



Report title: **Towards Excellence- The Council's End of Year Performance – April 2007 to March 2008**

Report of: **The Chief Executive**

Ward(s) affected: All

Report for: Information

1. Purpose

1.1 To review 2007/08 service performance against the Council's basket of key indicators using the balanced scorecard format and showing progress against achievement of council priorities.

2. Introduction by the Leader of the Council

2007/8 was another year of achievement for Haringey, with a number of highlights across a wide range of service areas. Overall, targets were achieved or close to being achieved for 86% of indicators and performance has been maintained or improved from the previous year for 87% of our indicators.

These results demonstrate that the Borough is continuing to make progress and move in the right direction.

In the next three years we need to consolidate performance in improving areas as well as deliver on the priorities identified in our new Local Area Agreement. We need to continue to drive up performance so that we can meet the challenges of a fast paced innovative authority and continue to meet the expectations and needs of residents as we shift from service based to area based performance management.

I am confident that our systems for monitoring both in the Council and across the Haringey Strategic Partnership and the new arrangements linked to business planning activity and improvement will allow for continued progress in the local area and ensure that we are well prepared for our first Comprehensive Area Assessment in 2009.

3. Recommendations

3.1 To consider performance information presented in this report and note progress against council priorities.

Report authorised by: Dr. Ita O Donovan - Chief Executive

Contact officers:

Margaret Gallagher - Performance Manager

Telephone 020 8489 2553

Eve Pelekanos- Head of Policy and Performance

Telephone 020 8489 2508

Head of Legal Service Comments

There are no legal implications

4. Executive Summary

4.1 This report presents the Council's performance for the period between April '07 and March '08 against the Council's basket of key indicators. It is based on the routine monthly performance reports received by the Cabinet throughout the year.

4.2 Performance is reviewed against 101 indicators. These are mainly indicators used by the Audit Commission in the Comprehensive Performance Assessment (CPA) and those which reflect the Council's priorities including some key local measures.

4.3 The 2007/08 outturn figures show that performance has been maintained or improved from the previous year for 86.5% of our indicators. For 87.3% of indicators targets were achieved or close to being achieved.

4.4 Significant improvements in performance have been achieved in the following areas:

- Pupils attaining 5 or more GCSEs at Grades A*-C
- Absence in both primary and secondary schools
- Young People Not in Education, Employment and Training (NEETs)
- Looked after children obtaining 1 GCSE at grade A-G
- Increasing the number of adoptions
- Road casualties (trend & 3 year average)
- Street cleanliness
- Satisfaction with recycling facilities
- School travel plans
- Waiting times for assessment and packages of care
- Adults and Older people receiving statement of needs, direct payments and equipment delivered in 7 days
- Complaints handling
- Keeping Haringey residents informed
- Involving residents in decision making

- Being efficient and well run
- Offering value for money

4.5 For the coming year we need to remain focused on:

- Graffiti and fly tipping on relevant land
- Satisfaction with services such as refuse collection and street cleansing
- Stability of placements for looked after children
- Services for carers'
- Homelessness/ temporary accommodation
- Rent collection and arrears
- Council tax collection
- Call centre performance and avoidable contact
- Sickness absence
- Crime reduction especially serious crime and anti-social behaviour
- Worklessness and
- Delivery of our Local Area Agreement targets with our partners

4.6 Some of these measures are key threshold measures and are used to judge the standard of our performance in the CPA although it is the 2007/08 performance reported in this report that will feed into our last CPA assessment which will be published in February 2009. From April 2008 there is a new national performance framework with a new set of national indicators. Areas on which the Council must remain focused include areas where our performance remains in the lower quartiles including educational attainment, addressing homelessness, some areas of housing management and the satisfaction of our residents with services. Many of these areas have been identified in our updated Council Action Plan for 2008/09 and we will continue to monitor progress on these council priorities along with the more cross-cutting and place based indicators introduced as part of the new performance framework.

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

5.1 None

6. Local Government (Access to Information) Act 1985

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

Monthly balanced scorecards and finance and performance reports

Strategic Implications

This report monitors Haringey's position in relation to a number of indicators that are used to assess the Council in the Comprehensive Performance Assessment (CPA). Performance against a large number of these measures will determine Haringey's rating for 2008. The report also gives an indication of the level and quality of services delivered on the ground, performance over time and how Haringey compares with top performing authorities.

Financial Implications

There are no specific financial implications arising from this report but it is noted that value for money continues to be a key strand in our monitoring of performance and quality. It has been recognised that performance monitoring throughout 2007/08 continued to include routine monitoring of unit costs so that performance and costs reflecting activity could

inform our judgements on whether Haringey is delivering value for money services.

Legal Implications

There are no specific legal implications arising from this report.

Equalities Implications

Whilst equalities is a central thread throughout the council's performance, this report highlights some key equalities indicators, Section 13 comments on both the positive results around equalities issues but also some areas where performance needs improvement.

Consultation

The scorecard includes a number of resident and staff perception measures and shows how well the Council is performing in this area. The results show the level of satisfaction with the Council currently and should provide a baseline as well as informing action to improve satisfaction levels.

7. Background

- 7.1 This report presents the council's performance for the period between April '07 and March '08 against the Council's basket of key indicators. It focuses on monitoring and reviewing performance against those priorities and objectives as set out in our Council Plan. It is based on the routine monthly scorecard and performance reports received by the Cabinet throughout the year.
- 7.2 A separate report has been prepared on the 2007/08 financial outturns that will also be presented to the Cabinet on 17 June.
- 7.3 The indicators included have been categorised according to the priority under which they sit and progress is illustrated against whether indicators have achieved, been close to or failed to achieve agreed targets for 2007/08. The reporting continues to be in the form of a balanced scorecard which looks at performance across four dimensions: service excellence, financial health, customer focus and organisational development. The scorecard consists of corporate and service performance measures.
- 7.4 For 2007/08 performance was monitored against key Best Value indicators, mainly those used in the Council's Comprehensive Performance Assessment (CPA). Indicators reflecting Haringey's priorities including key local measures have also been monitored throughout the year.
- 7.5 Performance data is shown in full in Appendix 1. Progress has been tracked on a monthly and year to date position against the target throughout the year using a traffic light annotation where:
- green = target achieved / performance better than planned
 - amber = just below target
 - red = target not achieved / below expectation

In addition, trend arrows depict progress since the last financial year, so whilst an indicator may receive a red traffic light for not achieving target, it would show an upward trend arrow if performance had improved on the previous year's outturn.

Between them, the lights and arrows indicate current progress and show the annual position against the targets set for 2006/07.

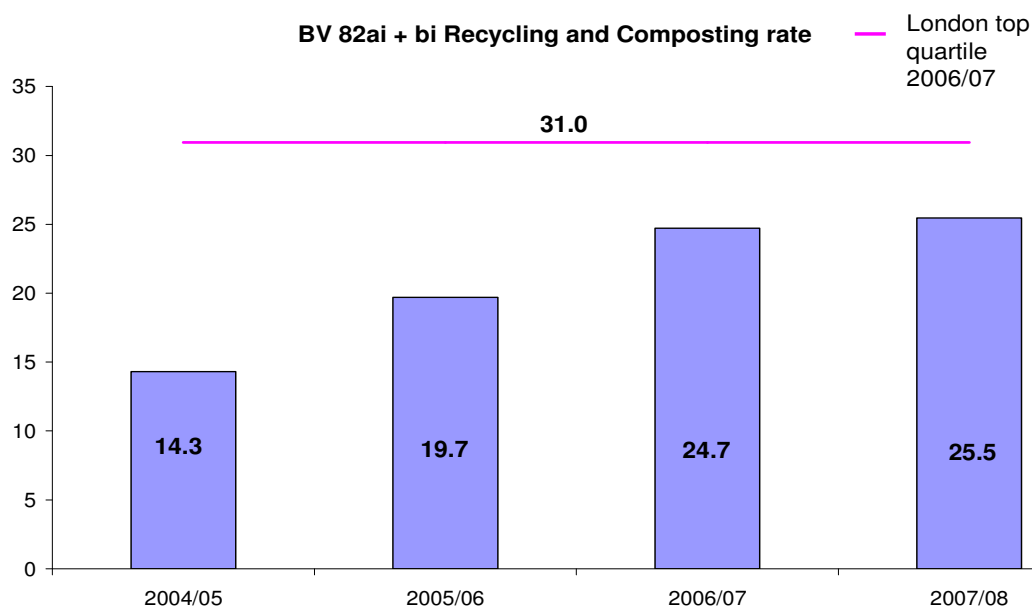
The 2007/08 scorecard also includes some graphs to illustrate monthly progress on some key indicators over time and against target.

The latest all England top quartile data (for 2006/07) also features in the scorecard with an indication of our quartile position in 2006/07. This enables progress to be assessed not only against targets we set but in terms of how we compare with others and how close we are to attaining what we ultimately are aiming to achieve.

8. Making Haringey One of London's Greenest Boroughs

Urban Environment

- 8.1 As at March 2008 all of the 98 schools (100%) have school travel plans. The final 15 school travel plans have been submitted to Transport for London (TfL) and confirmation of approval will be received in June 2008. Haringey has exceeded local and national targets and are 1 of 3 boroughs to obtain 100%.
- 8.2 25.5% of household waste was recycled or composted in 2007/08, a slight improvement from the 24.7% achieved in 2006/07 and exceeding our 25% target.



- 8.3 Satisfaction with recycling facilities as measured through our annual Resident's survey has shown continual improvement with 65% of residents expressing satisfaction, up 6% on 2006 and exceeding the target set for 2007/08. The 2006 BVPI result (57% or 75% when adjusted for deprivation) placed us in the middle threshold in CPA 2007.
- 8.4 362kg of household waste tonnage per head of population was collected in 2007/08, exceeding our target of 370kg. This remains within the top quartile range for London on this waste minimisation indicator.

9. Creating a Better Haringey, Cleaner, Greener and Safer

Urban Environment

- 9.1 The ENCAMS street cleanliness survey results have shown significant improvement in 2007/08 with 27.5% {21% litter & 34% detritus} of streets recorded as having unacceptable levels of litter and detritus, a reduction of almost half compared to our 2006/07 result of 40%. This level of performance exceeded our 29% target for 2007/08 and achieved middle threshold for CPA although we are still amongst the lower performing authorities in London.
- 9.2 Performance on graffiti at 6% deteriorated slightly from last year (5%) although fly-posting at 3% showed a slight improvement. Neither achieved targets set for 2007/08 and whilst some improvements have been made, further work is required to fully understand and maximise the impact of this work across various land use classes. The improvement plan has been revised to include activities aimed at delivering better performance in these areas in the coming year.
- 9.3 Haringey won eight Green Flags in 2007/08, making the council the joint leading Green Flag authority in London, with more green flag parkland within greater London than any other borough. Haringey is proposing 10 submissions for green flag parks in 08/09 and 12 in 09/10. Haringey has also retained two Green Pennant awards for community managed smaller open spaces.
- 9.4 The environmental service satisfaction results showed some further encouraging news with the two major indicators showing improving trends. Results from our latest survey found that:
- 71% of residents were satisfied with the refuse collection service. Perception is better than that reported in the 2006 BVPI survey- 64% satisfied with waste collection (BV90a), and although exceeded target remains below the lower threshold for CPA and in the bottom quartile.
 - 56% of residents were satisfied with street cleaning a significant improvement on 2006 (+9%) reported in the annual resident's survey. Perception results used in the CPA are derived from the 2006 BVPI survey. These results show that 49% of residents were satisfied with cleanliness-when adjusted for deprivation this figure became 67%. Last year these results were above the CPA lower threshold of 65%.
 - Our resident's survey also showed improved satisfaction with our parks and open spaces up 8% to 65% and 5% above target. This is endorsed by the KMC Parks User Survey up 11% since 2003/04 to 70%.

Safer Communities (PPPC)

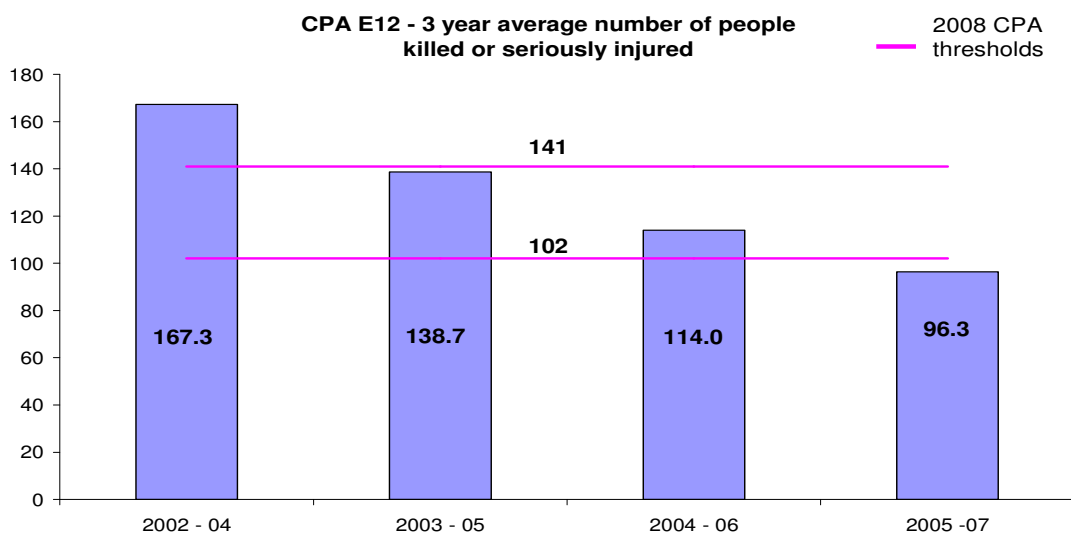
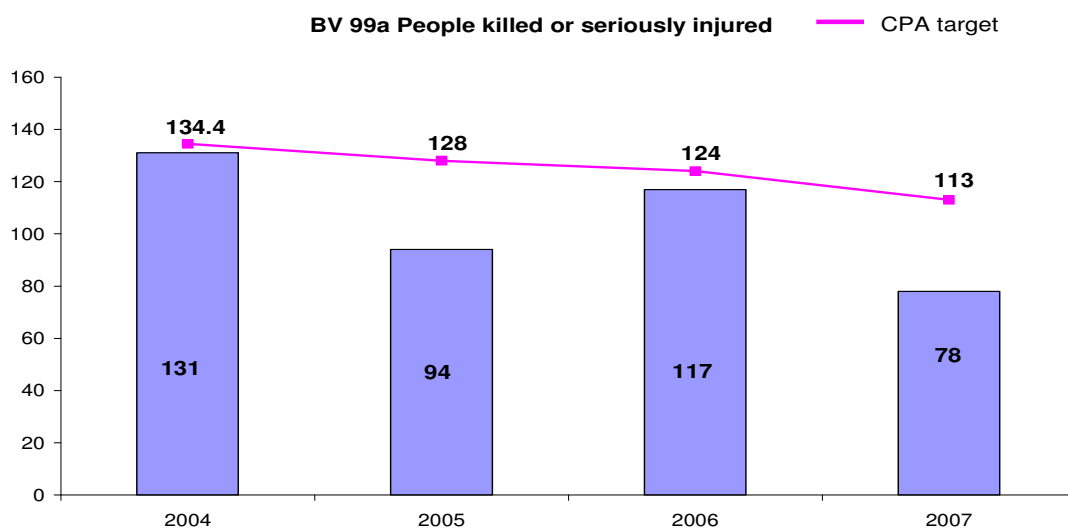
- 9.5 The number of British Crime Survey (BCS) comparator crimes reported in 2007/08 at 18,374 whilst a decrease (1.2% fewer crimes) on 2006/07 did not achieve the challenging 7.5% reduction. Significant falls were seen in personal robbery (24.8%), theft of motor vehicle (10.3%), wounding (8.8%) {all of these exceeded their 2007/08 targets} and theft from the person offences (8.7%).

Increases of note were in criminal damage (12.5%), theft from a motor vehicle (9%) and burglary (6.2%).

9.6 During April 2007 to March 2008 Haringey had a higher than average number of BCS comparator crimes per 1,000 population when compared with its 'Most Similar' CDRPs (fifth highest), and was higher than the group average (81.42 versus the Haringey Family average of 70.36).

9.7 The 2007 Residents survey found that 46% of adults cited crime as an area of personal concern, a 8% statistically significant reduction from the 54% in 2006 and the lowest recorded concern around crime for the past 6 years.

9.8 A third fewer people (78) were killed or seriously injured on the roads in Haringey in 2007, down from 117 in 2006.



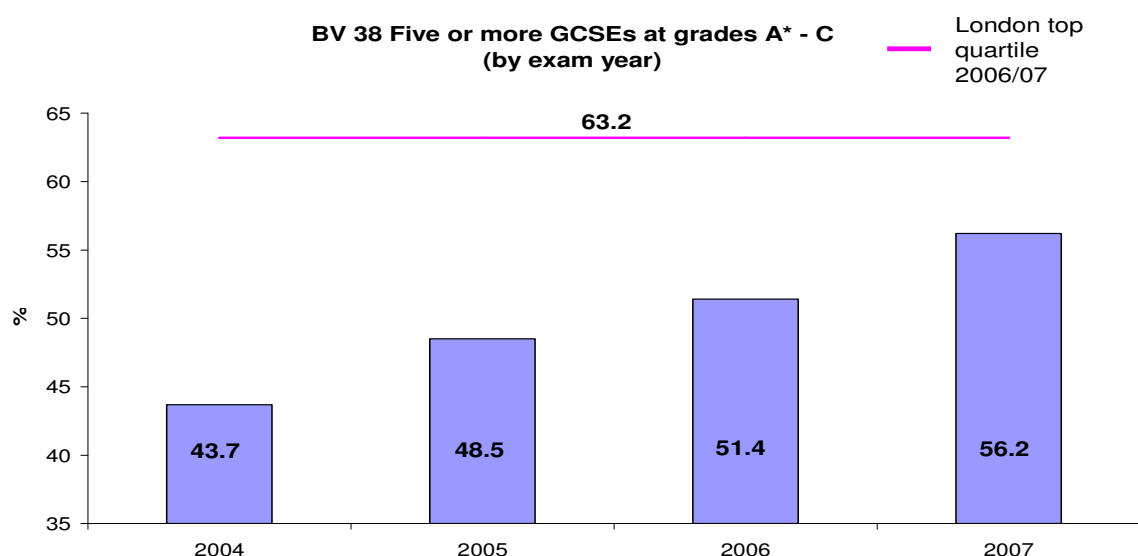
9.9 The latest survey results on the condition of our principal roads derived from a SCANNER (Surface Condition Assessment for the National Network of Roads) survey shows that 9% of our roads may require structural maintenance. This is an improvement from the 21% reported for 2006/07 although there have been some national issues as to the reliability of these results and consequently comparative data has not been published or used in the CPA. For 2007/08 it is

the condition of the unclassified (U Roads) and the footways that count for CPA. 21% of unclassified roads have been classed as carriageway which has exceeded the point where structural repairs should be considered and for footways the figure increases to 25%.

10. Encourage Life Time Well-being

Children and Young People

10.1 56.2% of pupils attained 5 or more GCSE's at grades A*-C or equivalent in 2007 just short of the 57% target. This is the sixth year running where GCSE results have improved with progress in Haringey since 2001 being twice the national average, closing this gap from 19% in 2001 to 6% in 2007. The graph below illustrates the year on year progress achieved



10.2 Although educational attainment is not at national levels, performance shows good progress year on year towards the ambitious targets that have been set. Education should be seen in a social context and the DCSF Contextual Value Added enables progress to be measured based on prior attainment but also factors such as gender, eligibility for free school meals, ethnicity and other contextual factors. Using the measures of contextual value added Haringey is ranked with other local authorities.

Progress	Haringey's Ranking	No. of LA	Haringey value added figure
Key Stage 1 to 2	44th	150	100.1
Key Stage 2 to 3	4th	150	100.9
Key Stage 2 to 4	13th	149	1011.6
Key Stage 3 to 4	35th	149	1007.2

10.3 As at March '08 319 or 9.1% of Haringey's young people (in a cohort of 4,656 16-18 year olds) were not in education, employment or training (NEETs), continuing the improving trend and exceeding the 12.3% target for 2007/08. The November to January 3 month average on which performance versus target is measured is 10.4% and hit our NEET target for 2010 and our LAA stretch target for 2009. There has been a marked reduction in the percentage

of NEETs compared with last March (13.2%) although current levels remain higher than comparator boroughs. As at March '08 there were 446 (9.6%) young people whose situation and status regarding employment, education or training was 'unknown' (an increase from the February figure of 8.9%). There has been a slight improvement in this area over time (9.7% March '07) and the percentage of 'unknowns' remain just inside our rolling year target of 9.9%.

- 10.4 Although indications from our absence monitoring in both primary and secondary schools show a significant improvement in performance this remains an area for continued focus in the coming year.
- 10.5 In 2007/08 we achieved 1,902 recorded outcomes from youth work or 64% as a percentage of participants (2,976). This illustrates significant progress in this area up from the 46% recorded outcomes achieved in 2006/07. There were 929 accredited outcomes or 31% of participants. Targets set for 2007/08 were exceeded for both parts of the indicator around participation in and outcomes both recorded and accredited from youth work.
- 10.6 42% of local authority homes have been classified as non-decent, an improvement on the 44.7% at this time last year. Homes for Haringey will receive over a five year period £198.58m for the Decent Homes Programme which should make a significant impact on our ability to meet the decent home standard. The funding allowance from 2010 is indicative and subject to Homes for Haringey retaining their 2 star status.

Adult, Community and Culture

- 10.7 In 2007/08 there were 2,051,065 visits to our libraries in 2007/08. This is the equivalent of 9.1 visits per head of population compared with 9.58 in 2006/07 and although a slight decrease on 2006/07, exceeded our 2007/08 target.
- 10.8 The cost per visit/ interaction at our libraries was £2.55 in 2007/08 just short of our £2.50 target.
- 10.9 There were 1,230,569 visits to our sports and leisure centres in 2007/08, an improvement on the 1.14 million achieved in 2006/07 and exceeding our 1.18 million target.
- 10.10 The cost per visit to a leisure centre at £2.03 was better than our 2007/08 target of £2.09.

11. Promoting Independent Living

Children and Young People

- 11.1 14% of looked after children had 3 or more placements in the year (BV49) to March falling short of our 12% target. Performance has remained steady in 2007/08 and although it is slightly below that of our statistical neighbours (12% average), it remains in the top performance banding in 2007/08.

- 11.2 Excellent performance has been sustained on reviews of children on the register (BV162) with all reviews completed in timescale. This places us in the top performance banding in 2007/08 and is a key threshold indicator.
- 11.3 The cost of service per looked after child at £772 in 2007/08 was slightly above the £760 target but a reduction on the £877 cost in 2006/07 and below that of our statistical neighbours.
- 11.4 28 children have been adopted or granted special guardianship (8.9% of children looked after) in the year 2007/08 exceeding our 24 or 7% target and that of our statistical neighbours. This represents an improvement on the 23 or 6.8% achieved in 2006/07 and is now within the top performance banding for this indicator.
- 11.5 Educational attainment of young people leaving care has improved from the 50% achieving at least 1 GCSE at grades A*-G last year to 58% in 2007 exceeding our 55% target on this key threshold indicator.
- 11.6 Good progress has been made with looked after young people in employment, education or training (BV161). In 2007/08 we sustained 68% of care leavers (aged 16) engaged in employment, education or training at the age of 19, just short of our 72% target. 74 care leavers turned 19 in the year and 50 of these were in education, employment or training on or around their 19th birthday. This maintains our position in the top performance banding and above the statistical neighbour average for this indicator.

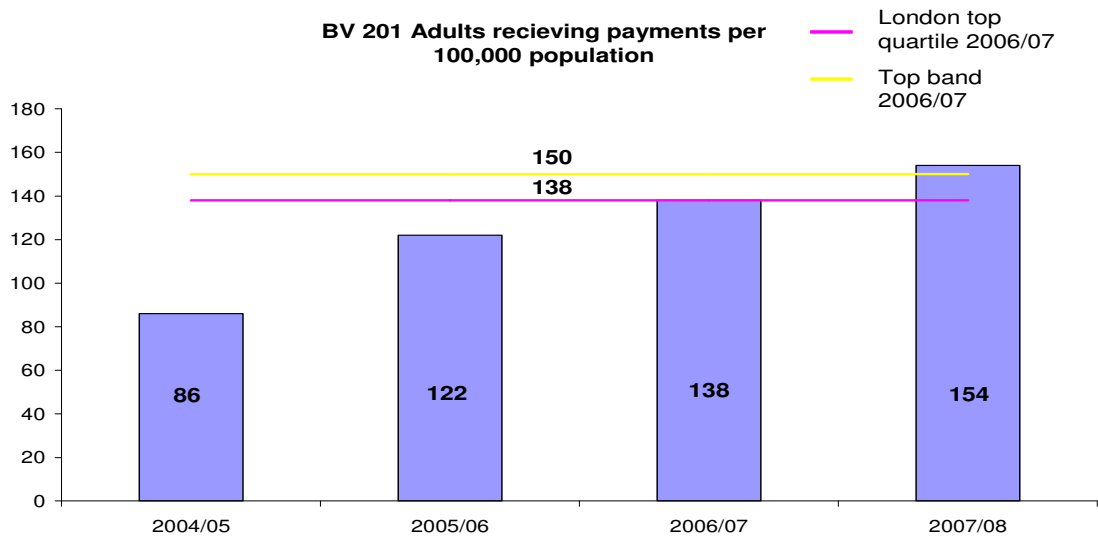
Adults, Community and Culture

- 11.7 The performance appendix reports performance on some key indicators in Adults, Culture and Community services. This shows that:

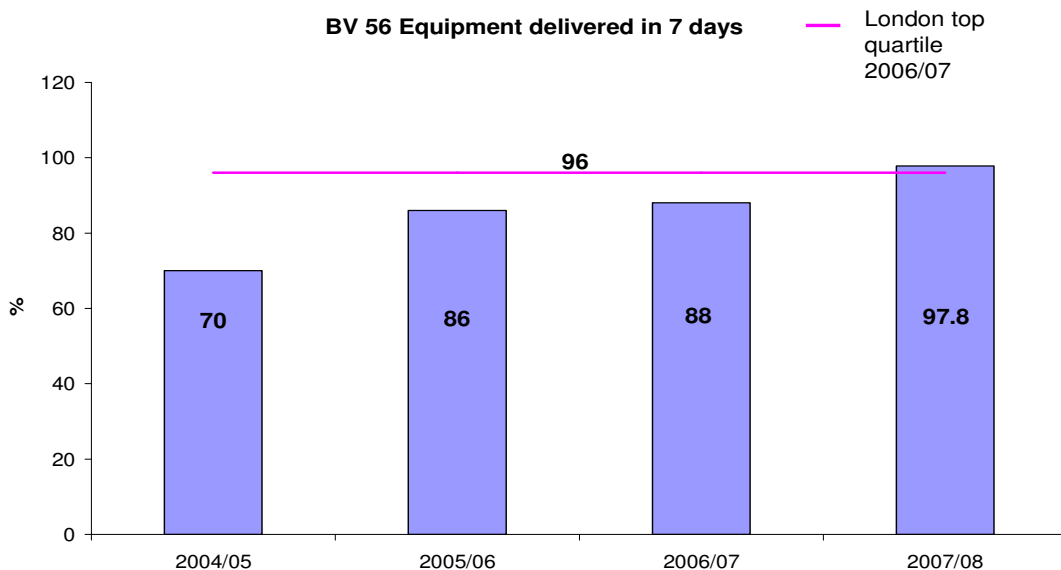
- *Acceptable waiting time for Assessment and Care Packages (BV195/196 key threshold indicator)*

Excellent performance has been maintained on this indicator which measures the average of new older clients receiving assessment where time from initial contact to first contact with the client is less than or equal to 48 hours (part a) and the percentage where time from first contact to completion of assessment is less than or equal to 4 weeks (part b). Our 2007/08 position of 95.4% exceeds our target and is an improvement on the 80.95% achieved in 2006/07. There has also been improvement in provision of care packages with 93% of services delivered in less than 4 weeks from completion of assessment. Performance on both these indicators is in the top performance banding.

- 154 adults and older people per 100,000 population received direct payments as at 31 March 2008. Performance improved up from 122 in 2005/06 to 138 in 2006/07 and further to 154 per 100,000 in 2007/08. This improvement has brought performance into the top PAF banding range as well as exceeding the 150 target. There are now 214 clients in receipt of a direct payment, 23 more than last year. The graph below shows the improvement in this area.



- In 2007/08 we helped 101 older people per 1,000 population to live at home, an increase of 8 on 2006/07 and exceeding our 2007/08 target. This moves our performance from the good to the top PAF performance banding.
- 97.8% of equipment was delivered within 7 working days in the year, an excellent improvement on the 88% achieved in 2006/07 and exceeding our 90% target for 2007/08 on this key threshold indicator.



- *Adults and older clients receiving a review as a percentage of those receiving a service or statement of need.*

Performance on this indicator increased to 80% in 2007/08 up on the 63% achieved in 2006/07 against a target of 80%. This performance places us in the top performance banding although it remains an area for continued focus and improvement in 2007/08.

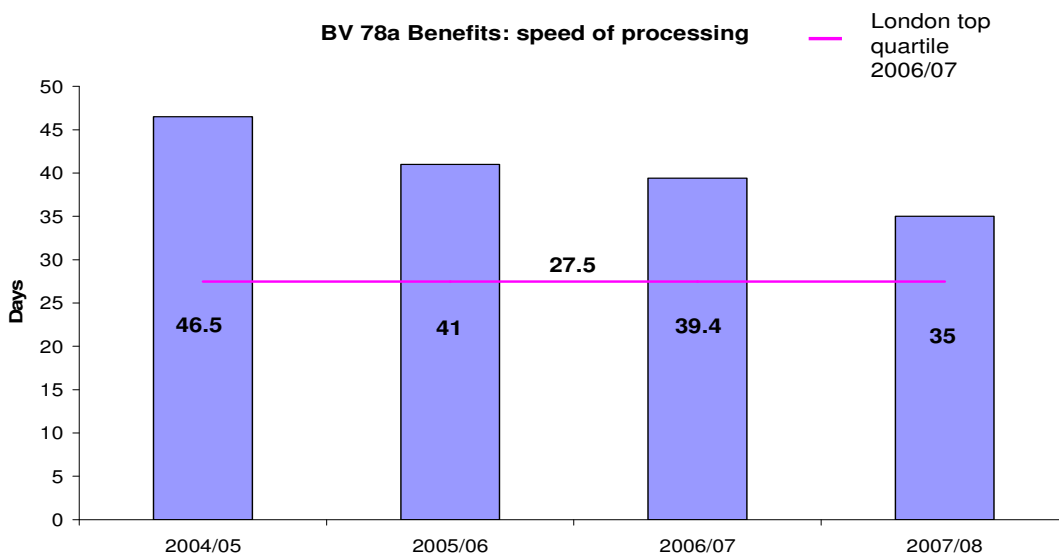
The cost of intensive social care per client at £701.21 was a slight increase on the £652 reported in 2006/07 and finished the year above our £640 target for 2007/08.

- *Carers services (Paf C62)*

9.3% of carers for adults and older people received a carer's break or specific carer's service in 2007/08 up from the 6.8% in 2006/07, not quite achieving our 10% target but maintaining our position within the good performance banding.

Benefits

11.8 In 2007/08 the average speed of processing new claims reduced from 39.4 days in 2006/07 to 35 days. A new document management system implemented in the year created some backlogs and impacted on the processing times contributing to the 32 day target not being met. Backlogs were cleared by the end part of the year and processing times improved to 29 days by March. The average speed of processing change of circumstances reduced from 18 days in 2006/07 to 13 days in 2007/08 exceeding our 17 day target.



Economic Regeneration (Urban Environment)

11.9 There are 2 stretch targets in our Local Area Agreement relating to economic development and helping people into sustained work. During 2007/08: 88 long-term (6 months+) JSA claimants and lone parents have been supported into sustained employment through the Haringey Guarantee (44 JSA claimants and 44 lone parents), surpassing the 2007/08 combined target.

11.10 However the second stretch target relates to people on incapacity benefit for more than 6 months helped into work. During 2007/08, 9 long-term IB claimants have been supported into sustained work through the Haringey Guarantee. While this performance is disappointing against the 2007/08 target of 45 it should be noted that overcoming the long-term and complex barriers to work that IB claimants face is challenging. Indeed, other London borough are facing similar challenges with their respective LAA stretch targets and

Islington, who are approaching the end of year 2 of their LAA, are yet to record any sustained IB job outputs. The following planned activity is in place to ensure that future targets are met:

- Service Level Agreements for Haringey Guarantee contacts agreed with partners/providers to focus on the stretch targets including workless residents of the 12 “worst wards” and long-term JSA claimants and lone parents.
 - Provision commissioned focussed on barriers to sustainable employment identified in the Haringey Guarantee pilot.
 - Partnership agreed with the Haringey PCT to deliver the service within GP surgeries and co-ordinate Condition Management Programmes with the Worklessness agenda.
 - LDA Area programme funding awarded for the ULV Area with Haringey Council as the accountable body. The programme will be aligned with the Haringey Guarantee delivery and priorities.
 - Families into Work programme to focus on workless families in the Northumberland Park ward.
- 11.11 To increase capacity to develop robust pathways to employment within the Haringey Guarantee, four new projects have been added, making 10 projects in total.

Housing Strategy (Urban Environment)

- 11.12 In the year to March '08, our preventative approach to homelessness as measured by approaches from homeless households to the authority's housing advice service showed that for 545 households or 5.6 per 1,000 households, advice or intervention resolved their situation exceeding our 500 households or 5.1 target. This is top quartile performance both nationally and locally. 0.43% of our households have been accepted as homeless who have previously been accepted as homeless in the last two years, a decrease on the 2.56% in 2006/07 and top quartile performance nationally.
- 11.13 The average length of stay in Bed and Breakfast accommodation, in the year to March is currently being reported as 14.6 weeks against a target of 1 week. This places performance on this measure below the CPA lower threshold (6 weeks). Numbers in temporary accommodation, although reducing remain high with a challenging target set for 2008/09.
- 11.14 The average length of stay in hostels, in the year to March '08 was 75.8 weeks against a target of 60 weeks. The count for this indicator measures the entire history of all stays in hostels where the family has been permanently re-housed in the period.

Homes for Haringey

- 11.15 98.2% of rent due was collected in 2007/08 exceeding our 97.5% target and an improvement on 2006/07 performance. The definition of the indicator return requires the inclusion of arrears and the exclusion of water rates from the calculation but if arrears were excluded 99.4% of rent due was collected.

11.16 The percentage of tenants with more than seven weeks rent arrears decreased slightly to 13.23% in March although remained short of our 10% target for 2007/08.

Voids

11.17 There has been deterioration in the average re-let time of void local authority properties with the year's performance resulting in an increase to 65 days in quarter 4, and an average 50.3 days for the year, missing our local target of 27 days.

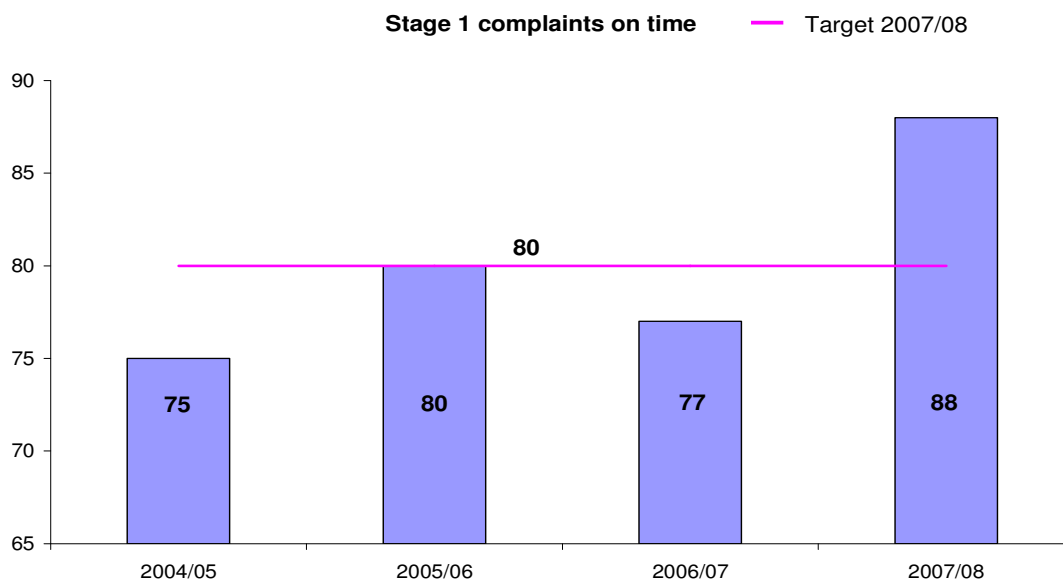
12. Delivering Excellent Services

People and Organisational Development (POD)

12.1 The average number of working days lost to sickness per full time equivalent employee reduced to 7.6 days in March but increased overall in 2007/08 to 9.67 days falling short of our 8.8 day target.

Policy, Performance, Partnerships and Communications (PPPC)

12.2 During year to March 88% of complaints at stage 1 (local resolution) were dealt with within the 10 day timescale, exceeding the 80% target. We received 1,846 complaints during the year of which 1,624 were dealt with in the 10 day timescale. This is a significant improvement on the 2006/07 performance of 77%.



12.3 For the more complex service investigation stage 2, 84% of complaints were resolved within timescale in the year to March exceeding the 80% target and an improvement on the 77% achieved in 2006/07. The end of year position relates to 139 out of 168 service investigations carried out within 25 working days.

- 12.4 At stage 3, independent review, 85% of cases were handled within timescale falling short of our 95% target. The 2007/08 performance relates to 52 out of 61 cases received in the year.
- 12.5 The number of complaints including premature cases received by the Local Government Ombudsman increased to 253 in 2007/08. Our performance in responding to Local Government Ombudsman enquiries at an average 18.3 days was just over our 18 day target. In 2007/08 there was one case of maladministration reported against Haringey Council, the first in four years.

Corporate Resources

- 12.6 The financial health of the organisation is dealt with separately in the outturn report being presented to the Cabinet also on 17th June. The scorecard does however include some indicators around the corporate financial health of the organisation and these show positive progress against targets set for 2007/08. The scorecard shows that for financial health 26 of the 28 traffic lighted measures achieved green or amber status, meaning for 92.9% of indicators performance levels achieved target or were maintained at an acceptable level. These include overall revenue and capital budget monitoring, projected fund reserves and treasury management.
- 12.7 93.85% of council tax was collected in year to March '08 achieving the target set for 2007/08 (BV9).
- 12.8 99% of business rates due were collected in 2007/08 achieving the 99% target and approaching top quartile performance (BV10).
- 12.9 An area for continued focus in the coming year is debt recovery where although performance improved over 2006/07, the £4.16m target was not achieved. Although aged debt fell to its lowest recorded level at the end of 2007/08, £4.83m which is a £1.85m reduction compared to the opening £6.68m representing a significant achievement, the closing position was £0.67m short of target.
- 12.10 The Council's 2007 Use of Resources score remained at 3 out of 4 although our assessment on one of the five strands; financial reporting reduced from a 3 to a 2. Despite a few changes to some elements of the scoring including two sub-kloe scores increasing from a 2 to a 3 (in financial management and vfm) an overall rating of 3 was maintained including the overall score for value for money.

Customer Focus

- 12.11 Call centre telephone answering improved in the latter months of the year and performance did exceed the 70% target in the months of November, December and February but the lower performance in earlier months of the year adversely affected the year end position with 57% of calls answered in 30 seconds. However this is still an improvement on the 39% achieved in 2006/07.

- 12.12 The target of 70% was met on personal caller waiting times at the Customer Service centres with an end of year position of 71% of customers seen within 15 minutes, an improvement on the 48% achieved in 2006/07.
- 12.13 Performance on responding to Freedom of Information requests improved in 2007/08 and exceeded our 75% target with 83% responded to within the 20 day timescale for the year.
- 12.14 Part of our priority to deliver excellent services involves delivering effective and efficient customer services. One of the ways we can measure our progress in this area is through our annual resident's survey. The scorecard shows 80% of customer focus indicators were on or near target with 15 or 88% having shown improvement from 2006/07 or remaining steady.
- 12.15 The 2007 annual resident's survey found that 70% of residents felt we were doing a good job, up a statistically significant 6% on last year and well above the London average. In addition 70% agree that the local council is making the area a better place to live, up 4% on the previous year and now better than the London average.
- 12.16 Some highlights from the survey were:
- 74% of residents felt informed (up 7% on 2006) and well above the rest of London.
 - 58% of residents think the council listens to the concerns of residents (up 4% on last year and above London).
 - 58% say the council is efficient and well run, up a massive 10% on 2006 and 42% felt that Haringey offered value for money (up 8% on last year), both now on a par with London.
 - 48% say we involve residents in decision making and there was a 10% point reduction or improvement in the percentage of people who said we were difficult to get through to on the phone.
- 12.17 In terms of community cohesion (NI1) 78% of residents felt that Haringey is a place where people from different backgrounds get on well together. The source of this was the Best Value Indicator survey in 2006 but our recent resident survey endorsed this with a result of 80%. Being that this is such an important area for Haringey, this measure has been selected to be one of our 35 improvement targets in our Local Area Agreement and whilst the 78% performance is in the middle/lower quartile, our 84% target for 2010/11 will move us to being amongst the top performers in this area.
- 12.18 On telephone answering our council wide performance is that 81.2% of calls received in the year were answered within 15 seconds, exceeding the target of 80%.

Organisational Development/ Capacity

- 12.19 The majority of measures in the Organisational Development arm of the balanced scorecard are staff survey results including a number of Investor in People indicators. An update on the last staff survey is currently being planned but an overview of the organisational development and learning activity in 2007/08 with some tangible results is provided here. As at the end of March the balanced scorecard shows 75% of organisational development indicators on or near target.
- 12.20 In order to ensure continued focus on maintaining high standards of competence so that staff have the capability and skills to deliver the business of the council there has been development across a number of strands to support this capacity building. This includes a People Strategy for 2008-2018, people plans which link to our business planning process. An improved performance appraisal process with performance assessed against competencies was launched in April 2007 with new management standards and upward appraisal introduced for 2008/09. In addition to these staples OD continues to run leadership and talent management programmes alongside regular staff events, short courses and e-learning.
- 12.21 The initiatives mentioned above have culminated in the Council's re-recognition as an Investor in people in November 2007 against a much more stretching standard than has been used in the past. Although we do not have an update on the staff survey results at this time the February '06 staff survey found that 90% of staff understood Haringey's aims and objectives up from 82% in 2005. As part of the People Strategy development, a questionnaire and series of focus groups were held with a cross section of employees to discuss key issues facing the council and its workforce. This found that:
- 78% of respondents enjoyed working for Haringey
 - 82% of respondents felt proud (all or most of the time) of the work they do, up from 73% recorded in the last staff survey
 - 86% of people feel that Haringey is bold and ambitious in what it wants to achieve and
 - 92% claim that they feel trusted to deliver by their manager
- 12.22 Overall the Investors in People re-recognition assessment (at which only half liP status organisations are successful in their first attempt under the new standard) identified the following as areas of strength:
- Communication and understanding of the council priorities
 - Strong culture of learning and development activity
 - Staff engagement
 - Constructive relationship with Trade Union representatives
 - Development programme for elected Members
 - Induction, both corporately and locally
 - Top managers 'walking the talk'
- 12.23 The following areas where development could be considered (although these actions are not necessary to meet the liP standard):

- Further work to assess managers against competencies and standards
- Clarification of how performance is measured
- More Communication of how the council invests in its people and what the benefits are
- When things go wrong take the opportunity to reflect on why this happened and what lessons can be learnt
- Rationalise and clarify the indicators that support the council's key priorities.

13. Equalities

13.1 The final page of the scorecard details our performance on some key equalities indicators. Some indicators in relation to our staff profile are also included in the scorecard. These show some positive progress against target in the following areas:

- 45.68% of our staff are from minority ethnic communities exceeding our target of 39.9%
- 53% of the top 5% of earners are women exceeding our 50% target set for 2007/08

13.2 And some areas where performance did not reach the target:

- 19% of earners from ethnic minorities are in the top 5% of earners falling short of the 26% target set for 2007/08. This represents 38 out of 200 full time equivalent staff.
- The percentage of top earners that meet the Disability Discrimination Act disability definition was 2.8% against a 4.9% target at quarter 4 although small numbers are involved. This represents 4 members of staff out of 141 full time equivalent staff with known DDA status.
- Employees retiring early increased to 0.35% (22 in 2007/08) of the workforce short of our 0.20% target although those retiring on the grounds of ill health (5 in 2007/08) reduced to 0.08% exceeding target.

13.3 The percentage of pupils from black and minority ethnic groups that achieved 5 GCSE's at grades A*-C increased to 54% in 2006 from 48% in 2006 moving closer to the average attainment for all pupils (57%). The gap between White UK pupils and all other ethnic groups has closed by 6% this year and is now just 3% short of the Haringey average.

13.4 Indicators assessing whether the need for social services of people from minority ethnic groups are as great as that for the general population show no disparity with older service users receiving an assessment. The same applies to older service users receiving services following an assessment.

13.5 The number of social services clients with physical disabilities in receipt of a direct payment increased by 15 to 175 in the 4th quarter. There are only 4 mental health clients per 100,000 population in receipt of a direct payment but this is one more than in quarter 3.

- 13.6 80% of our pedestrian crossings have facilities for disabled people. This was the result of an audit of our crossings we carried out following revised guidance issued stipulating that new and refurbished crossings need both audible and tactile signals.
- 13.7 The indicator measuring BME applicants on the Housing Register and comparing this with lets to BME applicants at -4.20% does not show a statistical variation that would lead us to consider that BME applicants were not receiving a proportional share of lets. For 2007/08 this indicator was expanded to examine individual ethnicities and communities and to look at possible factors affecting discrepancies such as bed size and area required.
- 13.8 19 out of 48 (40%) of council buildings open to the public have been assessed as having all public areas suitable and accessible to disabled people hitting our target for 2007/08.

14. Performance Summary

- 14.1 Performance in this report has been reviewed against 101 indicators reflecting the agreed council priorities. It sets out achievements, performance over time, comparative performance and direction of travel. Particularly good progress should be noted against our priorities of encouraging lifetime well-being, promoting independent living and delivering excellent services.
- 14.2 In summary the balanced scorecard shows that for service delivery 86% of indicators were on target or close to the end of year target as at the end of March '08. For 12 of the 15 (80%) customer focus measures, performance targets were met or close to being met. For financial health 26 of the 28 traffic lighted measures achieved green or amber status, meaning for 92.9% of indicators performance levels achieved target or were maintained at an acceptable level. Our organisational development /capacity indicators show that for 6 of the 8 (75%) measures, performance was met or was very close to expectation. Overall for 86% of indicators targets were achieved or were close to achieving target. In addition 87% of indicators have maintained or improved performance since the end of last year.

15. Recommendations

- 15.1 To consider and note performance information in this report

16. Use of Appendices

Appendix i. Balanced Scorecard/ End of year traffic light performance summary