - The Multi-Agency Safeguarding Hub (MASH) was established.
 - The Council won its fight for fairer funding for local schools after years of sustained campaigning by trade unions, schools, local MPs and Councillors to end an anomaly that has seen Haringey miss out on millions of pounds of funding.

The timeline overleaf shows some of the key events of the past year.

2. The Council's performance over the past year must be set against the backdrop of the economic downturn which began in 2008, through to the current period of slow or no economic growth.
3. Government austerity measures brought about by the 2010 Spending Review, forced the Council to reduce its budget at a time of increased demand for some services. The Council has been working hard to reduce the impact of these cuts on the community but there is concern that combined with the effects of new legislation (particularly the Welfare Reform Act) will bring further challenges.
4. The latter half of the year began with the riots that started in Tottenham and swiftly spread to other parts of London and beyond. The riots had a serious impact on the people, infrastructure and economy of Haringey and Tottenham in particular but its legacy has been one of opportunity and a renewed drive for improvement. Since the riots both the community and the Council have been working tirelessly to ensure a better future for Tottenham through the 'I Love Tottenham' campaign, investment and the '12 in 2012' pledges for Tottenham's regeneration.

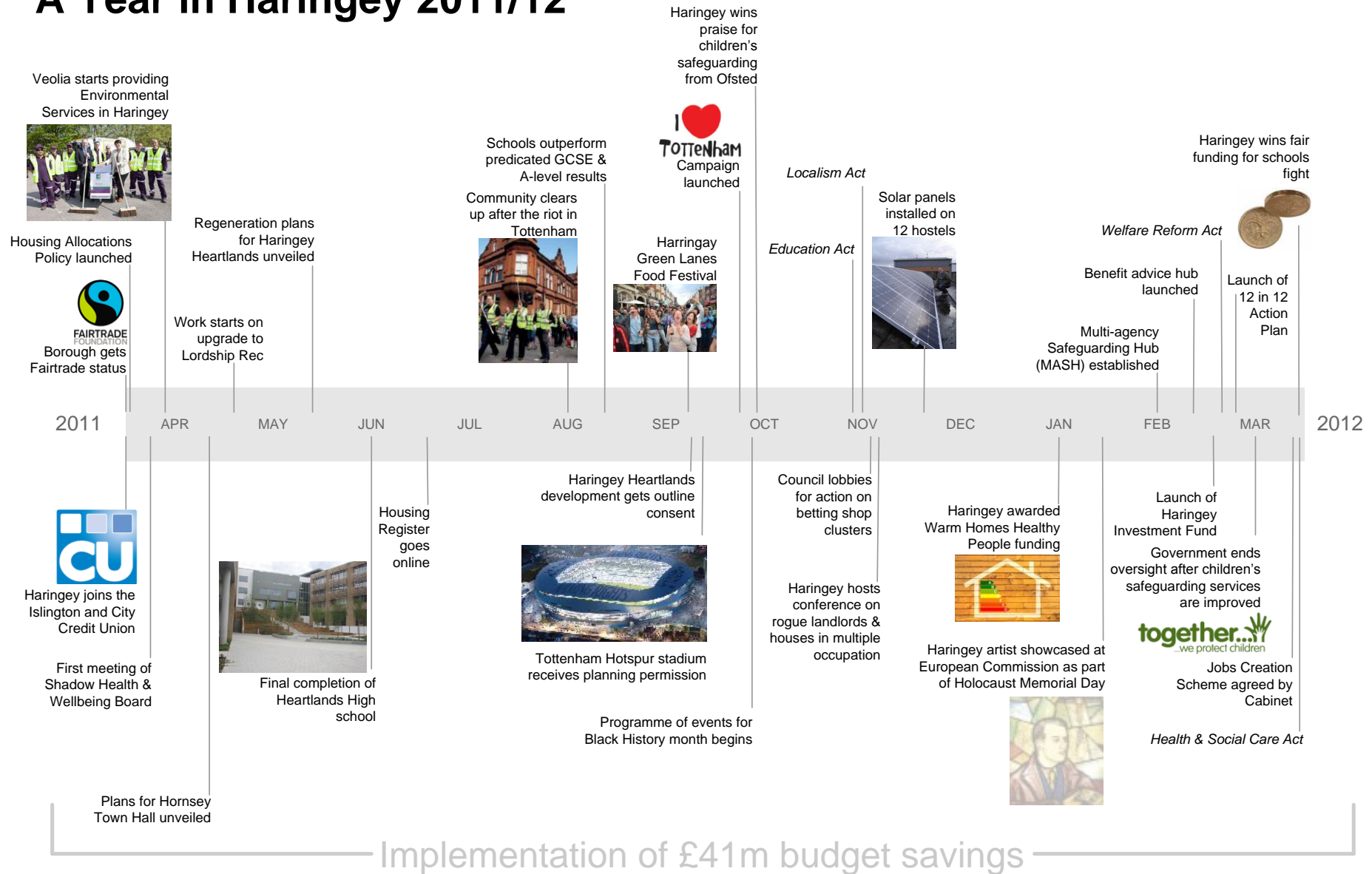
How councils are being judged

5. Despite the coalition Government's well-publicised commitment to reducing the data burden and decentralising performance management to local authorities, the past year has seen:
 - the publication by government departments of several new performance and outcomes frameworks (including the Adult Social Care Outcomes Framework; the Public Health Outcomes Framework, the draft Children's Safeguarding Performance Information (Munro Review); the Adoption Scorecard)
 - the use of local authority returns to central government to publish national performance tables for particular service areas, by which local authorities are inevitably judged (e.g. performance tables for adoption and children in care)
 - the addition to or amendment of several data collections on the Government's Single Data List and additional responsibilities and burdens for local authorities to provide data to central government (e.g. the Carers' Survey, English Local Authority Statistics on Housing, CORE – Continuous Recording of Lettings and Sales in Social Housing in England made mandatory)

Haringey's performance framework

Haringey's performance framework for the coming year, takes account of the national frameworks but mostly retains a focus on outcomes for residents. We will assess progress against the Council's priorities by looking at achievement against the key actions in the Council Plan and indicators listed in appendix 4.

A Year in Haringey 2011/12



Overall Assessment of the Council's Performance in 2011/12

6. In spite of the challenges faced by the Council in the last financial year, as set out on the previous page, **significant progress has been achieved** in the following areas:

- Our students achieved their best ever GCSE and A-level results, and our secondary schools were among the most improved in the country
- Haringey won the fight for fairer funding following a long and sustained campaign by the Council, trade unions, schools and local MPs to end an anomaly that has seen Haringey miss out on millions of funding for local schools
- The Government ended its oversight of children's safeguarding services.
- The Multi-Agency Safeguarding Hub (MASH) was established
- Council Tax collection rates are among the highest in London
- High levels of street cleanliness were maintained
- The number of social care clients receiving self-directed support has continued to increase.

7. There are a number of **areas for focus in the coming year** and Council priorities reflect these:

- Address high unemployment rates, particularly among young people in the east of the borough
- Deliver key regeneration projects at an accelerated pace
- Prevent homelessness and reduce the high number of households living in temporary accommodation
- Respond to the challenges brought about by the Education Act 2011 in particular the measures introduced to encourage schools to become academies
- Support schools to further improve educational attainment
- Improve the responsiveness of some of our services, for example the length of time it takes to process benefit claims
- Address the increased rate of crime
- Bring our recycling rates in line with London
- Close the gap in male life expectancy between the east and west of the borough
- Reduce high rates of teenage pregnancy

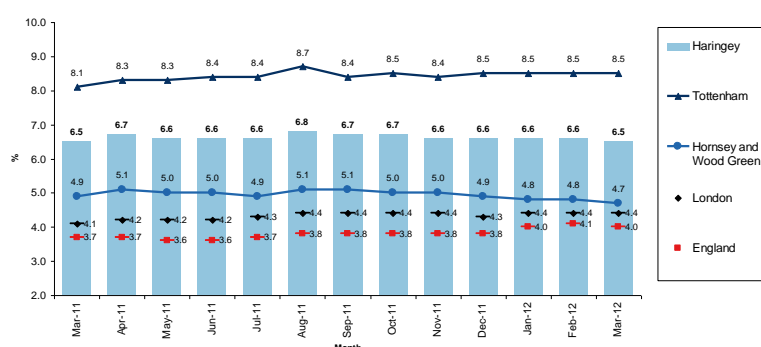
Actions to deliver improvements in these areas are included in the Council Plan 2012-14.

Priority 1: Work with local businesses to create jobs for local people

Performance Highlights

- The **overall employment rate** in Haringey was 62.1% compared to 68% in London (for period October 2010 to September 2011).
- 6.5% of the working age population claim **Jobseekers' Allowance** (March 2012), the same as this time last year. The JSA claimant rate is disproportionately high for males (7.9% compared to 5.1% for females); in the 20-24 age band (11.5%), and in the east of the borough, particularly Northumberland Park (12.3%).

Percentage of total working age claiming JSA - March 2011 to March 2012



- The Haringey claimant rate increased slightly in the first half of the year, from 6.5% in March to a peak of 6.8% in August. It has since fallen back to 6.5%.

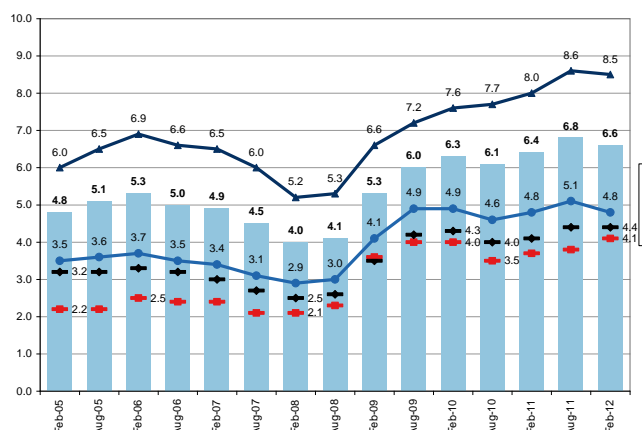
- Haringey rates are significantly above the London and England rates.

- The claimant rate for Tottenham parliamentary constituency is 8.5%, compared to 4.8% for Hornsey and Wood Green. The gap has widened over the last year.

- The Haringey trend has largely mirrored the London trend over the last few years.

- The gap between Haringey and London was at its lowest in 2008, before the effects of the financial crisis became visible in late 2008

Percentage of total working age claiming JSA - Long term trends



- In total, 17.5% of the working age population (27,780 claimants) in Haringey are on **Key 'Out of Work Benefits'** (August 2011), a higher proportion than London (12.7%) and England (12.3%). This figure has remained stable since August 2010.
- The **Haringey Guarantee** programme supported 150 previously unemployed residents into work in 2011/12.
- 42 apprentices were recruited by the Council and its partners.
- **HALS IAG** (Haringey Adult Learning Service, Information Advice and Guidance) delivered more than 4,000 interventions in 2011/12, including advice on employment and access to further and higher education

8. The recession of 2008/09 and subsequent economic uncertainty has led to increased levels of unemployment in Haringey and across the country. Despite the IMF upgrading its growth forecast for the UK for 2012 the economy has now slipped back into recession following two consecutive quarters of negative growth.
9. The Council acknowledges that tackling unemployment is a major priority for the borough and is bringing forward a significant investment package, including funding from the Mayor's Regeneration Fund for Tottenham, to deliver a range of employment related activities. These activities were agreed at Cabinet on 20 March and will include:
 - A Jobs Fund that will create 300 jobs for local people. This will be a partnership with CHENEL and HALS who will provide training support, up to NVQ level 3, for people that are placed in the created jobs
 - Employability support that will help at least 600 people into sustained employment (26 weeks). This includes a £3m ESF employment programme that covers Enfield, Haringey and Waltham Forest
 - Enterprise and self employment support that will be delivered from the forthcoming Enterprise and Employment Centre at 639 High Road
 - "Haringey Welcome" scheme to help newly-arrived third country nationals with their integration goals and objectives in the UK.

Priority 2: Deliver regeneration to key areas of the borough

Performance Highlights

- Clarendon Square proposals for **Haringey Heartlands** received outline planning consent
- **Tottenham Regeneration Programme** underway, achievements in 2011/12 include:
 - Planning permission granted for revised Tottenham Hotspur development scheme
 - Planning permission granted for Aldi supermarket – to be reopened by Christmas 2012
 - Post Office reopened in January 2012
 - Job Centre Plus reopened in April 2012
 - £1m of support provided to local businesses
 - Delivery of 'I Love Tottenham' communications campaign and events to support local traders
 - Ongoing community engagement – over 600 responses to Have Your Say on Tottenham's Future consultation and hundreds more engaged at events and forums

10. Haringey Council has remained committed to delivering major projects across the borough despite the economic downturn of the last few years which has taken its toll on the viability and progress of large scale regeneration.
11. Following the riots in August 2011, there has been a renewed drive to regenerate Tottenham. The Council has already committed £41m investment (in partnership with the GLA) to kick start the regeneration programme. The investment will support several major initiatives,

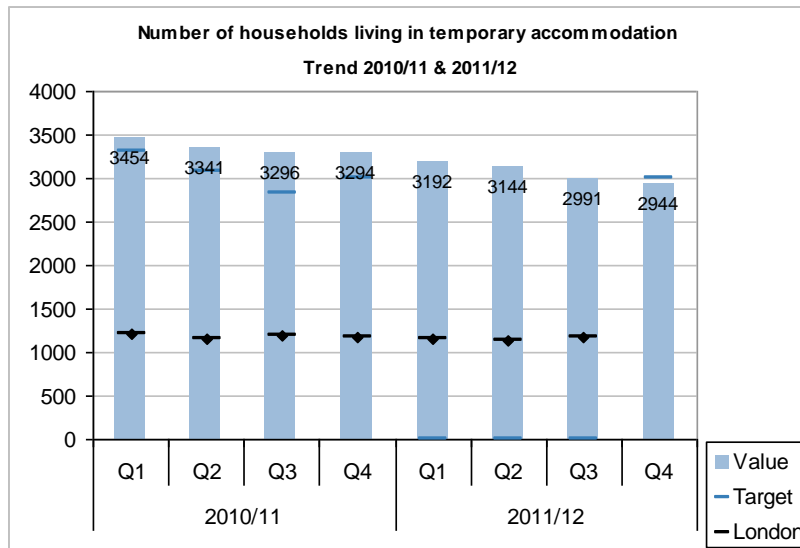
including: providing jobs and training for local people; enterprise support for businesses; transformation of public spaces and the street scene, and local transport improvements.

12. The Council has been developing a Regeneration Strategy for Tottenham (to be considered by Cabinet on the 12th June). This will set out our vision, outcomes and priorities for Tottenham to 2020 and will respond to what the community have told us during public consultation and the recommendations of the Haringey Community Panel.
13. The Council has unveiled [12 key pledges](#) to bring a raft of improvements to Tottenham during 2012 as the Council strives to secure a successful long-term future for the area. Highlights of the improvements package will include getting building work underway on key sites; improving public spaces, and re-opening High Road businesses.
14. Work on the Tottenham Hale gyratory project also progressed throughout 2011/12, the invitation to tender has been issued with a view to begin construction in late 2012. The project aims to create a more pleasant, safer environment for the community, including;
 - A new public square at Tottenham Hale station
 - Reduced traffic on Broad Lane
 - Increased traffic capacity on the two-way traffic system
 - Upgraded lighting and CCTV in the area
15. The Clarendon Square proposals for Haringey Heartlands received outline planning consent in September 2011. The scheme will bring significant benefits to an otherwise derelict area of Haringey including;
 - between 950 and 1,090 new homes
 - restaurants, cafes and bars
 - a public square
 - retail units
 - business units and offices
 - community space
 - roof top allotments
 - cycle and car parking spaces
16. The Council has been finalising its Core Strategy, a 15 year plan which sets out how the Council will deliver a better choice of high quality design, affordable housing, better community facilities, more schools and training opportunities, improved public transport and more attractive and safer streets and parks across the borough. The strategy has undergone Examination in Public and thorough consultation (with over 300 submissions received in total). Consultation has been carried out throughout 2011/12 and over 300 submissions have been received. Additional consultation will be carried out in April to June 2012 to ensure compliance with the National Planning Policy Framework (NPPF), which came into force on 27th March 2012. It is anticipated that the Council will receive the Inspector's report by July this year.

Priority 3: Tackle the housing challenges

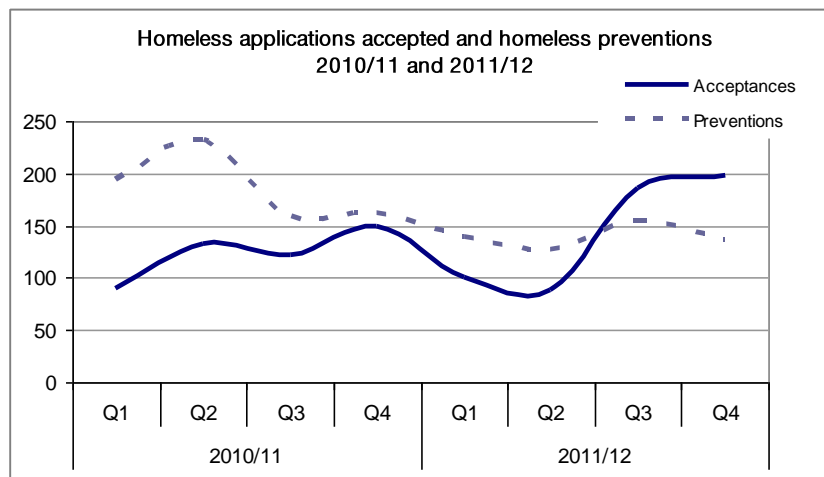
Performance Highlights

- In March 2012 there were 2,944 households in **Temporary Accommodation (TA)** which represents a reduction of 350 households since March 2011. This remains higher than the London average.



- Haringey continues to reduce its number of households in TA, however, it remains significantly above the London average of 1,173 households.

- 573 households were **accepted as homeless** during the year 2011/12 up from 494 in 2010/11.
- For the same period there were 552 households were **prevented from becoming homeless** (down from 744 in 2010/11).



- In 2011/12, 573 households were accepted as homeless compared to 554 homeless preventions (giving a ratio of 0.97).
- The latest benchmarking data available indicates that the level of acceptances in Haringey is around a third higher than the London average.

- 442 homes were made 'decent' in 2011/12.

17. The impact of the credit crunch which saw a general slowdown in the housing market continues. Lenders are still placing more stringent criteria on loans and investments and the mortgage market remains difficult to access, resulting in fewer sales and fewer developments. These barriers to entering the property market mean that the private rental market is buoyant with rents remaining relatively high. This, combined with the changes to the welfare system which has brought a cap on benefits families receive, is beginning to make the Council's ability to discharge its homelessness duty more challenging.

Housing supply

18. The final number of affordable housing delivered in 2011/12 will not be known until the summer when it is released by the Greater London Authority (GLA). However, it is likely to show a reduction, with locally held records indicating that there were 185 affordable completions for 2011/12, below the target of 340. The introduction of the affordable rent model is likely to result in the number of completions in 2012/13 and 2013/14 remaining stagnant as very few Registered Providers have yet brought forward scheme proposals for planning. It is also likely that the number of completions will be down as a result of the Government's 70% cut to the Homes and Communities Agency's affordable housing grant programme.
19. Two housing developments providing Extra Care homes completed in 2011/12 have received a number of awards, including Housing Design Awards. The Trees extra care development opened in summer 2011 and Roden Court in Crouch End was completed in February 2012.

Prevention of homelessness

20. In response to the Local Housing Allowance (LHA) caps, Haringey has worked in partnership with the north London boroughs to set up a new innovative service offering clients specialist monetary/benefits advice and provide more practical assistance in dealing with homelessness. The Partnership has successfully secured £525K from the Department for Work and Pensions (DWP) and has created two "service hubs" located in Haringey and Islington which will be open from February 2012 to March 2013. Around 250 clients are anticipated every month.

Other Highlights

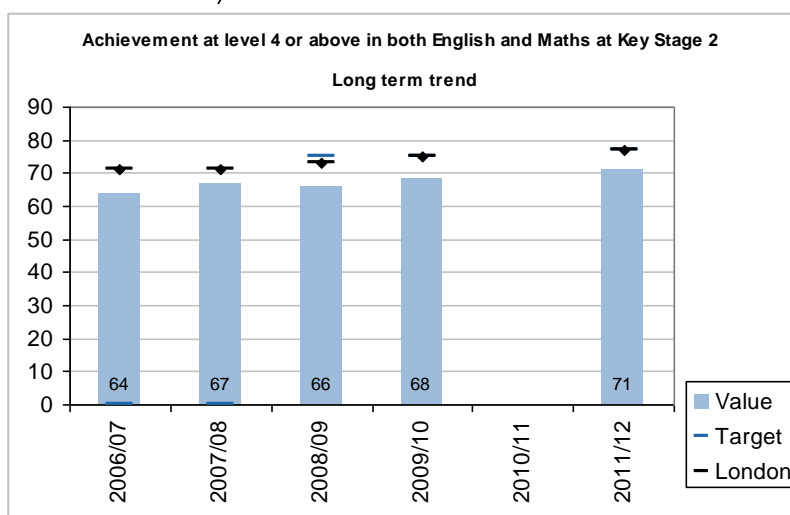
April	<ul style="list-style-type: none">• Launch of Haringey's revised Housing Allocations Policy
July	<ul style="list-style-type: none">• Haringey's Housing Register goes online• Haringey's Empty Properties initiative continues with the programme of enforced sales and Compulsory Purchase Orders.
August	<ul style="list-style-type: none">• Launch of The Four Borough Agreement to control the supply and price of emergency accommodation
October	<ul style="list-style-type: none">• Additional licensing of HMOs for Harringay and parts of St Ann's ward came into effect. Plans to roll out the scheme to other parts of Tottenham are in development following Haringey's HMO Conference in November 2011.

Priority 4: Improve school standards and outcomes for young people

Performance Highlights

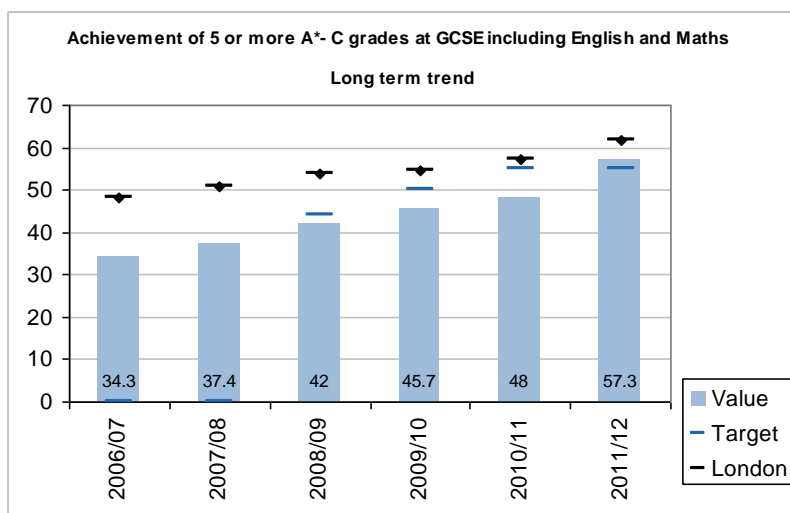
Education

- Results in the **Foundation Stage** (children at the end of reception year) improved in 2011 across all scales. Achievement of at least 78 points with at least 6 in each of the scales improved from 42% to 53%, closing the gap with national results to five percentage points.
- **Key Stage 2** (11 year olds) results have improved from 68% in 2009 to 71% in 2011 in combined English and Maths level 4 or above (the majority of schools boycotted the tests in 2010)



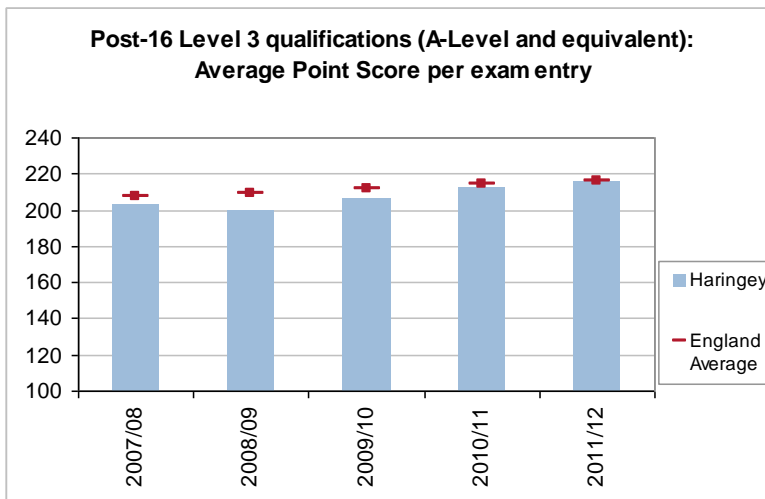
At Key Stage 2, the long term trend shows continued progress in improving primary educational attainment.

- **GCSE** (age 16) results have improved significantly in 2011 with 57.3% of pupils achieving 5 or more GCSEs A*-C (including English and Maths) in 2011, up from 48% in 2010.



Continuing the trend of recent years, at GCSE, the gap with London narrowed again, from 9.3 to 4.6 percentage points (down from 14 percentage points in 2006/07)

- **Post 16 Level 3 results (A-Level and equivalent)**, have improved in 2011. The average point score per exam entry improved from 212.5 in 2010 to 216.0 in 2011.



At Post 16, Haringey has closed the gap with the England average.

- **School attendance** is now at 94.5% in primary schools and 93.5% in secondary schools (up from 94.4% and 93.0%, respectively, the previous year). The secondary school attendance rate is in line with the national average and primary school attendance is close to the national average.
- In the February 'first cut' **secondary school admissions** figures, Haringey ranks tenth out of 32 London Boroughs in offering children their first preference, with 69.9% (London average, 65.8%). Haringey also ranks above the London average for offering children one of their top three preferences (89.2%, 14th in London) and for offering children one of their top six preferences (95.6%, 15th in London). Data on primary school admissions is awaited.

Children's Safeguarding

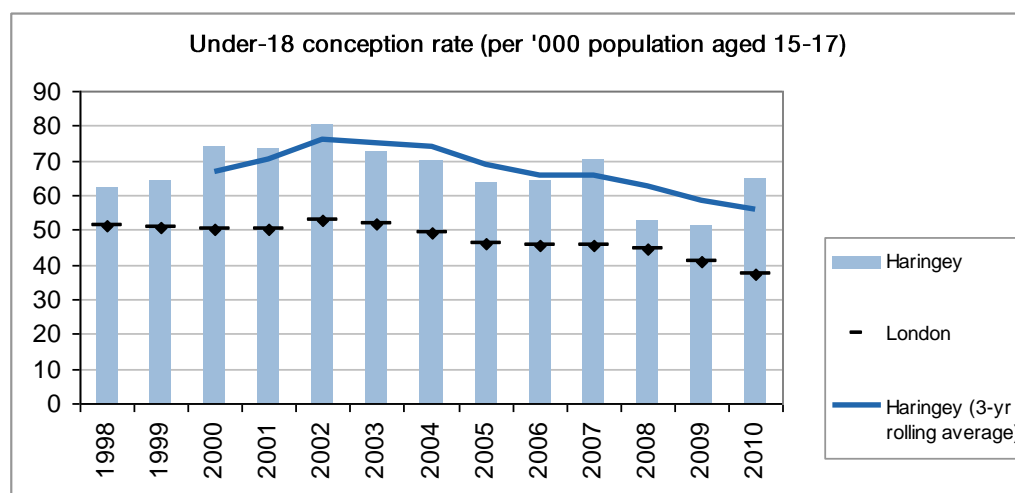
- As at March 2012, 284 children were subject to a **child protection plan**, lower than the same point last year (322).
- The overall number of **children in care** has reduced from 618 as at March 2011 to 577 at the end of March 2012.
- In the last 12 months, 10.2% of **children in care had 3 or more placements**. This level has reduced and indicates an improvement in placement stability for children in care. 70.3% of children in care for 2.5 years plus have been in the same placement for two years or more.

Young People Not in Education Employment or Training (NEET)

- The 2011/12 the percentage of **young people not in education, employment or training (NEET)** down from 6.6% in 2010/11 to 4.3% this year.
- The percentage of young people aged 16-19 whose current situation (i.e. whether they are in education, employment or training) was '**Not Known**' was 34.2% for 2011/12.

Teenage Pregnancy

- Haringey's rate of **teenage conceptions** increased to 64.7 (per 1000 females aged 15-17). This represents 203 conceptions, 32 conceptions more than in 2009. The overall trend shows a 16.3% reduction from the 1998 baseline.



Education

21. The year saw significant progress for schools and young people in Haringey; last summer our students achieved their best ever GCSE and A-level results, and our secondary schools were among the most improved in the country. Haringey also won the fight for fairer funding following a long and sustained campaign by the Council, trade unions, schools and local MPs to end an anomaly that has seen Haringey miss out on millions of funding for local schools.
22. Three of Haringey's secondary schools have opted to become academies, and one free school has been established in the borough. In November, the Education Act 2011 was passed which encourages the further development of Academies across the country. The Act gives Government the power to convert underperforming schools into Academies.
23. Following this, the Council launched an independent education commission, 'Outstanding for All', to produce a set of ambitious proposals to accelerate the pace of school improvement and make recommendations on the Council's future relationship with schools and their communities. The commission will ensure the views of young people and their families are considered as part of their work.

Children's Safeguarding

24. The Government has recognised the Council's sustained improvement in safeguarding children and ended its oversight of the service. The Multi-Agency Safeguarding Hub (MASH) was launched in February 2012. The MASH brings together a variety of agencies into an integrated multi-agency team, where they share information appropriately and securely on children, families and adults around the child or young person, in order to take timely and appropriate actions.

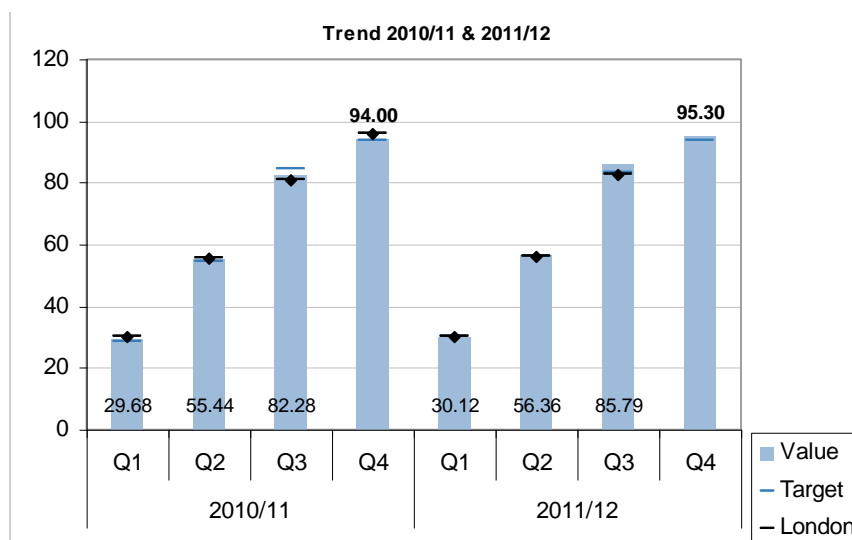
Teenage Pregnancy

25. A new Member-led task force has been set up to focus on reducing the number of teenage pregnancies. A report will be presented to the task force by the end of May, outlining recommendations for the council's future response.

Priority 5: Deliver responsive, high quality services to residents

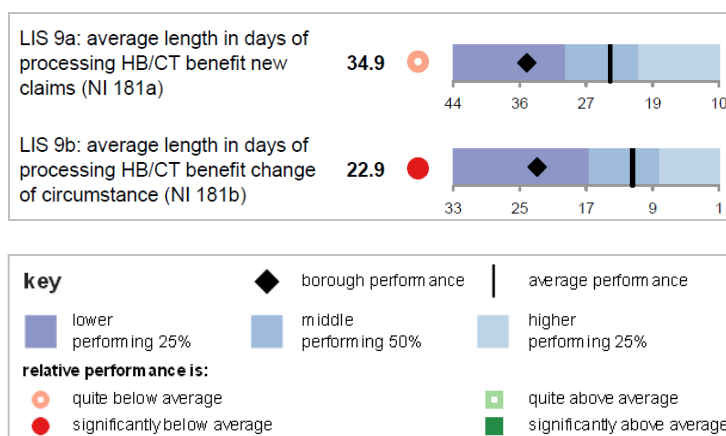
Performance Highlights

- 95.30% of Council tax was collected for 2011/12, which compares with 94.00% the previous year and is the best collection rate seen for many years.



The latest data shows that Haringey's collection rate is the seventh highest of 30 London boroughs for which data is available.

- The average time taken to process new benefit claims and changes for the year was 22 days against a 19 day target and remains worse than average for London.



The latest benchmarking data shows:

- New claims take an average of 32 days to process (London average is 25.3 days);
- Change events take an average of 26 days to process (London average is 12.9 days).

- There was a total of 736 new stage one **complaints** between September 2011 and March 2012, with an average response time of 12.5 days.
- The table below shows all services that received 10 or more complaints between September 2011 and March 2012.

Service	Total
Neighbourhood Services (Single Frontline)	154
Payment of Housing Benefit & Council Tax	104
Council Tax & Business Rates collection	75
Customer Services	73
Street Management	61
Swimming Pool Information	52
Needs & Lettings	48
Library/Museum Services	24
Parks Service	19
Support & Options	17
Development Management & Planning Enf.	16
Admissions & School Organisation	11

- At the end of September 2011 a new 2 stage complaints process was introduced. It is both quicker for complainants and less resource-intensive for the council than the previous three stage process. In order to ensure high quality responses, the timescale for the first stage was extended from 10 to 15 days and all responses must now be approved by the Head of Service.

Resident Empowerment

26. The Council's [Voluntary Sector Strategy 2011-16](#) has now been published. The Council has also consulted on and published its [Voluntary Sector Commissioning and Funding Framework](#) which aims to promote volunteering and active communities with services being provided on a more local level, better suited to local needs. Following this, the £820,000 Haringey Investment Fund was launched in March 2012. Voluntary organisations were given the opportunity to bid for up to £50,000 per year for a period of up to three years. The successful organisations are likely to be announced at the start of the summer.
27. The Council has secured funding for two national initiatives to support community led projects in areas with significant deprivation and social capital.
- Four Haringey wards (Bruce Grove, Northumberland Park, Tottenham Green and West Green) were selected to receive neighbourhood grants over the next four years as part of the national *Community First* programme.
 - A small area of Noel Park ward is in line to receive £1m investment over the next ten years from the *Big Local Trust*.
28. Haringey launched Area Forums and Committees in mid-June 2011 to work with local people to improve their neighbourhood for the benefit of all residents. Each meeting starts with an open public forum followed by a decision making session of the committee. Area Committee Action Plans have been developed for each area in consultation with local people.

Effective Use of Resources

29. In 2011/12 the Council included £41m of savings in its revenue budget as part of its programme to achieve £84m of savings by 2014. Council tax in Haringey has been frozen for the third year running as the Council looks to ease pressure on local families.
30. As part of the Council's effort to cut waste and deliver the best value for money a review of back office functions was completed to ensure front line services are prioritised and proposals have been developed for sharing services with Waltham Forest.
31. Within this context, the Council's budget for the coming year has ensured that resources are targeted where they are most needed, including:

- Tackling unemployment - especially youth unemployment - through the creation of a minimum £3.5million jobs scheme to deal directly with the youth jobs crisis, with an initial £2million one-off spend by the Council
- A £1.2million One Borough One Future Fund for projects which support innovation and change, stimulate new ideas and help the Council address inequality
- A £200,000 investment in Haringey's parks
- £700,000 to support the regeneration of Tottenham
- A £9million north Tottenham investment package for heritage, public space and environment improvements

Quality services

32. The Council has established a programme of work to realise our vision of being: "A trusted, respected, customer-focused organisation, delivering better outcomes for our residents".

This incorporates 13 projects to deliver the following outcomes:

- A customer focused organisation
- Proactive and purposeful engagement
- Efficient and effective contact

33. Despite the financial pressures of the past year, the Council has maintained its commitment to keep its libraries open. Services are being expanded by transforming the buildings into community hubs offering a range of services, including free internet, lunch clubs and adult learning courses.

34. The Council's updated website was ranked in the top five per cent of all Council websites in the UK by SOCITM. they declared the Haringey website an example of good practice, from which other Councils could learn, for how easy it is for visitors to:

- Apply for a Council job
- Object to a planning application
- Pay Council tax
- Find out about getting help at home
- Find our school term dates

The site was also praised for its sections on rubbish collection information; library book renewal; information on winter gritting routes; local democracy, and its use of mobile technology.

35. Following website improvements, council tax bills are now available to residents online.

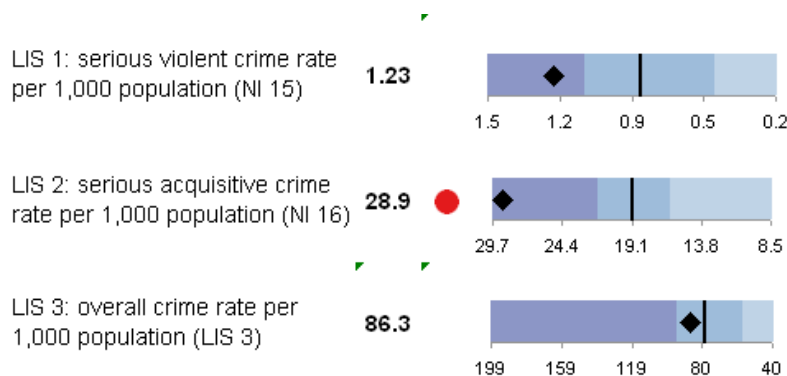
Equalities

36. During 2011-12, the Council updated its Equal Opportunities Policy, developed corporate equality objectives and revised the Equalities Impact Assessments (EqIA) process to reflect the changes in the legislation set out in the Equality Act 2010. An internal audit carried out in November-December 2011 resulted in the auditors confirming that they were satisfied with the processes for conducting EqIAs in Haringey. During a year which saw significant budget reductions, 126 EqIAs were completed, none of which resulted in challenges to council decisions.

Community Safety

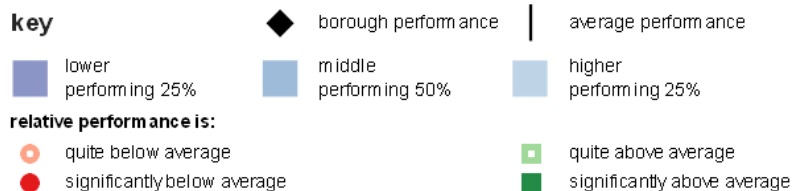
Performance Highlights

- The **serious violent crime rate** for 2011/12 was 1.55 per 1,000 population (348 offences), a 5% increase over last year and higher than the London rate.
- The **serious acquisitive crime rate** for 2011/12 was 38.2 per 1,000 population (8,611 offences), an 18% increase over last year and higher than the London rate.
- The **overall crime rate** for 2011/12 was 115.2 per 1,000 population (25,911 offences), a 5% increase over last year and higher than the London rate.



- The latest benchmarking data shows that Haringey is below the London average for serious violent crime and serious acquisitive crime.

- The overall crime rate is close to the London average.



- The number of **young people entering the criminal justice system** for the first time has increased from 1,439 (per 100,000 10-17 year olds) last year to 1,577 this year. This rate is higher than London.
- Although **Domestic and Gender-Based Violence (DGBV)** is generally acknowledged to be an under-reported crime, it still constitutes 30% of all violent crime in Haringey, which is high when compared to other London boroughs. Almost 80% of DGBV offences occur in the east of the borough.
- 100% of Hearthstone clients (people experiencing domestic violence) who responded to an on-going survey felt well advised and supported.

37. The riots in August 2011 had a major impact on local communities and businesses in Haringey, particularly in the Tottenham area. Almost fifty families had their homes and possessions destroyed or were made homeless, while local businesses, often existing at the margins, suffered from both direct damage and reduced levels of trade. 14% of crimes recorded in Haringey during August 2011 related to the disorder between 6th-11th August: joint highest with Croydon of the 15 local authorities affected.

Incidence and fear of crime

38. The Community Panel established in the borough following the August riots have published a set of recommendations including the need for an independent review of police/community relations, vehicles and processes. The findings of the Panel will inform the forthcoming Tottenham Regeneration Strategy.
39. In February 2012, Haringey Police agreed 12 Community Promises to enhance local policing in the wake of the disturbances in August last year, including an increased police presence in schools and enhanced public engagement.
40. Community Safety partners are working closely with the Tottenham Regeneration Team to roll out an enhanced enforcement and reassurance team across the borough. This will include a new Town Centre Manager and additional housing and planning enforcement staff.
41. Police Area Plans are in draft form for all seven neighbourhoods following workshops and consultation. These include some crime, anti-social behaviour and enforcement priorities and will be delivered in conjunction with Safer Neighbourhood police teams. Actions for the updated Community Safety Strategy are currently under development.

Anti-social behaviour (ASB)

42. There has been a significant success through early intervention and use of Acceptable Behaviour Contracts and injunctions as opposed to ASBOs (Anti Social Behaviour Order).
43. A multi-agency ASB Casework Group, focusing primarily on vulnerable and repeat victims of ASB and Hate Crime, was set up in 2012
44. As part of the Council's efforts to tackle gang crime, a Gang Action group was launched in October 2011 to work with gang members. The Anti-social Behaviour Action Team has been successful in using Gang Injunctions against three individuals and issuing four ASBIs (Anti Social Behaviour Injunction) against gang members.

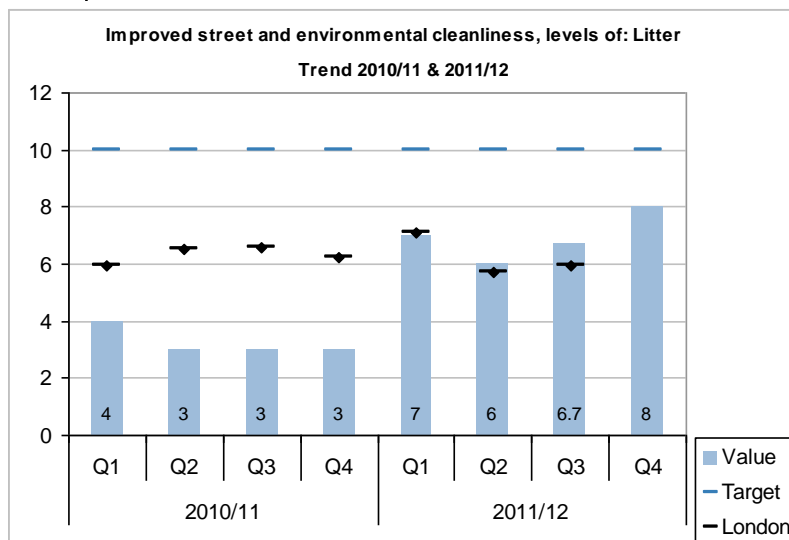
Violence against women, including domestic violence

45. A Needs Assessment on domestic and gender based violence was completed and will be published on Haringey's website in May 2012. This looks at information from a range of sources and covers several local agencies and services, including Hearthstone, Health agencies, Police and Probation. It includes information on 'honour-based violence', forced marriage, sexual offences and trafficking, amongst other topics.

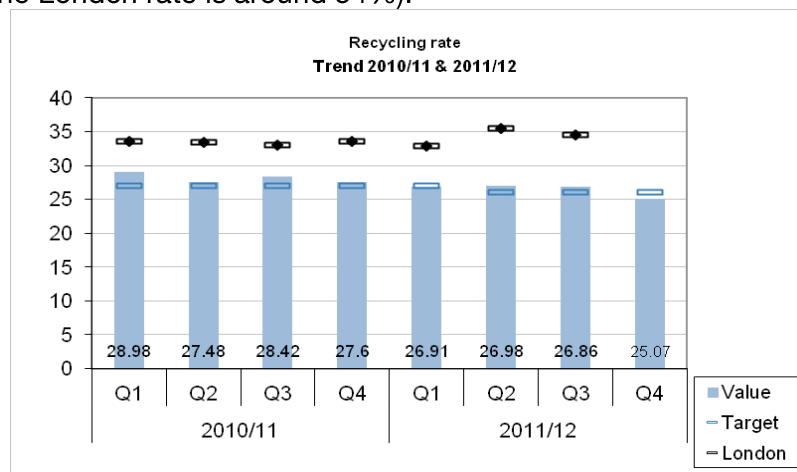
Environment

Performance Highlights

- Our **street cleanliness** survey shows that 93% of streets have acceptable levels of litter, better than target. The chart below shows the proportion of streets with *unacceptable* levels of litter.



- 26.5% of household waste was **recycled** in 2011/12, meeting Veolia's contractual first year target. However, this is lower than average for London (based on data for Q1-Q3 the London rate is around 34%).



- 16% CO₂ reduction achieved in the **Muswell Hill Low Carbon Zone**
- Over two thirds of journeys originating in Haringey are by **modes of transport other than a car**. This compares favourably to the rest of London.

Carbon emissions

46. In 2011/12 Haringey launched its Carbon Commission in partnership with the New Economics Foundation. The Commission includes five working groups: Community Involvement, Low Carbon Investment, Green Enterprise, Tottenham and Sustainable Transport and will identify the measures needed to achieve our target to reduce carbon emissions by 40% (in line with Haringey's 40:20 pledge). Linked to the work of the Commission, several feasibility studies and business plans are underway;
- A Green Deal 'provider model business case', working in partnership with Islington Council.
 - The Upper Lee Valley Decentralised Energy Network feasibility study, due to complete in the first Quarter of 2012.

The Commission will make its recommendations around the Autumn and following this an action plan will be developed to address the recommendations.

47. Progress with pilot project delivery over 2011/12 includes:

- The launch of Haringey 40:20, a steering group of local community representatives. The first two projects to be funded were the development of a social enterprise, providing housing retrofitting services to create employment for young people based at the Selby Centre and a project to engage homeowners and estate agents on energy efficiency issues run by the Highgate Society.
- Haringey launched its £500k Green Deal demonstration project (named the Low Carbon Loan Scheme) supporting the aims of the Low Carbon Zone and 40:20. The scheme offers a long term low interest loan to households to carry out advanced energy saving measures.
- The Council has started delivering the ERDF (European Regional Development Fund) grant funded programme, Green Light North London, targeting Small and Medium Sized Enterprises. So far 14 businesses have been audited targeting the Muswell Hill Low Carbon Zone area. Delivery in 2012/13 will be focussed on the Tottenham Regeneration area, helping businesses to save money on their utility bills while also improving environmental performance.

Fuel Poverty

48. There have been significant achievements in helping to reduce fuel poverty. A mailing exercise in January resulted in Haringey being the highest Warm Front referring borough in England for February and March. Other initiatives have had similar successes; the RE:NEW energy efficiency scheme in Northumberland Park have brought energy saving devices, such as energy monitors, to 1,500 homes. The Warm and Healthy campaign resulted in 400 wellbeing checks to help older residents keep warm over the winter period.

Sustainable Travel

49. The Council's Smarter Travel programme was launched in September 2011 at Green Lanes festival. The programme includes
- working with local businesses on travel plans,
 - road safety education and training,
 - promotion of car clubs, electric vehicles, car sharing, and efficient driving methods.
50. Haringey's Transport Strategy was officially approved by the London Mayor in September covering transport schemes between 2011-14.

51. The Council has been awarded the Most Improved Transport Borough of the Year Award at the London Transport Awards of the national trade magazine, Transport Times. The nomination follows the Sustainable Transport Team's groundbreaking work on transport policy as well as to promote behaviour change among residents to more sustainable means of travel.

Recycling and waste minimisation

52. The Council remains committed to increasing recycling rates across the borough to 40% by 2015 under the waste contract with Veolia. In March 2012 the Council began to roll out of new recycling wheelie bins and fortnightly refuse collections. Over 20,000 households are now in receipt of the new service and a further 30,000-35,000 households will move over in the second phase due to start from June 2012.

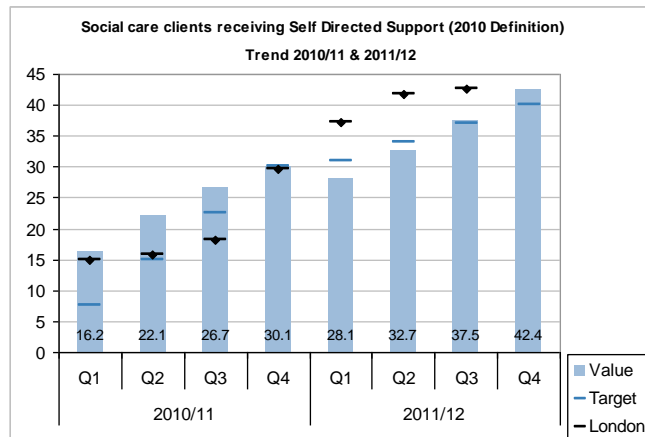
State of streets and public spaces

53. The new Neighbourhood Action Team came into being in October 2011. The team will be responsible for waste contract monitoring, street enforcement and highways inspections.
54. This year's Capital Clean Up campaign kicked off in September with up to 200 volunteers clearing scrubland areas and collecting litter, to open up the woodland areas of Tottenham Marshes. The campaign was a four week long drive aimed at encouraging communities to clear up areas blighted by litter, fly tipping and neglect.
55. Work on the restoration of Lordship Recreation Ground that began in May 2011 is well underway with completion due in July 2012. Improvements include;
- restoration of the River Moselle
 - a new Environment Centre with public toilets and cafe.
 - restoration of the Model Traffic Area
 - restoration of the Shell Theatre
 - a new bike track

Health and social care

Performance Highlights

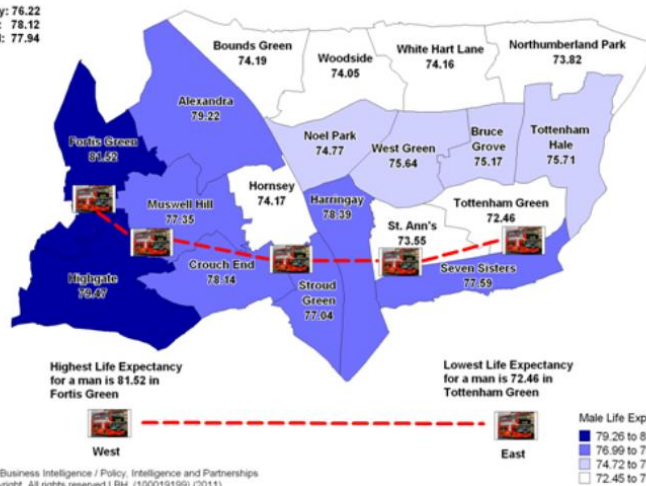
- 42% of social care clients now receive **self directed support** (including direct payments and personal budgets), in line with the 41% target. In 2011/12 the Council began introducing **personal budgets to mental health service users** (48 so far).



- The proportion of **Learning Disability Service users** enabled to live on their own or with family (54.7%) has improved and the 2011/12 target was exceeded.
- 6,047 **NHS Health Checks** were undertaken in Haringey in people aged 40-74 year olds. This is 9.2% of the eligible population and above the target of 5,040.
- In 2010/11, 78% of 5 year olds received **MMR immunisations** (below the 81% target), and 86% of 2 year olds have the immunisation (target 85%). Preliminary data for 2011/12 shows that 80.9% of 5 year olds have received MMR, this is above our trajectory (which was revised to 76%) and 86.9% of 2 year olds (target 85%).
- The **female life expectancy at birth** is 83.7 years for Haringey, significantly better than both the England (82.6 years) and regional (83.3) values.

Male Life Expectancy
Source: LHO 2005-2009

Haringey: 76.22
London: 78.12
England: 77.94



- The **male life expectancy at birth** is lower at 77.4 years, significantly less than the England value (78.6 years).
- There is a nine year gap between the male life expectancy in the highest ward (Fortis Green, 81.52) and the lowest ward (Tottenham Green, 72.46).

56. The Health and Social Care Act came into force at the end of March 2012. Among other measures the Act brought responsibility of public health under the wing of local authorities. Haringey Council has been working hard throughout the year in preparation; the Public Health Directorate has been co-located with the Council since March 2011. A shadow Health and Wellbeing Board has also been in place since April 2011. It is planned that the Board will become a statutory partnership in April 2013. Some (local) Public Health functions will formally move to the Council in April 2013.
57. The Board is finalising Haringey's draft Health and Wellbeing (HWB) Strategy. The three strategic outcomes are:
- 1) Every child has the best start in life
 - 2) A reduced gap in life expectancy
 - 3) Improved mental health and wellbeing
58. A Cross-Party Working Group (CPWG) on health inequalities was established at the request of the Leader of the Council to provide advice on priority areas of action for the Council to reduce health inequalities. The CPWG met over a period of seven months in 2011 and focused on the three outcomes of the HWB strategy. Recommendations have been incorporated into the strategy, due to be launched by summer 2012.
59. Haringey's Clinical Commissioning Group was established in 2011, board members include GPs, patients, the NHS and the Council. The group is working with NHS North Central London cluster through the transition period to take on full responsibility for commissioning of local health services from April 2013.
60. In December 2011, the Council published its first [Local Account](#) (a self assessment of adult social care services). A number of emerging key actions and priorities were identified in the first local account. These have been incorporated into an improvement plan framed around the Department of Health's Adult Social Care Outcomes Framework. The Council is now preparing for the 2011/12 local account to be published later in the year.
61. The Joint Strategic Needs Assessment (JSNA) has been updated and will be published on the Council's website in May 2012. The JSNA brings together the information on the health and well-being of the people of Haringey. It includes evidence about what works and what services are available in order to make decisions about how to commission future services.

Life expectancy gap¹

62. In response to the lower than average life expectancy for men in Haringey and the higher rates of circulatory disease in the east of the borough Overview and Scrutiny commissioned *Men's health: Getting to the Heart of the Matter*. This looked specifically at the prevention and early intervention of cardiovascular disease in men over 40 in the more deprived areas of Haringey. The panel's recommendations will feed into the Health and Wellbeing Strategy as part of the life expectancy outcome.
63. The NHS Health Checks programme is being rolled out across the east of the borough. This is a cost effective way of preventing heart disease, stroke, chronic kidney diseases and diabetes in people aged 40-74 years and reducing the life expectancy gap.

Adult Social Care

64. Adult Social Care Services launched the Reablement Service in April 2012 to help people discharged from hospital to regain independence and reduce the need for long-term care. It

¹ This is one of the three outcomes of the emerging Health and Wellbeing strategy.

is expected that the service will deal with over 400 service users per year, with around 30%-40% of people not requiring long-term support at the end of the 6-week reablement period.

65. In 2011/12 Haringey increased the number of adult social care clients including carers receiving self directed support. Clients receiving Personal Budgets increased from 278 in 2010/11 to 1,789. This is equivalent to 42% of clients receiving community based services. The sector is charged with ensuring that 100% of eligible users and carers receive a personal budget by April 2013.
66. The Adult Social Care Survey took place in early 2012. This national survey asks service users about their experiences of social care services. One key measure from the survey relates to clients' social care related quality of life (control, dignity, personal care, food and nutrition, safety, occupation, social participation and accommodation). Haringey's provisional score for this is 17.5 out of 24, around the same level as last year which was close to the London average. Unvalidated results from the same survey show that 51% of people who use services are satisfied (extremely and very) with the care and support they receive. This represents a slight decrease when comparing with last years results. When the 'quite satisfied' are added this raises the overall satisfaction level to 81%.

Emerging Issues 2012 onwards

Work with local businesses to create jobs

The Government has announced a £1billion [Youth Contract](#) to help young unemployed people get a job. The Youth Contract will provide nearly half-a-million new opportunities for 18-24 years olds, including apprenticeships and voluntary work experience placements.

Deliver regeneration to key areas of the borough

Measures contained within the [Localism Act 2011](#) are gradually coming into force. Key measures include the introduction of new community rights. The **Community Right to Build**, which gives communities the right to build small-scale, site-specific projects without going through the normal planning application process, and **Neighbourhood Planning** which gives communities more say about what can be built in their area, both came into force in April. Two more rights are expected to come into effect between May and July 2012; these are the **Community Right to Challenge**, giving communities the right to challenge to take over a council service they think they can run differently or better and the **Community Right to Bid**, giving communities the right to bid to buy and take over the running of local assets that are important to them.

Other measures in the Localism Act which are now in force include:

- The introduction of the **General Power of Competence** for local authorities, meaning that Councils can innovate and legally do anything an individual could do unless specifically prohibited by law
- Abolition of the Standards Board for England
- A requirement for local authorities to publish the pay of senior officers
- Clarification of the rules concerning Councillors and predetermination
- Councils can now choose to return to the committee system if they wish
- New local discounts are available so councils can actively target their own businesses rate discounts in the best way for local businesses.
- New planning enforcement rules which give councils the ability to take action against people who deliberately conceal unauthorised development.

The [National Planning Policy Framework](#) (NPPF) was published in March brings together all supersedes all previous Planning Policy Guidance and Planning Policy Statements in a single unified document of around 50 pages. The framework policies are effective immediately.

At the heart of the NPPF is a presumption in favour of sustainable development, which should be seen as a “golden thread” running through both plan making and decision taking. The Core principles include:

- Planning should be genuinely plan-led, empowering local peoples to shape their surroundings;
- Proactively drive and support sustainable economic development;
- Always seek to secure high quality design;
- Take account of the different roles and character of different areas, and recognising the intrinsic character and beauty of the countryside;
- Conserving and enhancing the natural environment;
- Encourage the effective use of brownfield land;
- Conserve heritage assets in a manner appropriate to their significance.

Tackle the housing challenges

The [Welfare Reform Act 2012](#) was passed in March. The Act introduces a new universal credit to replace many existing benefits. It also brings in a cap on benefits that families can receive of £26,000, puts restrictions on the amount of housing benefit that can be claimed and replaces Disability Living Allowance with Personal Independence Payments. The changes are expected to have a significant impact on the Borough in terms of homelessness, overcrowding and child poverty.

Changes to the **Right to Buy** came into effect in April; the maximum discount in London has been raised from £16k to £75k and the intention is that the additional homes sold under the revamped scheme will be replaced by new properties for affordable rent, ensuring there is no reduction in the number of affordable homes. Councils will also be able to sign an agreement with Government for using the receipts from sales to build new affordable homes in their area. Guidance on the [one-to-one replacement](#) has now been published by CLG.

The Government, in conjunction with the Mayor of London, have introduced a new '[payment by results](#)' scheme to help **rough sleepers** in London into secure homes. New funding will be used to deal specifically with persistent rough sleepers half of whom come from overseas and who are often facing multiple challenges including drug, alcohol or mental health problems. In a 'payment by results' deal known as a Social Impact Bond, each charity will receive a share of this funding - but how much will depend on the success of their new projects.

Improve school standards and outcomes for young people

The [Education Act 2011](#) was passed in November. The main provisions relevant to local authorities are:

- Provides for the introduction of targeted free early years care for children under compulsory school age
- Makes changes to provisions on school discipline and places restrictions on the public reporting of allegations made against teachers
- Removes certain duties on school governing bodies, local authorities and further education institutions, including the duty on local authorities to appoint school improvement partners
- Makes changes to the arrangements for setting up new schools, and amends the Academies Act 2010 to make provision for 16 to 19 academies and alternative provision academies
- Includes measures relating to school admissions, school meals, composition of school governing bodies, school inspection, school finance and permitted charges

In February the Department for Education also published [Positive for Youth - A new approach to cross-government policy for young people aged 13 to 19](#) which describes the Government's policies for young people aged 13 to 19 in England.

Deliver responsive, high quality services to residents

The Government has published [Open Public Services 2012](#) which sets out progress made since the publication of the Open Public Services White Paper last year. The key developments are:

- An independent review to look at how choice can be extended to make sure that everyone has access to the information and support they need to make a choice and that if they want to complain, they know how to go about getting redress.
- A proposal, including draft legislative clauses, to enshrine in law the right to choice. This would clarify and extend existing rights and provide others for choice in different public services as part of a series of choice frameworks.
- Consulting on making it easier to set up neighbourhood councils so that people can come together and have a say in how services are designed, prioritised and delivered in their local community.

Community safety

The national Riots Communities and Victims Panel published its final report in March. '[After the Riots](#)' makes over 60 recommendations for Government, the police/IPCC, schools, communities and local authorities to encourage more cohesive communities and help prevent reoccurrence of the type of disturbances that occurred in August 2011.

Environment

The [Natural Environment White Paper](#) (June 2011) outlines the Government's vision for the natural environment over the next 50 years. It covers the following topics: reconnecting nature, connecting people and nature for better quality of life, capturing and improving the value of nature, and recommendations contained in '[Making Space for Nature](#)'.

The London Mayor's manifesto '[London's Great Outdoors](#)' details the Mayor's vision and objectives. It's supported by two very practical programmes: 'Better Streets' and 'Better Green and Water Spaces' that outline how exactly this vision will be delivered.

An [independent report](#) has been published advising the Government how it could best tackle the problem of **fuel poverty**. The latest official fuel poverty figures show 4m households in England in fuel poverty, compared to 1.2m in 2004. The report argues that fuel poverty is a serious national problem but that the way in which its scale has been measured officially has had significant flaws, giving a misleading impression both of trends and of the effectiveness of policies to tackle it.

Health and social care

The [Health and Social Care Act](#) 2012 was passed in March. The main features of the Act are:

- Introduction of statutory local Health and Wellbeing Boards to ensure coordination and integration of public health, NHS and social care services.
- Transfer of responsibility for much of public health commissioning to local authorities (at a local level) and Public Health England (a new national body)
- A new independent NHS Board to allocate resources and provide commissioning guidance
- Increase in GPs' powers to commission services
- A strengthened role for the Care Quality Commission
- Monitor, the body that currently regulates NHS foundation trusts, to be developed into an economic regulator to oversee aspects of access and competition in the NHS
- A cut in the number of health bodies, including abolishing Primary Care Trusts and Strategic Health Authorities.

The Government announced a [new Alcohol Strategy](#) in March. The strategy includes a commitment to a new a new minimum price for alcohol and a consultation on a ban on multi-buy price promotions in shops. Proposed in the strategy is:

- A minimum unit price for alcohol;
- Banning the sale of multi-buy discount deals;
- Zero tolerance of drunken behaviour in A&E departments;
- A late night levy to get pubs and clubs helping to pay for policing; and
- Improved powers to stop serving alcohol to drunks.

Resident empowerment and social inclusion

The Government has also introduced [Big Society Capital](#), which aims to grow a social investment market to make it easier for charities, social enterprises and community groups to access affordable finance. The new organisation will have the aim of fostering the development of socially orientated investment organisations that support charities and social enterprises that have the ability to repay an investment through the income they generate.