

NOTICE OF MEETING

Overview and Scrutiny Committee

MONDAY, 3RD JULY, 2006 at 19:00 HRS - CIVIC CENTRE, HIGH ROAD, WOOD GREEN, N22 8LE.

MEMBERS: Councillors Bull (Chair), Cooke (Vice Chair), Bevan, Davies, Winskill, Jones and Newton

Co-Optees: Mr B. Aulsberry and Mrs. I. Shukla (REJCC non-voting representatives), Ms. C. Bhagwandeem plus 2 Vacancies (parent governors), L. Haward plus 1 Vacancy (church representatives)

AGENDA

1. WEBCASTING

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

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

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

2. APOLOGIES FOR ABSENCE

3. URGENT BUSINESS

The Chair will consider the admission of any late items of urgent business. (Late items will be considered under the agenda item where they appear. New items will be dealt with at item 13 below. New items of exempt business will be dealt with at item below).

4. DECLARATIONS OF INTEREST

A member with a personal interest in a matter who attends a meeting of the authority at which the matter is considered must disclose to that meeting the existence and nature of that interest at the commencement of that consideration, or when the interest becomes apparent.

A member with a personal interest in a matter also has a prejudicial interest in that matter if the interest is one which a member of the public, with knowledge of the relevant facts, would reasonably regard as so significant that it is likely to prejudice the member's judgement of the public interest.

5. MINUTES (PAGES 1 - 52)

To confirm and sign the minutes of the meetings of the Overview and Scrutiny Committee held on:

- i) 28 February 2005
- ii) 13 March 2005

6. DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS

To consider any requests received in accordance with Standing Orders.

7. LEADER'S ADDRESS

Councillor George Meehan, Leader of the Council

8. CHIEF EXECUTIVE'S ADDRESS

Dr Ita O'Donovan, Chief Executive

9. HEALTH AND SOCIAL CARE (PAGES 53 - 60)

(Report of the Director of Social Services and Housing) To present Health Overview and Scrutiny with an overview of health and social care in Haringey.

10. HTPCT FINANCIAL PLAN

(Report of the Overview & Scrutiny Manager) **To follow**

11. COUNCIL PERFORMANCE REPORT (PAGES 61 - 106)

(Report of the Chief Executive) To review 2005/06 service performance against the Council's basket of key indicators and to present proposed performance targets for the period 2006/07 to 2008/09.

12. SCRUTINY WORK PROGRAMME 06/07 (PAGES 107 - 120)

(Report of the Chair of the Overview and Scrutiny Committee) To identify suitable topics for scrutiny review and to commission from the list of prioritised topics, those to be initially carried out as scrutiny reviews this municipal year.

13. NEW ITEMS OF URGENT BUSINESS

Yuniea Semambo
Head of Member Services
River Park House
225 High Road
Wood Green
London N22 8HQ

Jeremy Williams
Principal Support Officer (Council)
Tel: 020-8489 2919
Fax: 020-8489 2660
Email: Jeremy.williams@haringey.gov.uk

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MEMBERS: Councillors *Bull (Chair) *Harris (Vice-Chair), *Bevan, *J Brown, *Davies, *Dawson, and *Winskill.

Co-optees: Mr. B. Aulsberry and Mrs. I Shukla (REJCC non-voting Representatives) Mrs. C Bhangwandeem plus 2 Vacancies (parent governors), L. Haward and 1 vacancy (Church Representatives).

* Members Present

**SC148. COMMUNICATIONS AND APOLOGIES FOR ABSENCE
(Agenda Item 1)**

None received

SC149. DECLARATIONS OF INTEREST (Agenda Item 2)

None declared

SC150. LATE/URGENT ITEMS OF BUSINESS

In accordance with Standing Order 32.6, as this was a Special Meeting, no other business would be considered at this meeting.

SC151 OVERVIEW OF THE TECH REFRESH PROJECT – a presentation by the Executive Member for Organisational Development and Performance (Agenda Item 3) and EXECUTIVE MEMBER QUESTIONS (Agenda Item 4)

As it had not been possible to provide written answers ahead of the meeting these were laid round. The Chair adjourned the meeting for 15 minutes to give Committee members the opportunity to read them.

The Executive Member for Organisational Development and Performance made a short presentation on the history of the Tech Refresh Project. Lessons were learned from this project and recommendations made by the District Auditor were being implemented.

The Committee considered the Exec Member responses to written questions (attached). In response to Members supplementary questions, the Committee was informed, amongst other things, that :

The original Tech Refresh budget was £9m. Current expenditure to date was £19.6m.

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The main reasons for the overspend were investigated by the District Auditor and the conclusions are set out in their report of January 06.

The E-Government Advisory Board and the Customer Services Working Group had been amalgamated.

Gartner carried out the original study into proposed IT enhancements in 2002. Deloitte drew up the architecture and specification and Northgate carried out the implementation work.

The preparatory cost of the project was £150k, this was separate to the budget.

The Section 151 Officer (the Director of Finance) had satisfied himself that there was not a conflict of interest in using Deloitte's on this project.

All aspects of the DA report were accepted and were being implemented.

It was confirmed that most of the officers who worked on the project were still employed.

Consultants were not able to commit or authorise payments on the project, on behalf of the Council.

The project was delayed in part due to procurement problems and because the hardware was robust but the software integration and networking raised problems.

The overspend became apparent in May 2003, but the need for major additional expenditure was identified in 2005.

Serious consideration was given to abandoning the project but due to the risk to Council systems and the loss of potential benefit, it was decided to make additional resources available.

The Executive Member of ODPM was briefed on the Tech Refresh project when he took up his portfolio.

A Value for Money review will be commissioned in June 2006, once the project had been completed.

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Scrutiny Committee Members were disappointed that the written answers were not circulated in advance of the meeting and at the level of response. During the course of questioning, further information was requested, including:

- A more detailed breakdown on project dates and member attendance at project meetings from December 2003.
- A copy of the original detailed budget for the project and detail on how additional was allocated and when.
- The identification of all contractors involved on the project and their role, in addition to Gartner, Deloitte and Northgate.
- Copy of the original report by Gartner, who proposed IT enhancements.
- Copy of the former Chief Executive and Director of Finance's written response to the overspend together with any documents thereon supplied to Executive Members
- A copy of the Terms of Reference of the further investigation, commissioned by the Leader
- That the written answers be expanded by the inclusion of the relevant sections of the DA Report and that they be re-circulated.

RESOLVED:

1. The time being 10.30pm, the Committee resolved that the meeting be adjourned until 2pm on 9 March 2006 and that necessary arrangements be made by the Head of Democratic Services.
2. The information requested, including the revised Questions and Answers, be circulated prior to the meeting.

At the reconvened meeting on 9 March 2006, at 2pm, the following Members of the Committee were present:

MEMBERS: Councillors *Bull (Chair) *Harris (Vice-Chair), *Bevan, *J Brown, *Davies, *Dawson, and *Winskill.

Co-optees: Mr. B. Aulsberry and Mrs. I Shukla (REJCC non-voting Representatives) *Mrs. C Bhangwandeem plus 2 Vacancies (parent governors), L. Haward and 1 vacancy (Church Representatives).

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* Members Present

SC152 COMMUNICATIONS AND APOLOGIES FOR ABSENCE

Apologies for absence were received from Mr. B. Aulsberry and Mrs. I Shukla.

**SC153 OVERVIEW OF THE TECH REFRESH PROJECT
(*RECONVENED ITEM*) – a presentation by the Executive
Member for Organisational Development and Performance
(Agenda Item 3) and EXECUTIVE MEMBER QUESTIONS
(Agenda Item 4)**

The Executive Member for Organisational Development and Performance (OD&P), Councillor Sulaiman, was thanked for providing answers given to him by the Committee (these can be found at Appendix A to these minutes - below). He then gave answers to supplementary questions put to him by Councillor Winskill as follows:

Q To supplement the written answer to his question 1, Cllr Winskill asked when the project scale was increased from 2500 assets to 4700?

A Justin Holliday (JH) replied that he was not sure where the 2500 figure originated from. The reason for the increase in assets was because throughout the life of the Tech Refresh project, the number of users had increased.

Q How much consultation went on in relation to the whole Tech Refresh project?

A JH replied that it there was relatively little consultation undertaken because there was no integrated framework to do so the pre-Tech Refresh period.

Q In respect of page 28 of the Gartner Report (May 2003), how much work was done to overcome the pitfalls of delays in the network, which made performance appear to be slow? What was done to solve these problems?

A Councillor Takki Sulaiman (TS) replied that the understanding was that access speed was not bad and that it was subject to regular inspections. There is a quality of management as opposed to programme choice. JH stated that they needed to ensure there are thick clients to ensure consistency in speed. There was network speed information available and he was satisfied that everything was done to overcome problems.

Q To supplement the written answer to his question 3, with reference the summary financial position (as at May

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2005) for the Tech Refresh project, how is “delivery” (costed at £7.2m) defined?

A JH replied that remedial action had contributed to extra spending on the delivery of the project.

Q To supplement the written answer to his question 4, when did the project leader leave the Council?

A JH did not re-call the exact date, but indicated that it was before the election of the current Executive Member for OD&P. Deloitte took over prior to bringing the project back to an in-house project management set-up. There was a full handover at this time.

Q To supplement the written answer to his question 8, how far did the previous Executive Member for OD&P get involved in the Tech Refresh project?

A TS replied that there was clear guidance on where the Executive Member and lead officers took part in the project. He stated that some meetings took place in private and were not minuted and that this was appropriate.

The Chair of the O&S Committee asked when the spending levels for the project became a policy issue and the Executive Member get involved – and if he was given proper advice? TS replied that the expenditure was reported through normal Council procedures. TS admitted that the reporting to Members was not as strong as it should have been highlighting the need to strengthen project management mechanisms by reporting directly to (Executive) Members. TS talked about a new regime to report any expenditure above £25k that had recently been introduced, but that this was not the case at the time of the early stages of the project.

Councillor J Brown asked if there was an advisory committee/steering group in place and why was the e-Government Advisory Committee (eGAC) not involved in the Tech Refresh? TS replied that this committee was disbanded in July 2005 in order to bring together the e-Government and Customer Services themes. The eGAC was concerned with government target setting. The Customer Service Working Group subsumed all of the work of the eGAC and reports to the Executive in an advisory capacity. It receives a full progress report on Tech Refresh. TS indicated that in February 2006, a new group was commissioned to address all issues relating to the progress of the project.

Councillor Winskill suggested that there was no evidence that the previous Executive Member for OD&P took an active role in the progress of the project. JH replied that there was no need to disclose information from private

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meetings. Numerous meetings took place between officers and Executive Member on a day-to-day basis and these were not minuted.

The Committee felt that it was not necessary to invite anyone other than the current Executive member and lead officers to address the Committee's concerns.

Q To supplement the written answer to his question 12, the Committee was asked to consider requesting the Executive for Finance to provide an audit trail on expenditure relating to change requests during the project.

A JH replied that the project did not exceed agreed budgets at point it was at. There were no audit trails available.

Q To supplement the written answer to his question 17, there was a request to clarify the answer with an update to change management.

A JH provided clarity.

Q To supplement the written answer to his question 20, can the District Auditor answer the question of why overspend was not picked up during its investigations? Also, Councillor Bevan asked if the District Auditor had requested an audit, and how many times the Audit Committee met, and what was its role in the project?

A JH replied that there was a rolling programme of work for the Internal Audit, and that liaison at Member level with the District Auditor took place in July 2005.

Q To supplement the written answer to his question 23, why were there no staff disciplinarys or blame?

A TS replied that this was always an issue when things go wrong. District Auditors were brought in to find out who made/where decisions were made. There was not one member of staff to blame because there was too wide a failing/systemic problems. JH added that it would be the Head of Paid Service who would decide on disciplinary procedures. JH also added that the findings of the District Auditor's report highlighted the issues relating to blame (Audit Commission Performance Summary Report January 2006 para.34).

The Committee was advised by the Legal Services Representative, that if it wished to discuss the conduct of specific individuals in relation to the project, then it should consider passing a motion to hold that part of the meeting in private under the exemption clause. The Committee declined to take this route of action.

TS added that the responsibility and accountability for the success and failings of the project rested with the

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Executive, and confirmed that it was essentially the Executive's failings that prevented adequate project management systems in place.

The Committee thanked Councillor Winskill for his questions and the Chair invited questions from other Members of the Committee.

- Q Councillors Harris and Bull (Chair) stated that they were keen to see that in future, in order to avoid systemic failings, there are robust systems in place. Members need to be assured that there is a formal body which will provide an update on the Tech Refresh project and stem the overspend.
- A TS replied that Members were not kept informed adequately, but that a new system to remedy this was now in place since it had been ratified by the Executive on 21 February 2006. This system will ensure that problems are not repeated, because there are safeguards above spending levels of £25k. All of the Council's existing and future projects are/will be subject to these new mechanisms.
- Q To supplement the written answer to his questions 24 and 28, why did it take three months to request an investigation by the Audit Commission?
- A JH replied that the decision was made at the end of June 2005 and formally approved in July after all options were considered.

There was a point of order requested by Councillor Dawson in relation to requests for information obtainable under the Freedom of Information Act. The Committee was advised by the Legal Services Representative that applications for Freedom of Information requests were dealt with by respective departments and that certain information was restricted under Section 36 of the Act.

- Q Councillor Davies asked if the Head of Paid was intervening to curb the overspend in the period between realising the overspend, and inviting the Audit Commission to investigate?
- A TS replied that there had been numerous discussions with the Chief Executive, senior officers and Members at all stages of the project.
- Q To supplement the written answer to his question 33, can clarity be given on how many reports were produced relating to the project overspend.
- A JH clarified that there was the District Auditor's Report, a Value for Money Report, and that a post-Review would

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be necessary from the Executive Member assessing whether the project had delivered value.

Q Councillor Davies asked who would be conducting a Member/Officer interface review.

A TS replied that this would be undertaken by external consultants led by the Head of Paid Service.

The Committee thanked Councillor Winskill for his questions and the Chair invited supplementary questions from other Members of the Committee.

Q To supplement the written answer to her question 43, Councillor J Brown asked if the Executive Member was satisfied that this sort of systemic failures could not happen again.

A TS replied that there was now a much more robust system in place that would mean that a repeat of past failings was much less likely than in previous times.

RESOLVED:

The Committee noted that:

Part 1

- 1.1 IT is an ancillary service that relates to the operational performance of each Council business unit.
- 1.2 The *Tech Refresh* project was budgeted to cost the Council £9million but has cost the Council £19.6million.
- 1.3 The Audit Commission has investigated the *Tech Refresh* Project and published a report, dated January 2006, which the Overview & Scrutiny Committee welcomed.

The Overview & Scrutiny Committee concluded that the *Tech Refresh* overspend raised these questions, that have been fully answered by Audit Commission report, January 2006, and the Executive Member for Organisational Development & Performance:

Part 2

- 2.1 The IT provision throughout the Council.
- 2.2 The objective of the *Tech Refresh* Project.
- 2.3 The *Tech Refresh* Project implementation process.
- 2.4 The level of the overspend.
- 2.5 The items and services upon which the *Tech Refresh* budget and overspend were spent.
- 2.6 The responsibility and control for authorising budgets and the overspend.
- 2.7 The level of reporting to and control over the project implementation and budget authorisation carried out by the Executive Members for Finance and Organisational Development & Performance.

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- 2.8 Future processes for validating project budgets.
- 2.9 Future processes for project assurance in terms of the continuing business case, technical standards and quality and whether the users specifications are met.
- 2.10 Future processes for budget authorisation and monitoring by the Executive Member for Finance.
- 2.11 The appropriate level of delegation to officers and the mechanisms for reporting to Executive Members and Councillors.

The Overview & Scrutiny Committee further concluded that the progression of the *Tech Refresh* project raised these questions, which have not yet been fully answered. Executive Members should report back to Overview & Scrutiny Committee on these issues:

Part 3

- 3.1 Future processes for ensuring that officers report to Executive Members on projects, the project control by Executive Members and the project review by Executive Members.
- 3.2 What is being done to implement of the recommendations in the Audit Commission report.
- 3.3 A report back on the outcome of any future follow-up meeting between the Council and the Audit Commission.
- 3.4 The final operational impact of the *Tech Refresh* project once it is complete. This should cover an assessment of the value for money of the *Tech Refresh* project.

INFORMATIVE

In reaching the above decisions, Councillors Davies and Winskill were noted as voting against 2.6 and 2.7 because they felt that these recommendations should have come under Part 3 of the decision.

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APPENDIX A

**Special Overview And Scrutiny Committee
Thursday 9th March 2006**

**Overview of the Tech Refresh Project
Questions to Cllr Sulaiman**

Introductory comment

Members of the Committee have now received a presentation about the project and at the first part of the meeting last week, an initial opportunity to review the answers to the questions put to me. The matters set out in the questions have been the subject of a thorough external review, commissioned by the Council, conducted by the District Auditor. The District Auditor's report was received by the Executive in open meeting on 18 January 2006 and the action plan in response to this reviewed was considered and agreed at the Executive on 21 February 2006.

Given this and in order to assist the deliberations of the Committee, the answers set out in this document cross reference to the District Auditor's review and the other documents in the public domain. Given the additional time afforded by the Committee's decision to reconvene, I have attempted to provide a more comprehensive set of answers in one place. However, this was a big and complex project and there are points where a cross reference to another document is necessary.

The background documents to which I have cross referred are:

- Executive report June 2003 – "Technology Refresh", which gave authority to proceed and has the independent Gartner review appended to it. (Two documents)
- Executive Report 14 June 2005 – "Financial Planning Update"
- Council 18 July 2005 - Answer to written question 16
- District Audit Report January 2006 – "Review of Project management"
- Executive Report February 2006 – "Project and Programme Management – Response to the Audit Commission review"

Questions are shown in italic with the answers in standard font. The extracts from other reports are shown on boxes. I have attached at Appendix 1 to the answers the Action Points from the first part of the meeting to either answer them or cross refer to how they have been addressed in the main report.

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Questions from Cllr Winskill

Project commissioning and budget process

1. Why was the project commissioned? What were the overall objectives of the project and what did it hope to deliver?

This is set out in the report to the Executive on 10 June 2003 and in the presentation to this Committee last week.

Original Objectives

- Replace a time expired infrastructure, upgrading to new technology for
 - Network
 - End User equipment
 - Servers
 - Operating system and Applications including email
 - Physical Locations
- Establish a physical and technical environment which is less likely to fail and provides effective business continuity in the event of a disaster
- Promote a more flexible infrastructure which allows staff to work in any Council building, allows 'hot desking' and reduces the cost of office moves
- Reduce the on-going cost of managing the infrastructure with key elements, such as desktops, having extra lives
- A modern infrastructure which enables joint working with our partners, compliance with national standards, enables mobile working and supports e-government.

Additional objectives

- Increased security to reduce risk from active and emerging threats
- Improved network connections to over 100 smaller sites
- Increase and systematise the data storage available due to the increase in electronic data stored by the Council resulting from successful implementations of E-Government initiatives
- Absorbed the 25% increase in established usage from 3,800 to over 4,700 assets
- Delivered project development in parallel with deployment and build of new infrastructure due to urgent business need. These included:
 - Siebel 7.7 upgrade
 - Manhattan implementation
 - Modern.Gov
 - SAP Supplier Relationship Management which included 1-1 support during the training phase.

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- Web casting

Project scale

- over 4,700 assets
- over 300 applications
- 45 terabytes of data storage
- 74 sites on WAN or LAN and 140 on broadband
- two data centres with over 300 servers
- all in the context of:
 - nearly 2000 business as usual change requests over the deployment period
 - extensive office move programme

2. How was the project budget developed?

This formed part of the District Auditor's review and the conclusions are set out in paragraphs 21 – 23 of his report:

Para 21	The original project for the budget was reported to the Council's Executive in June 2003, with capital costs of £5.3 million and 'upfront project costs' of £3.7 million, funded from a mixture of capital and revenue sources.
Para 22	There is no evidence that the Project Initiation Document (PID), on which the budget was based, was prepared with appropriate input from Corporate Finance. In addition, reliance appears to have been placed on the review carried out by external consultants, referred to above, as an independent validation of the original budget. However, there is no documentary evidence that the review commented on the robustness of the Council's costing of the project, nor indeed had such assurance been commissioned in the terms of reference for the review.
Para 23	It would appear, therefore, that the initial budget for the project was not subject to adequate challenge. The finance comments in the June 2003 report to the Executive did not provide a view as to whether the costings were soundly based, but noted that savings of £1 million per annum had been assumed in financial plans.

The criticisms set out above have been addressed in the Executive's action plan of 21 February, in response to recommendations 1 and 2 (which

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introduce tighter controls over budget setting) and recommendation 7 (which sets out the approach to external challenge and validation of project proposals).

3. Please submit to this Committee the original budget and the current revised one with a commentary indicating where the changes are and the financial value of those changes.

The amendments to the project budget were reported to the Executive on 14 June 2005. This formed part of the District Auditor's review and the conclusions are set out in paragraphs 24 – 27 of his report:

Para 24	Once under way, the project suffered from major cost overruns. As reported in the Executive Member Briefing of 10 May 2005 by the ACE, by August 2004 the overall project budget had increased from £9 million to £12.7 million, and the overall estimate stood at £24.6 million by April 2005. The external partners absorbed some £5.5 million, resulting in a revised estimate of £19.1 million, still more than twice the original budget.
Para 25	According to the ACE briefing, the increased expenditure primarily occurred in the 'people costs' of the project, specifically: <ul style="list-style-type: none"> • the decision to engage external consultants as providers of change management resource given the inability of Council officers to provide the inputs assumed in the PID; • additional complexities identified during detailed planning, leading to further expenditure on design; and • original and material poor scoping of the work.
Para 26	Our audit has identified additional people costs incurred through change management and change requests as the two areas resulting in significant additional costs to the project. It is clear that the original budget was based on incorrect assumptions as to the cost of the change management requirement, and the overall complexity of the scheme.
Para 27	In November 2005, the Council identified further potential slippage and subsequently additional costs on the tech refresh project. There remain concerns, therefore, that the current budget may not yet be sufficiently robust.

The criticisms set out above have been addressed in the Executive's action plan of 21 February, in response to recommendations 3 and 4 (which cover change control procedures) and recommendation 10 (which covers reporting to project boards).

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The full budget trail is set out below.

Summary financial position (as at May 2005)

£'m	Original budget June 2003	Revised budget Aug. 2004	Estimate April 2005	Current estimate, following remedial action	Variance	Notes on variance
People costs						
Solution architecture	1.5	2.3	3.3	2.8	1.3	1
Change	0	1.2	3	1.7	1.7	2
Delivery	0.9	2	10.9	7.2	6.3	3
	2.4	5.5	17.2	11.7	9.3	
Hardware & software costs						
Hardware	3.7	4.8	5.1	5.1	1.4	
Software	1.6	1.6	1.3	1.3	-0.3	
Data centres	0.7	0.7	0.4	0.4	-0.3	
Other	0.6	0.1	0.6	0.6	0	
	6.6	7.2	7.4	7.4	0.8	4
Total	9.0	12.7	24.6	19.1	10.1	
Funding						
Leasing budgets	2.6	2.6	3.5	3.5		
Infrastructure budgets	0.4	1.1	1.3	1.3		
Leasing of assets	5.3	5.3	5.5	5.5		
Infrastructure reserve	0.0	2.0	2.0	2.0		
Other	0.7	0.7	0.8	0.8		
Shortfall	0.0	1.0	11.5	6.0		5
	9.0	12.7	24.6	19.1		

Notes

Explanation of variances

1 The cost overrun in this area is a function of three factors: extension of time, the provision of programme management between August 2004 and April 2005 and additional complexities (in terms of number of sites and volume of applications) revealed during the detailed planning.

2 Change was originally intended to be a Council function. The cost over run is because this had to be performed by Deloittes.

3 The cost overrun in this area is a function of three factors: original and material misscoping of the work by Northgate, additional complexities (in terms of the number of sites and volume of applications) revealed during the detailed planning and the expert resource we have had to bring in to deliver on the designs.

4 The cost overrun in this area is primarily due to additional hardware requirements, a function of the number of applications to be run in the citrix environment.

5 The report to the Executive on 14 June 2005 set out proposals on how this shortfall would be funded for agreement.

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Notes on remedial action

The remedial action has reduced the anticipated total cost by £5.5 million. Additional costs of £4.1 million to the Council direct offset by, in the case of:

- 5 Deloitte's revenue forgone of £1.5 million and write offs of ££0.3 million.
- 6 Northgate revenue forgone of £5.5 million and write offs of £2.3 million.

It is also worth noting that the revised budget was reported to Council, as part of a written answer, on 18 July 2005, which is attached.

4. In view of the IT industry's notorious reputation for overspend, what precautions were taken to minimise any overspend on this project?

This formed part of the District Auditor's review and the conclusions are set out in paragraphs 37 - 48 of his report:

Para 37	Responsibility for controlling the project budget rested with the ACE, the Head of ICT and the Project Leader. The Project Leader, who has left the Council, had day-to-day control of budgets. From the documents available to us, it is unclear how budgetary control was exercised.
Para 38	Until recently, the Highlight Reports adopted as the primary mechanism for reporting to the Project Board lacked any financial information, with budgets being reported only in terms of days used. That being the case, where budgeted days were reported as overspent, there was no acknowledgement of the financial implications of this within the accompanying notes. By September 2004, the Highlight Reports had ceased to provide even the information on days spent.
Para 39	The project has also suffered from a lack of profiling of costs, to enable the budget to be monitored against key deliverables and stages. There is no evidence of a coherent process for 'sign off' of budgets at pre-determined milestones. As a result, although actual expenditure could appear at times to have been in line with the current estimate, it was not sufficiently clear what had actually been delivered for the spend to date.
Para 40	Highlight Reports now provide summary financial information clearly setting out the actual spend to date against the authorised budget, along with a forecast of the final position. Arrangements have been further strengthened by the inclusion of a representative from Corporate Finance on the Project Board. Had this been the case from the outset, the weaknesses in financial monitoring information in Highlight Reports may have been addressed at an early stage.

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Para 41	As noted above, the ACE's May 2005 briefing for Members identified that 'people costs', largely funded from revenue budgets, were the primary area of cost overrun. The Council has well established procedures for monitoring performance on revenue budgets, involving the compilation of monthly reports by business unit managers, which are independently reviewed by Corporate Finance before the production of summary reports for discussion at chief officer level and the bi-monthly Finance and Performance (F&P) Reports to Members.
Para 42	From these reports, it became apparent that the project was experiencing significant difficulties in containing costs within the original budget. However, as these costs were associated with a one-off, major capital project, the discussion of the issues arising appears to have occurred outside of the standard budgetary control procedures, at the level of the Chief Executive's Management Board.
Para 43	The existence of a substantial earmarked reserve, the IT Sinking Fund, provided a contingency which could be drawn upon. Also, at the same time as the extent of the overspend on the project was becoming clear, the Council was recording an underspend on its other revenue budgets against. The overspend of £2.9 million was offset against the IT sinking fund and expected revenue underspends.
Para 44	In addition to the changes to Highlight Reports, greater clarity has now been introduced to budget monitoring at the corporate level. This is reflected in the current forecast of additional spending on revenue costs which, while of itself an indication of continuing issues with the realism of the budget, is also indicative of greater transparency in the financial management of the project.
Para 45	It is essential that, for a project of this scale and strategic importance, financial reporting at the corporate level provides the Council's leadership with clear and concise financial information. The primary sources through which Members could be updated on the financial position of the project were the F&P Reports and reports to the E-Government Advisory Committee (EAC).
Para 46	<p>Review of the financial content of a sample of EAC reports found that:</p> <ul style="list-style-type: none"> • at the early stages, a brief comment that expenditure was being contained; and • at the later stages, when the difficulties were apparent to officers, no mention of the financial position of the project.

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Para 47	The reports prepared in 2005, such as F&P reports and the May ACE briefing, demonstrate confusion over the true picture of costs, with varying levels of over and underspends being reported. F&P reports also provided inadequate information about the Tech Refresh. As late as February 2005, the report stated that the Chief Executive's department, which hosts the revenue element of the project budget, had a projected underspend of £0.4 million (as reported in April 2005). As noted above, the June 2005 outturn report identified a £2.6 million overspend for the department, including £2.9 million additional Tech Refresh costs.
Para 48	As noted above, the Council's overall underspend on the General Fund enabled the Tech Refresh overspend to be absorbed within the overall Consolidated Revenue Account for 2004/05. This was reported to Members via the 2004/05 annual accounts and the June 2005 outturn report. However, major increases appear to have occurred in the project estimates without the formal virements being made or reported, and the Council needs to review its procedures in this regard

The criticisms set out above have been addressed in the Executive's action plan of 21 February, in response to, in effect, all of the recommendations which, in different ways, are developments of our project and programme methodology. Members may wish to note that the project and programme methodology in place, even before the District Auditor's recommendations, has been substantially improved over that in operation in 2003.

5. Who developed the budget: was it done in house, out of house or a combination.

This formed part of the District Auditor's review and the conclusions are set out in paragraphs 21 – 23 of his report (see under question 2).

The production of the budget involved consultants and Council officers. Further information is set out under question 6.

6. Please indicate (if appropriate) the consultants used by Haringey to develop the project?

This formed part of the District Auditor's review and the conclusions are set out in paragraphs 21 – 23 of his report (see under question 2).

The consultants involved in the preparation were Northgate and Deloitte. Independent review of the plans and proposals was carried out by Gartner.

7. Are their fees included in the overall cost of the project?

No. It is not normal practice in the Council to include project preparation costs

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in project budgets. As indicated at the 28 February meeting, the pre-project fees were approximately £150k.

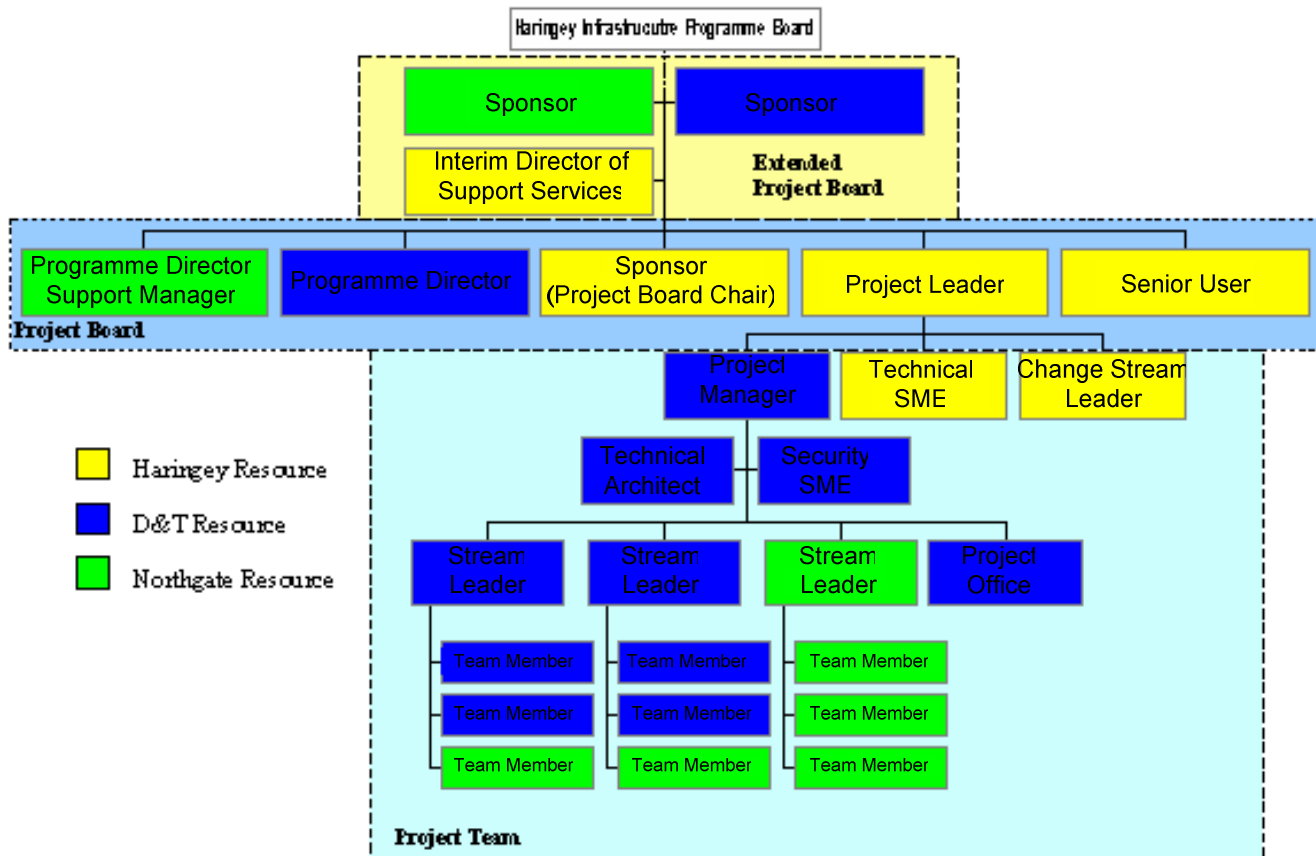
8. How many meetings did the (then) Lead Member attend to discuss the progress of the commissioning phase?

The project was agreed by the Executive on 10 June 2003. The project was precluded in a report to the Executive on 18 June 2002 and was considered by the E-government Advisory Committee on 17 April 2003.

Appendix 2 shows the membership and frequency of the e-government advisory committee from 2002.

9. Who (in-house) comprised the project team?

The initial project structure is set out above paragraph 15 of the District Auditor’s report:



10. When was the project signed off and the budget agreed?

At the Executive on 10 June 2003.

Project implementation

11. When did the Tech Refresh project start the implementation phase?

After the meeting of the Executive on 10 June 2003.

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12. *Outline the management controls and procedures that were set up to run the project? How well were they adhered to?*

This formed part of the District Auditor's review and the conclusions are set out in paragraphs 28-36 of his report. The report considers project assurance and change requests.

Para 28	<p>Project assurance is the independent monitoring of the project progress and management on behalf of the Project Board to ensure the project is being well managed. The three main areas of project assurance are as:</p> <ul style="list-style-type: none"> • business: monitoring the business case, business risks and expenditure; • technical: monitoring the use of standards and the quality of products; and • user: monitoring that the end product continues to meet the user's specification throughout its development.
Para 29	<p>There has been little project assurance to date and it is not clearly defined within the project initiation document. As a consequence, it is unclear how the project board has ensured an ongoing robust independent overview of the project.</p>
Para 30	<p>'Scope creep' is a change or growth to the original project and within large complex projects an element of this is reasonable. Should this occur, the project manager and board should work effectively to manage changes so as not to affect the project timelines and budget. From an early stage, there has been little challenge to scope creep within the Tech Refresh project. There is no clear audit trail of robust challenge through questioning of needs and wants, for example through the Project Board minutes, nor identification of the business benefit of change and the underlying issue making the change necessary.</p>
Para 31	<p>The process for managing and authorising project change requests gives rise to a number of concerns. It is unclear what level of challenge was provided on behalf of the Council. Whilst the project board does not need to see all change requests, it needs to be aware of the overall quantum of changes and key individual items. It is clear that the Council's Project Leader was able to authorise a significant amount of change requests before any form of scrutiny was applied. A number of change requests do not have a business sponsor. This suggests that the level of segregation between request and authorisation was not adequate. A significant weakness identified in this area is that a number of change requests have been submitted and approved retrospectively.</p>

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Para 32	The lack of clarity around the status and control of change requests appears to have been a factor behind the cost overruns incurred by the project. The PID states that 'any changes or deviation to the project that will impact on project timescales or budget will require a change request to be authorised before work will be scheduled or undertaken or curtailed.' Change Request Forms are to be submitted to the Project Leader or Project Board 'as appropriate', without clear definition of what the 'appropriate' circumstances are.
Para 33	<p>To date, some 140 change requests have been raised on the project, with a cumulative value of some £7.1 million (excluding £113,000 of cancellations). Our review of a sample of the change requests provides evidence that the appropriate control was not exercised. Examples we identified included:</p> <ul style="list-style-type: none"> • four requests account for £4.7 million of the changes, including £2.6 million for additional external support and £1.9 million for additional change management resources. It would be reasonable to expect changes of this magnitude to be considered at Project Board level, but the audit trail for any such discussions is lacking; and • retrospective requests, for example, £32,000 for the costs of running an information stall at the Council's 2004 Summer Event.
Para 34	It is essential to establish tolerance levels from the outset of the project – no project ever goes fully to plan and the project manager needs to have a clear understanding of when to escalate issues to the Project Board. Even with a good plan, elements will go astray. Tolerance is the permissible deviation from the plan without bringing the deviation to the attention of the next higher authority within the management structure. The two elements to tolerance are most commonly time and cost.
Para 35	No clear predefined limits or tolerance levels have been laid down within the project. As a consequence, escalation of problems and issues appears to have been taken in an informal way or not at all. It is not clear whether a number of these issues were hidden, ignored or just not acted upon appropriately at an early stage or most probably a mixture of all three.
Para 36	The status of change requests in terms of their impact on the project budget is also unclear. Finance officers have indicated that any additional costs arising from such changes need to be covered from existing allocated budgets, unless a virement is authorised by the Chief Accountant. However, the scale of additional costs arising from Change Requests, coupled with the absence of any reported virements to the project up to April 2005, would suggest that project staff were not sufficiently aware

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	of this procedure.
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The criticisms set out above have been addressed in the Executive's action plan of 21 February, in response to, in effect, all of the recommendations which, in different ways, are developments of our project and programme methodology. Members may wish to note that the project and programme methodology in place, even before the District Auditor's recommendations, has been substantially improved over that in operation in 2003.

13. Please list the members of the Project Management Board and list their attendance at meetings.

This formed part of the District Auditor's review and the conclusions are set out in paragraphs 15 of his report:

Para 15	An essential requirement of project board members is regular attendance at board meetings to ensure a robust decision making process is in place. Strong commitment from all members of the project board is essential to ensure that the appropriate lines of responsibility, accountability and reporting structures are in place and effective. This has not been the case, with poor attendance by some board members whose remit was to represent the Council's interests.
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It is not normal practice to provide details relating to individual members of staff in open meetings.

The criticism set out above have been addressed in the Executive's action plan of 21 February, in response to, recommendation 6 (corporate finance representation) and 8 (robustness of the project board).

14. Were outside consultants used to simply help run or did they fully run the project?

The project structure is set out above paragraph 15 of the District Auditor's report (see question 9). This shows whether individuals were from the Council or external partners and clearly shows that the Council retained overall responsibility for the project.

15. Please tell this Committee how many reports to the lead member were received in 2003, 2004 and 2005.

It is not normal practice to comment on the activities of Executive Members in fulfilling their portfolio responsibilities other than where there are formal processes under the constitution. The formal governance of the project was charged in 2003 and 2004 to the E-government Advisory Committee which received reports on a regular basis.

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Appendix 2 shows the membership and frequency of the e-government advisory committee from 2002.

16. It was due to finish in October 2004: please list all the factors that have prevented this from happening.

This formed part of the District Auditor's review and his conclusions are set out through the report. The budget break down set out above (under question 3) provides an explanation of the cost overrun and the delay.

17. The Audit Commission refers to change management and variation orders as factors in the cost over runs. Please explain what these are and give the Committee some examples.

The position on change management is set out under note 2 of the budget analysis, namely: "Change was originally intended to be a Council function. The cost over run is because this had to be performed by Deloittes."

The changes to the project were governed by change requests. The reasoning is set out above in the budget analysis, under question 3.

18. When did it become first apparent that the project was starting to overspend?

This formed part of the District Auditor's review and the conclusions are set out in paragraphs 37 - 48 of his report (above under question 4). The reasoning and timing is set out above against the budget analysis (see question 3).

19. How was this information relayed (and when) to the Lead Member?

The formal reporting to members is set out in the answers above (question 15). The position on the reporting of the scale of the potential overspend is set out under question 24 and 25.

20. Did Haringey's auditors pick up the overspend, if so when?

This question would need to be addressed to the District Auditor. To our knowledge, the District Auditor did not have concerns prior to our request to carry out a review.

The internal audit service, in its programme of work agreed by the Audit Committee, also did not identify any issues.

21. What actions were taken by the lead member and/or the Project Management Board to get the project back on course?

This formed part of the District Auditor's review and the conclusions are set out in paragraph 10 of his report:

Para 10	The Council is now taking action to exercise greater control over this project. Actions include commissioning this review in order
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	<p>to learn lessons both for managing this project to its conclusion, as well as for other significant schemes, tightening project management and enhancing financial information. The Finance and Performance report to the November 2005 Executive suggests that there is further potential slippage and additional costs over budget to be incurred on the project in 2005/06. The Council needs to exercise tight financial control over the remaining life of the project, as well as applying the lessons learned to both this and other schemes.</p>
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The response is further amplified in the answer to question 25.

22. Who was responsible for appointing a level 2 officer to take financial responsibility for this project, against accepted best practice?

The allocation of staff resources to deliver the Council's objectives is a matter for the Head of Paid Service. The District Auditor's views, set out at paragraph 16 of his report, are clear and were agreed by the Executive on 21 February 2006.

Para 16	<p>The Tech refresh project was and remains a significant risk for the Council. The project sponsor is the ultimate Senior Responsible Officer for project approval and support and for ensuring that the overall strategic direction of the project is maintained. It would be expected that with a project of this size and risk the project sponsor would have been an executive board member of the Council. However, this was not the case, the project sponsor being the Head of ICT, a second tier officer.</p>
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23. Have there been any staff disciplinary proceedings as a result of the project overspend and over run?

No.

24. Was the chief executive made aware of the problems with the project? If so when was he made aware?

The Chief Executive was kept briefed through the life of the project through normal management processes, namely monthly budget management, 1:1s and programme management processes and the performance appraisal process. The scale of the potential overspend became clear in April 2005 and the Chief Executive was promptly informed.

25. Did David Warwick offer any advice, cautions or suggestions about how the Lead member should respond to the looming crisis? If given, what was the advice? When was this advice given? Was the advice acted on?

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It is not normal practice to comment on advice given to Executive Members in fulfilling their portfolio responsibilities other than where there are formal processes under the constitution. In addition I was not the relevant Executive Member at the time. However, the advice and the response was to bring the project in-house and the fact that the project is now substantially complete demonstrates that this was the right thing to do.

26. Under exactly what circumstances did the previous project manager depart? Did he resign? If so, was there a financial pay-off? If so, what was the cost to the council?

It is not normal practice to provide details relating to individual members of staff in open meetings so further personal information is not being made available.

27. In view of the scale of the overspend, is the lead Member satisfied that it can be accounted for by management failures or did he ever consider the possibility of fraud? If so, what was done to look at this possibility?

As the Leader made clear in his answer to Council on 6 February 2006 there is no suggestion that this overspend is due to fraud. The Council's normal processes in this regard has applied and, further to this, the project has been comprehensively reviewed by the District Auditor.

The Audit Commission report

28. When was the decision made to ask the Audit Commission to investigate this project?

July 2005.

29. How many other Haringey projects (IT and non-IT) been reviewed by the Commission?

The District Auditor determines his work programme on an annual basis. The programme and its product is regularly reported to the Council's Audit Committee.

30. Who made that decision and on whose advice?

The Leader and Lead Member (ODPM), in discussion with the Interim Chief Executive.

31. Who (internal and external to Haringey) were interviewed by the Commission?

The District Auditor's methodology is set out in paragraph 6 of his report.

Para 6	The review was carried out through: <ul style="list-style-type: none">• A review of key documents; and
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	<ul style="list-style-type: none">• Interviews with key officers involved with the project. This did not include former employees or external partners or consultants.
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Post Commission report

32. What controls are now in place to ensure that best practice is now being followed and that these failures cannot happen again?

This is set out in the report to the Executive dated 21 February 2006, in response to the District Auditor's report.

33. The Audit Commission says (Para 9) the "The Council cannot demonstrate that the full additional £10m costs represent value for money." Does the Lead member believe that to be the case?

The views of the Executive have been comprehensively expressed by the Leader in his oral answer to Council on 6 February. Since this was an oral answer, I will quote:

"Let me take some time unpicking what the District Auditor has to say about value for money. The Auditor says, and I quote:

"the Council cannot demonstrate that the full additional [...] costs represent value for money"

Interesting words. Interesting because of some small words. Interesting that by using the word "full" the District Auditor is clearly accepting that at least some of the additional costs represent value for money. Interesting that, in my view, the District Auditor has missed out an important word. Of course we cannot yet demonstrate that the project has delivered value for money because when the District Auditor did his work the project wasn't finished. Tonight, Mr Mayor, I will make a clear commitment. There will be a full post implementation review. I am charging my Executive Colleague, Councillor Sulaiman, to oversee that review. And the review will carefully consider whether the project has delivered value."

34. What has been done to ensure clear audit trails?

The audit trails around, for example, finances, decisions and boards are clear and the Post Implementation Review will use this information. The information is stored within the Project Management Office and the Council's financial systems.

35. How much has it cost the council to review its management procedures in the light of the Audit Commission report?

The cost of the review reported to the Executive on 21 February 2006 was, with the exception of the District Auditor's review, primarily based on officer time.

The future

*36. What is the current **total** cost of the IT Tech refresh project, from its*

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inception to date, including costs absorbed by suppliers?

The relevant cost is the cost to the Council. This was re-budgeted in May 2005 (and agreed by the Executive on 10 June 2005) to £19.1m.

37. What is the likely /budgeted final cost likely to be?

This Committee is aware, from my written answer to a question (based on the Finance and Performance report to the 1 November Executive) asked at your meeting of 24 October 2005, that there was a risk of a £0.5m overspend on this year's costs. This risk has largely crystallised so the projected spend this year is £5.5 million.

38. How will the Lead Member go about measuring whether the project has delivered what it set out to and will; he report this back to this Committee?

A full post implementation review will be carried out. This will be reported to the Executive. The agenda for this Committee in the next municipal year is clearly a matter for the Committee.

The purpose of the post implementation review will be to review the benefits realisation, assess value for money and to establish any specific or general learning points. I will be working on the terms of reference of this piece of work so that we are ready to commence the review early in the new administration.

Questions from Cllrs Hoban and Davies

39. Can he please confirm the chronology of events which led up to the council's decision to ask the Audit Commission to undertake an investigation into the Tech Refresh project.

Please see Appendix C.

40. Who made the decision to commission the investigation and when?

See above (questions 28 and 29)

41. Could he confirm the exact role/s Deloitte has played in the Tech Refresh project, and does he consider that their role as the council's contracted auditor could be seen to represent a conflict of interest?

The role of Deloitte is clearly set out in the report to the Executive on 10 June 2003. A different part of Deloitte is the Council's internal auditor. The s151 (Director of Finance) officer satisfied himself at the time of contract award that the appointment did not represent a conflict of interest and it is my understanding that there is no reason to believe that it did or does represent a conflict.

Question from Cllr Dawson

42. It is my understanding that the IT budget does not exist as a service in its

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own right but that it relates to the operational performance of each and every Council directorate and business unit, therefore could the Executive Member for Organisational Development and Performance provide information on:

- *IT provision (hardware and software) per Directorate*
- *Number of IT users per Directorate*
- *The assessments that have been carried out on the operational impact of IT provision and use within each Directorate.*

There is a corporate IT budget which has, in the past, been thoroughly scrutinised by this Committee. This budget funds the majority of IT activity across the Council. The budget is recharged across the Council's business units. The raison d'être of the budget is to provide support to the functions and activities of the Council. To do this, we support over 300 applications and nearly 5,000 assets, as set out below. The total number of users is around 5,700.

Applications (software excluding Access databases)

All Directorates (Core Applications):		36
More than 1 Directorate (Key Applications):		75
Used by 1 Directorate only (Non Core), being:		
Environment	35	
Finance	19	
Chief Executive	78	
Social Services	12	
Children's Service	37	
Housing	15	196
Total		307

User log-ons and assets

	Assets
Chief Executive	1462
Environmental Services	497
Finance Services	529
Housing Services	710
The Children's Service	504
Social Services	1184
Total	4886

IT is clearly pivotal in delivering the Council's services and has been and will continue to be an underpinning factor in delivering improving and improved services. It is worth noting that during the period of the refresh project a wide range of service improvement projects have operated so that, for example,

- we met the Prime Minister's target for putting services on line by 2005;
- we are delivering the vast majority of the priority service outcomes for e-government set by the Deputy Prime Minister;

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- we have an award winning website, a nationally praised e-payments project, webcasting and a delivered programme of e-democracy;
- we are leading the field, through our e-care project, in e-enabling social care; and
- we are exploiting for the benefit of the residents of the borough our investment in systems to support back office processes and customer services.

The Council's current IS/IT strategies were agreed in 2003 and it would not be untimely for these to be thoroughly reviewed by the next administration, following the election in May.

Questions from Cllr Brown

43. Could you please explain what systemic processes are in place to ensure that lead members are kept regularly informed of the state of the budgets within her/portfolio? Could you also explain how senior managers regularly check on budgets with their more junior budget holders and also how managers responsible for monitoring externally allocated contracts regularly check on the status of those budgets?

This formed part of the District Auditor's review and the conclusions are set out in paragraphs 37 - 48 of his report (above question 4). The Executive's response to the District auditor's report was agreed on 21 February, the key responses to which I set out in my presentation.

Cllr Takki Sulaiman
Executive Member for Organisational Development and Performance

7 March 2006

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Appendix A

Action points from Overview and Scrutiny meeting – 28 February 2006

1. Cllr Winskill asked about officers being subject to disruption during Tech refresh but made a particular reference to:

- Environmental Services being without systems for several days; and
- Hornsey Library staff having just 5 work stations between 25 staff.

Cllr Sulaiman, you offered to investigate this.

The plan for individual users was that very little productive time was lost as their desktops were swapped over. As you would expect, this plan was not always successfully delivered for a variety of reasons. It is difficult to be more specific without knowing the team to which the question refers.

The ratio of staff to workstations is a matter for individual business units. The number of workstations was a like for like replacement under Refresh. The Library Service is separately seeking additional workstations following Refresh.

2. Cllr Winskill felt that the project dates provided on p2 of the answers to questions were inadequate and asked for a more detailed breakdown of dates; which should include details of all project meetings attended by the Lead Member, back to 2003.

Now provided in Appendix B.

3. Cllr Winskill asked to see the original detailed budget for the project as he felt that paragraph 24 of the Audit Commission Report was not detailed enough. Cllr Sulaiman, you suggested that Cllr Winskill would benefit from sight of the answer given to Cllr Williams on 19 July at Full Council last year and Cllr Winskill agreed to take this. Councillor Winskill also requested the projected overspend profile from 2005.

Now provided.

4. Cllr Winskill asked for the names of the smaller contractors involved in the project (as well as Gartner, Deloitte

Now provided.

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and Northgate).

5. Cllr Winskill asked for a copy of the original Gartner Report recommending the Tech Refresh project, back in 2002. Now provided.
6. Cllr Winskill asked for the Director of Finance's and former CE's written responses to the overspend and any documents supplied to the Executive. Cllr Sulaiman, you agreed to this, provided the documents were not Exempt. Formal advice is set out in June 2005 Executive papers.
7. Cllr Winskill asked about the Leaders investigation and report into Tech Refresh and asked if he could see the Terms of Reference for this. The terms of reference have not yet been finalised.

Members then agreed to reconvene the meeting until the 9th March at 2:30 and discussed the format it should take as set out below:

- It was agreed that Cllr Hoban's questions would be taken at the next meeting. Noted.
- Members felt that the Audit Commissions report should be looked at closer at this meeting, is it being implemented? The answers have been updated to integrate cross reference's to the Executive's response.
- The answers should not be cross referenced to the report but the responses cut and pasted in Done.
- The meeting should identify which questions need to be revisited and whether this should be by Overview and Scrutiny, Executive, Leader or District Auditor. Noted.
- O&S should give some input into how the VFM study would be approached. Noted, although ultimately the study will be sponsored by the Executive.

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Appendix B

**Membership and attendance at the e-government
advisory committee 2003 - 2005**

2002/03

Membership

Adje (Chair)

Basu

Bull

Meehan

Meetings

18 September 2002

17 October 2002

28 November 2002

17 April 2003 *

2003/04

Membership

Basu (Chair)

Adje

Makanji

Meehan

Meetings

13 October 2003 *

20 November 2003 *

5 February 2004 *

20 April 2004 *

2004/05

Membership

Basu (Chair)

Adje

Milner

Reith

Meetings

8 July 2004 *

12 October 2004 *

20 January 2005 *

* Indicates Tech Refresh on agenda.

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Appendix C

Refresh timelines

April 2003	Project planned and ready to go, on advice of Deloitte and Northgate. Independent review requested from Gartner Group and deliverability of solution and costings. Presentation to e-government advisory (17 April 2003).
June 2003	Project agreed by Executive, following positive independent review. Haringey programme manager running project, Deloitte and Northgate mobilised. Project overseen by board with senior executive representation from three partners: the Council, Deloitte and Northgate. Project end date planned to be November 2004.
July 2003 – May 2004	Project proceeding as planned. Issues being resolved and risks managed, with the exception from December 2003 of change management which was agreed as a Council responsibility and was not mobilising. Update reports to e-government advisory in July 2003 (flagging major dependency on accommodation strategy), October 2003 (flagging issues with the data centres location and slippage in change management activities), November 2003 (flagging issues with change management and emerging issue with the complexity of our application environment), February 2004 and April 2004 (providing updates on these areas).
March 2004	Procurement approach agreed by Procurement Committee. Authority vested in ACE (Access).
May 2004	Lack of change management activity identified as key barrier. Internal solution identified but not delivering.
July 2004	Slippage of end date from December 2004 to March 2005 flagged to e-government advisory committee. Revised approach to change and deployment set out.
July 2004	New data centres successfully built and operational.
August 2004	Issues with procurement (planning ahead to hit time lines), management reporting to programme board, relationships between the three partners and Northgate input identified. Deloitte engagement extended to provide change management service. Project replanned and

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	management reviewed. Revised project end date March 2005. Programme manager replaced and Northgate senior executive input changed, at our request.
August 2004 – November 2004	Successful migration of exchange e-mail to archiving solution.
September 2004	Active directory implemented. Active directory manages the user population.
September 2004	First successful file structure migration. Other migrations have followed on as planned.
October 2004	Refreshed environment deployed to IT department as a pilot. This demonstrated substantial problems with the stability and functionality of the build. Update to e-government advisory, flagging procurement of internet links as an issue.
November 2004	Continuing problems with the build identified and concerns with the links with/transition to the live environment logged (both Northgate responsibilities). Considerable efforts required on relationship management.
December 2004	Review of programme by Council. Renewed commitment from partners to make project work. Approach adapted and end date shifted to May 2005.
January 2005	Northgate input still causing concern. Escalated to Northgate Chief Executive. Replanning and further delays flagged to e-government advisory committee.
February – March 2005	New Northgate team mobilised. Substantial concerns raised about quality of work to date and the volume of work required to hit plan. Amber status of project (with red on timescales) flagged to Member Working Group on Customer Services.
April 2005	Risks which the Council would have to accept to hit plan articulated. Risks unacceptable. Delay in project required of further 12 weeks (end date December 2005). External partners disengaged. Council running programme direct.
July – August 2005	Completed infrastructure successfully working in pilot area (IT Services).
September 2005	First deployment to non-pilot area successfully completed.

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COMMITTEE – 28 February 2006**

February 2006

Deployments substantially complete, and project close down with remaining activities, issues and risks passed to Business as usual operations.

**MINUTES OF THE OVERVIEW AND SCRUTINY COMMITTEE
13 MARCH 2006**

MEMBERS: Councillors *Bull (Chair) Harris (Vice-Chair), Bevan, *J Brown, *Davies, Dawson, and *Winskill.

CO-OPTES: Mr. B. Aulsberry and *Mrs. I Shukla (REJCC non-voting Representatives) Mrs. C Bhangwandeem plus 2 Vacancies (parent governors), L. Haward and 1 vacancy (Church Representatives).

* Members Present

SC147. APOLOGIES FOR ABSENCE: (Agenda Item 1)

Apologies for lateness were received from Cllr Bull (Cllr Harris took the Chair during Cllr Bulls lateness).
Apologies for lateness were received from Cllr Davies.

SC148. URGENT BUSINESS: (Agenda Item 2)

Cllr Winskill raised an Item of Urgent Business in respect of the Hornsey Hospital site development. It was agreed to consider this at Agenda Item 14 below.

SC149. DECLARATIONS OF INTEREST: (Agenda Item 3)

Cllr Bull declared an interest in respect of Agenda Item 7 (Mobile Phone Masts Review) and was not present at this Item due to his lateness.

SC150. MINUTES: (Agenda Item 4)

RESOLVED:

- That the minutes of the meeting held on 13 February 2006 be confirmed and signed by the Chair.

SC151. DEPUTATIONS/PETITIONS: (Agenda Item 5)

There were no deputations or petitions.

The Chair informed the Committee that the Agenda would be varied to first hear Item 7, and then Items 6, 8, 9,10,11,12,13,13, and 14. The Committee concurred with the variance.

SC152 MOBILE PHONE MASTS REVIEW: (Report of the Scrutiny Review Panel): (Agenda Item 7)

The Chair of the Review Panel, Councillor Bevan, gave an outline of the key findings and recommendations contained in the report of the Overview and Scrutiny Committee's Review of

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Mobile phone masts. On 22 November 2004 the Overview and Scrutiny Committee received a report on mobile phone base stations. Following this the Committee recommended that current planning consultation procedures should be reviewed and subsequently it was decided to make it the subject of a scrutiny review. When commissioning the review, the Overview and Scrutiny Committee was adamant that the Terms of Reference would not cover health issues, in relation to mobile phone base stations. He outlined the methodology used by the Scrutiny Review Panel. Review meetings were well advertised in advance and there was an article in the Journal Group of local newspapers. All local tenant associations and residents groups received invitations to participate.

Councillor Bevan outlined the following Recommendations for the Committee's approval:

To Government:

- (i) That the Government be urged to reconsider the recommendations contained in the Stewart Report and adopt in particular the recommendation that full planning permission be required in respect of all new applications for base stations.

To Operators:

- (ii) That operators be requested to supply evidence to Haringey Council in terms of cell coverage, network demand etc sufficient to justify the need for any additional base stations in the borough.
- (iii) That operators be requested to produce maps (TELSTRA plot) showing the area overlaid with the beam and information on the direction and strength of the beam for all mobile phone base stations (present and planned) and such information to be publicly available.
- (iv) That operators be encouraged to develop better visual screening of antennae.

To both the Operators and the Executive:

- (v) That Annual Roll out meetings be held between the operators and the Local Planning Authority at the earliest possible opportunity after the publication of the roll out plans (refer to Para 6.5 for benefits including site sharing)
- (vi) That following the roll out meeting an Annual meeting be held with interested groups and residents organisations to enable early notification and consultation on potential

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site locations.

To the Executive:

- (vii) That site notices be put up advertising all applications for Mobile phone base stations.
- (viii) That a consultation radius of 100m be introduced for all Mobile phone base station applications.
- (ix) That the Planning Service responses with respect to applications considered under prior approval be delivered to the operators by fax and by post by the 56th day.
- (x) That the Director of Environment's views be sought on the need for an "in principle" decision as to whether to approve of 'lamp-post swap' types of installation.
- (xi) That the Mast Register be maintained and made available on the Council's Website, together with the Certificates of compliance with the ICNIRP guidelines.
- (xii) That the Radiocommunications Agency be requested to monitor emissions in the borough in sensitive areas where there are mobile phone base stations in close proximity to each other or/and in areas where local residents have expressed significant concerns regarding emissions in a sensitive area e.g. a local school.
- (xiii) That the District Valuer be requested to ensure that all existing mobile phone base stations and future installations are assessed for Business Rates.
- (xiv) That the appropriate income collection sections in the Finance Service, ensure that all rent and rates, in relation to mobile phone base stations, are collected.
- (xv) That the Council notes the operators' commitment to fully comply with their ten commitments launched in 2001 to supplement Government planning regulations.

RESOLVED:

- That the report of the Scrutiny Review Panel: Mobile Phone Masts (February 2006) and the conclusions and recommendations of the review be endorsed; and
- that the report be referred to the Executive for its consideration.

SC153. EXECUTIVE MEMBER QUESTIONS: (Agenda Item 6) The Executive Member for Environment and Conservation

The Executive Member, Cllr Hillman, gave answers to questions submitted in advance and answered supplementary questions put to him by the Committee.

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RESOLVED:

- That the Committee's thanks to the Executive Members for attending be noted.
- That the Executive Members' answers to questions (written and oral) be noted.

SC154. STREET SWEEPING AND CLEANLINESS REVIEW: (Report of the Scrutiny Review Panel) (Agenda Item 8)

Councillor Dawson gave an outline of the Review's conclusions, stating that there are four areas – contractual requirements; contract-monitoring and enforcement; building on current good practice; and public education – that must be constantly borne in mind in order to effectively keep our streets clean. Under these headings we were developed a number of specific recommendations that will bring clear improvements. Development of the service should not be limited to the specific points identified here by members of the scrutiny panel. Nevertheless the Panel expects that these headings and the recommendations will provide strong guidance for the further development of the service beyond this review.

Councillor Dawson outlined the following 12 Recommendations for the Committee's approval:

- (i) That the contract specifications for the new Waste Management Contract be identified.
- (ii) Additional future investment for:
 - A dedicated detritus removal team.
 - Borough-wide timed waste collections on main roads.
 - A Saturday night refuse collection and street sweeping service.
 - A review of the framework for the frequency of street sweeping based upon need across the borough.
 - A requirement to sweep the area after large items of dumped rubbish have been collected.
- (iii) That a Training Programme be agreed with the contractor for street cleaning operatives to ensure that the contractor is able to provide the appropriate quality standard of service.
- (iv) That the Waste Management Service seeks to negotiate

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with the contractor (Haringey Accord Ltd) to develop performance indicators and targets based on CPA requirements, customer satisfaction and the Best Value Performance Indicator 199.

- (v) That Haringey Council Executive set a target to achieve top quartile performance of local authorities by 2009.
- (vi) That Haringey Council, in partnership with the Arms Length Management Organisation (ALMO) responsible for the management of housing estates in Haringey, review the level of monitoring required to improve street cleanliness on housing estates.
- (vii) That Haringey Council sustain and increase the level of litter enforcement.
- (viii) That the Council maintain and develop systems to identify and target littering “hotspots”, in order to deal with the worst hit areas of the borough.
- (ix) That a Street Cleanliness Action Plan be developed to steer the delivery of strategies to deal with different kinds of identified litter problems.
- (x) The Civic Pride campaign should highlight the measures being taken to improve the cleanliness of Haringey’s streets. In particular residents must be informed on how to access services and to report problems.
- (xi) That a targeted Street Cleanliness publicity campaign be developed, in line with Better Haringey publicity and using appropriate ‘Litter Prevention’ advice and resources from ENCAMS.
- (xii) That the presentation and image of street cleaning staff and equipment be easily identifiable with Haringey Council’s Better Haringey Campaign.

RESOLVED:

- That the report of the Scrutiny Review Panel: Street Sweeping and Cleanliness Review (February 2006) and the conclusions and recommendations of the review be endorsed; and
- that the report be referred to the Executive for its consideration.

SC155. REPAIRS TO HIGHWAYS REVIEW: (Report of the Scrutiny Review Panel) (Agenda Item 9)

Councillor Winskill, the Chair of this Scrutiny Review stated that

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it was commissioned by the Overview & Scrutiny Committee as part of its work programme for 2005/06. The 33 London Boroughs are the highway and planning authorities for the majority of roads in London. It is each borough's responsibility to ensure that their roads are properly maintained and that development control decisions do not compromise the safety and efficiency of the transport network. Over the past twenty-five years the pressures on our roads have increased with the sheer volume of traffic and the increased axle loads of our heaviest vehicles. The privatised Utilities seem continually to be excavating and filling in holes to leave an unsightly patchwork of fixes and make goods.

The Review Panel has put forward key conclusions and recommendations aimed at improving the performance of the service and the condition of the road network in the Borough. These are outlined in the attached Scrutiny Review report.

Councillor Winskill outlined the following Recommendations for the Committee's approval:

Asset Management and Long Term Funding:

- (i) The Highways Department should ensure that the Asset Management Plan is a maintainable document and used to secure appropriate investment in the highway infrastructure.
- (ii) The Council should explore alternative funding sources including prudential borrowing as a means of providing a source of funding for maintaining the road network in the Borough.

Maintenance and Repairs:

- (iii) The Executive should ensure that priority is given in the Council's future budget so that long term savings and better value for money will accrue in the Department's move toward a robust system of preventative measures in the repair of the road network.
- (iv) The Highways Department should review the practice of continually patching surfaces that might be just below the normal criteria for complete resurfacing.
- (v) The Highways Department should consider how the life span of highways and pavements might be increased and the financial implications of any changes in practice and use of materials.
- (i) Where housing projects undertaken by developers cause

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actual damage to pavements and roads the developers should pay for the repairs. This should be vigorously enforced.

- (ii) Recreation Services should ensure it adopts best practice for tree management in Haringey.

Utilities and other Statutory Undertakers:

- (viii) The Council should lobby Transport for London to secure increased funding for Haringey to finance damage caused by buses using minor and residential roads.
- (ix) The Highways Department should explore strategies to involve Utility Companies with the aim of reaching agreement on how a co-ordinated and planned approach to repairs could be developed in order to keep disruption and cost to a minimum.
- (x) The Highways Department together with Thames Water and appropriate professional organisations should undertake an assessment of the main drains network in Haringey to establish its condition and the long term implications of the condition of the drains in the Borough.
- (xi) Any Utility Company undertaking works in the Borough should leaflet households and businesses affected with details of the work, how long they are scheduled to take and a telephone hotline number to call if problems arise.

Communication & Feedback:

- (xii) The Highways Department should review how it communicates its activities and new initiatives to elected members and residents and should consider using techniques other than printed materials and e-mail, for example, presentations at Neighbourhood Assemblies and meeting Councillors as they attend full council meetings. The Highways Department should consider how other stakeholder groups could be informed of their activities and flow of information so that the impact of road works on residents and businesses can be minimised.
- (xiii) A review of the channel of communications between council departments should be carried out, to improve co-ordination and flow of information.
- (xiv) Consideration should be given to enhancing the role of Community Volunteer Wardens and giving them adequate training to allow them to report highways defects.
- (xv) The Council's revised website should include provision for street defects to be reported interactively.

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- (xvi) Highways Department should carry out an in-depth review of the role and responsibilities of the Business Support Section and how it interacts with other customer-focussed sections in the Council to identify any areas for improvement.

RESOLVED:

- That the report of the Scrutiny Review Panel: Repairs to Highways and Footpaths (March 2006) and the conclusions and recommendations of the review be endorsed; and
- that the report be referred to the Executive for its consideration.

SC156. TEENAGE PREGNANCY REVIEW: (Report of the Scrutiny Review Panel) (Agenda Item 10)

Councillor Bull, the Chair of this Scrutiny Review outlined the objectives of the Review which were as follows:

- To assess the effectiveness of the current preventative strategies for teenage conceptions
- To assess the effectiveness of the current arrangements for support for teenage parents
- To consider the different needs and strategies for prevention and support for different age groups
- To consider the different needs and strategies for different sections of the community, including special needs and different ethnic groups.
- To consider the effectiveness of arrangements for multi-agency working, joined up services and mainstreaming approaches to dealing with teenage pregnancy.

Councillor Bull outlined the following Recommendations for the Committee's approval:

- (i) It is recommended that school governors, working with secondary head teachers and Haringey Council officers ensure that the importance of SRE is understood as a key lever to prevent the incidence of teenage pregnancy. This includes:

work with head teachers and governors to ensure that there is increased take-up of training for PSHE coordinators, leading to improved quality and impact of teaching and that take up by schools is monitored.

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4YP and Education for Choice services offered to all schools

A revised policy on teenage pregnancy and sexual health to be adopted by all schools, with links to relevant Child Protection Policies.

- (ii) It is recommended that Haringey Council and HTPCT provide guidance to educators on best practice and quality standards.
- (iii) It is recommended that accessible services are delivered when young people need them, where young people need them and delivered in a way that is convenient and appealing to young people:
- (iv) Improving the accessibility of sexual health and advice services to young people is improved
- (v) Making sexual health, family planning and young people's service provision be made more accessible and appropriate in light of the data analysis findings.
- (vi) Expansion of dedicated young people's sexual health services particularly to vulnerable groups and in geographical hotspot areas, promoting close collaboration with schools.
- (vii) Providing venues accessible to young people including through the development of Children's Centres.
- (viii) A telephone advice line for all young people who need advice or help on sexual health and pregnancy.
- (ix) Improving web site information and links to web sites for young people on range of sex and relationship advice.
- (x) It is recommended that Haringey Council and Haringey Teaching Primary Care Trust improve information identifying and targeting teenagers most at risk of pregnancy and strengthen delivery of targeted services for "hard to reach" groups.
- (xi) It is recommended that the Stepping Up programme be made accessible through the Children's Network, to be given greater coverage across the borough and that funding should be assured for the future, building on its strengths and addressing identified weaknesses.
- (xii) It is recommended that access to childcare for teenage parents is improved, including through the development of Children's Centres, which should ensure that there is appropriate affordable provision for teenage parents and through increased childcare facilitates in colleges of higher education and the use of childminders.
- (xiii) It is recommended that further mechanisms are put in place to reach teenage parents who need support and

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- advice services. This should include the development of a local strategy for targeting those young parents not in contact with services and a peer support group to promote access to a broader spectrum of teenage parents in Haringey.
- (xiv) The review panel recommends that work on Sex and Relationships Education be strengthened in the community, including engagement through the Youth Service and other community groups. The panel would like to see closer collaborative working between the Youth Service and 4YP services, including connections.
 - (xv) It is recommended that the Teenage Pregnancy Partnership Board develop a local database of teenage parents:
 - (xvi) Develop information sharing across the sector to facilitate creation of a definitive local database of teenage parents**
 - (xvii) Target for 90% of teenage parents known to the Connexions Service (currently 45% known to the Connexions Service).
 - (xviii) The panel recommends that specific measures be introduced for improved joint working between the different agencies involved in delivering the Teenage Pregnancy Action Plan, including:
 - (xix) Better linking up between partners/initiatives to target vulnerable groups more effectively.
 - (xx) Secure Reintegration Officer funding as result of changes in Standards Fund grants for Vulnerable Children Champion promotes LA and PCT joint working
 - (xxi) It is recommended that Haringey Council and the Haringey Teaching Primary Care Trust carry out a review of the publicity, information and advice on sexual health and contraception provided to young people as part of their requirement to communicate effectively with young people and involve them in a review of service provision and delivery.
 - (xxii) The panel recommends that the information on teenage pregnancy sexual health and advice is made available to young people in a range of languages and formats.

RESOLVED:

- That the report of the Scrutiny Review Panel: Teenage Pregnancy Review and the conclusions and

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- recommendations of the review be endorsed; and
• that the report be referred to the Executive for its consideration.

SC157. CUSTOMER SERVICES REVIEW: (Report of the Scrutiny Review Panel) (Agenda Item 11)

Councillor Bevan introduced the Report to the Committee and after a very brief discussion about about the use of specific customer service centres, and the use of the web, he proposed the following recommendations which were based around 3 key themes: Customer Services Performance; Customer Care and Communication with Client Services:

Customer Services Performance

- (i) That Customer Services Department review the value and process of the user satisfaction survey undertaken by Customer Services Officers after each interaction. The Panel requested that, in 12 months time, a report outlining the conclusions reached including supporting evidence, details of actions, if any, implemented be submitted to Overview & Scrutiny Committee. If the value cannot be justified the Panel believes that this practise should be ceased.
- (ii) That Customer Services develop a mystery shopping exercise as part of their performance assessment process. The mystery shoppers to include local residents, disabled people, businesses and Council officers. The mystery shopping should include testing access for disabled users including parking facilities.
- (iii) That the monthly award scheme for staff in Customer Services be re-introduced to recognise and reward excellent customer service.
- (iv) That training for Customer Services and Client Services staff be co-ordinated and where possible shared in particular where there is change of legislations or a new Council service is introduced.
- (v) That Team Managers keep log of reasons for calls to Client Services and that this be reported to liaison meetings. All calls to Client Services by Customer Services staff which are outside the process agreed with Client Services must be authorised by Team Managers.
- (vi) Staff feedback needs to be enhanced, bottom up. In addition the staff suggestion scheme should be reintroduced.
- (vii) That a review be undertaken of all aspects of Information Technology and Communications support to Customer

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Services. Led by independent experts and supported by Council's IT Services. IT Services undertake a review of the underlying causes of system downtime with particular emphasis on reducing such downtime.

- (viii) That logs of system downtime be reported to each Customer Services Member Working Group meeting.
- (ix) That the planned saving targets for the next three years are considered to be achievable whilst maintaining existing targets.

Customer Care

- (x) The Review Panel endorsed the projects being developed by the Corporate Customer Focus Manager. This includes the following:
 - Further developing Customer Focus throughout the Council through a Customer Focus Strategy;
 - Membership of the Institute of Customer Services, including opportunities for staff development/qualifications in the field;
 - That the Communication Unit manages and controls the printing and distribution of posters and leaflets. All leaflets and posters should include versions/ date of issue indicators, to assist in removal of obsolete items. In addition, electronic copies of posters and leaflets be made available on the Council Website.
- (xi) That in line with the findings of Reception Project report, it is recommended that firstly the need for security staff at all Customer Service Centres be investigated. Secondly if there is a need, that they be employed permanently by the Council with a varied role to include some of the following:
 1. Welcoming customers;
 2. Direct customers to appropriate officers;
 3. Provide answers to basic queries;
 4. Be responsible for the maintenance and updating of displays containing application forms, posters and leaflets etc.
- (xii) That the Call Centre be renamed 'Contact Centre' as it now deals with e-mails.
- (xiii) It is the opinion of the Scrutiny Panel that the ability is there to 'win' a national award for the excellent service

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provided by the department. The Panel encourages Customer Services Department to apply for a Charter Mark award or other national awards for Customer Services.

- (xiv) That as part of the review of the phone system, Customer Services look at purchasing a phone system that indicates to the customers their position in the queue and the estimated time of wait for an answer.
- (xv) That all Customer Service Centres introduce the facility to take credit/debit card payments immediately.
- (xvi) That the roll out of parking permits to all centres be completed immediately.
- (xvii) That it be investigated whether the demand and usage of the Customer Service Centre in Hornsey justifies the need for a centre in the area. In addition that in future the Accommodation Strategy considers, if there is a need to move the Hornsey Customer Service Centre, that it be relocated to Hornsey Library, taking into account the need to co-locate with Housing Services.
- (xviii) That Customer Services provide a 'Sign Video' system for deaf service users at the Customer Service Centres and a 'Type Talk' system at the Call Centre. These should replace the Minicom facility and deaf sign language interpreters.
- (xix) That Customer Services in consultation with Property Services/ Highways Department provide parking facilities for customers with disability as near as possible to the Customer Service Centres, which should be clearly marked for the use of disabled customers only and clamping be enforced for unauthorised parking.
- (xx) That the single queue at Apex House Customer Service Centre be reconfigured as a matter of urgency.

Communication with Client Services

- (xxi) That Team Managers and staff members be trained as service champions in particular service areas to reduce calling Client Services and improve service time.
- (xxii) That Customer Services be responsible for the development and update of a forward plan in conjunction with Client Services which has details of all major letters, information, bills, reminders etc being sent to residents throughout the year to enable Customer Services to prepare resources adequately.
- (xxiii) That regular service liaison meetings between management and staff from Customer Services and Client Services be held as required. At each meeting at least one member of staff from Customer Services should

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participate. The agenda for the meeting to include the following meetings should cover some of the following issues:

1. Minutes of the last meeting (review of actions/responsibilities) Forward plan requirements;
2. Review Performance Measures/Statistics and quality against targets To check/monitor how service level agreements are being applied;
3. Call Centre performance statistics Consider reports from Team Managers from Customer Services for reasons for calls to Client Services;
4. Key Housing performance indicators To confirm that cut of points are still correct;
5. Review current issue logs/raise new issues To compare data on number of issues which require Client Service actions and what proportion of those have been completed;
6. Review of future development plan- Include anticipated workloads, contingency planning, scheduled downtime, training, recruitment and resource capacity Repeat calls statistics to be discussed including reasons;
7. Information on key issues affecting the borough to be better communicated to Customer Services Officers. i.e. Parking enforcement during Christmas period; Review Draft SLA;
8. Reports from Team Managers on calls to Client Services which are outside the agreed process Customer Services and Client Services performance targets.;

In addition, all staff and team managers in Customer Services and Client Services should be advised of key outcomes arising out of service liaison meetings.

- (xxiv) That as part of the Corporate Induction, organised by Organisational Development & Learning, all new employees visit the Call Centre and a Customer Service Centre.
- (xxv) That Customer Services investigate additional funding streams to further assist in the recruitment and training of new recruits.
- (xxvi) That the recharging arrangements to all client services be clarified. Client services need to be made aware of the number of calls / visits handled on their behalf along with

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the average time of their transaction, repeat visit / calls information to be included. Provision of this information will encourage client services to ensure a reduction in repeat visits / calls and to streamline their transactions to achieve reduced transaction times.

RESOLVED:

- That the report of the Scrutiny Review Panel: Customer Services (March 2006) and the conclusions and recommendations of the review be endorsed; and
- that the report be referred to the Executive for its consideration.

SC158. INTERMEDIATE CARE REVIEW: (Report of the Scrutiny Review Panel) (Agenda Item 12)

Councillor Jean Brown introduced the Report to the Committee highlighting exactly what Intermediate Care is. Cllr J Brown identified the key findings of the Report before making the following recommendations to the Committee:

- (i) That a 5 year Strategic Plan be developed for Intermediate Care
- (ii) That a single point of access to Intermediate Care be developed.
- (iii) That provision be made for an Intermediate Care Co-ordinator, jointly funded and accountable across health and social care for the delivery of an integrated service, ideally with a pooled budget for the whole service
- (iv) That a whole systems approach to joint workforce planning be adopted. Teams should work towards being multi-disciplinary to include therapy, nursing and social services staff working within a rehabilitation focus. The management structures should be reviewed to ensure that the service is able to work in more integrated ways.
- (v) That partners work together to ensure the complete implementation of the single assessment process.
- (vi) That the eligibility criteria be reviewed to enable Intermediate Care to become more person centred rather than service driven. In particular consideration should be given to the requirement of people with the more complex needs profiles and also those under 50 years of age who currently are not included within service criteria at all.
- (vii) That consideration be given as to how the Intermediate Care Service can be supported in a more formal way by specialist mental health expertise. This would enable

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appropriate care packages to be developed for older people with physical needs who additionally have mental health needs. Further consideration should be given to the plans for developing Broadwater Lodge for people with dementia.

- (viii) That the possibility of Greentrees being used for the provision of step down facilities be revisited.
- (ix) That the current charging policy be reviewed to ensure fairness of provision across the service.
- (x) That the strategic partner services undertake a process mapping exercise to identify how Service Users currently access Intermediate Care and then redesign the process to ensure a clear pathway approach.
- (xi) That the service be rebadged as a generic Intermediate Care Service.
- (xii) That Intermediate Care Services work towards the provision of a 24 hour, 7 day a week access to Intermediate Care and identify a timescale for achieving this goal.

RESOLVED:

- That the report of the Scrutiny Review Panel: Intermediate Care Services (February 2006) and the conclusions and recommendations of the review be endorsed; and
- that the report be referred to the Executive for its consideration.

SC159. ANNUAL HEALTH CHECK: (Agenda Item 13)

The Overview & Scrutiny Manager, Trevor Cripps, presented the arrangements for the Committee to submit its comments on the final declarations from local NHS trusts as part of the Annual Health Check process.

He made the following recommendation to the Committee:

- (i) That authority to submit the comments of the Committee on the final declarations for Haringey TPCT, the North Middlesex Hospital, the Whittington Hospital and Barnet, Enfield and Haringey Mental Health Trust be delegated to the Overview and Scrutiny Manager in consultation with the Chair.

RESOLVED:

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- That the recommendations of the O&S Manager's Report be endorsed subject to an amendment as follows:

2.2 Final comments to be given to the O&S Members before final submission.

SC160. OVERVIEW AND SCRUTINY MEMBER REQUESTS: (Agenda Item 13)

None received

SC161 NEW ITEMS OF URGENT BUSINESS: (Agenda Item 14)

Councillor Winskill raised his concerns at recent developments in the future of the Hornsey Hospital site development and requested a special meeting of the Committee be held to decide on how to monitor further developments.

RESOLVED:

- To mandate the Chair of the Overview & Scrutiny Committee to write to the Chair of the Haringey Teaching Primary Care Trust to answer a series of questions relating to the Hornsey Hospital site development with a view to explore all avenues in terms of engaging with the process of deciding the future of the site.

Notes:

The meeting ended at 21:45

Councillor GIDEON BULL

Chair, Overview & Scrutiny Committee 2005/6

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Report Title: Health and Social Care in Haringey	
Report of: Anne Bristow, Director of Social Services and Housing	
Wards(s) affected: All	Report for: Information
<p>1. Purpose</p> <p>1.1 To present Health Overview and Scrutiny with an overview of health and social care in Haringey.</p>	
<p>2. Recommendations</p> <p>2.1 That the Overview and Scrutiny Committee note the points raised within this report.</p>	
Report Authorised by: Anne Bristow, Director of Social Services and Housing	
Contact Officer: Catherine Galvin, Assistant Director Business Improvement, Social Services, 0208 489 3719	
<p>3. Executive Summary</p> <p>3.1 The NHS has had a number of financial and structural challenges in the recent past which have had an inevitable impact upon Haringey Teaching Primary Care Trust and Haringey Council.</p> <p>3.2 There was consultation surrounding the merging of various Primary Care Trusts (PCTs) as well as the Strategic Health Authorities (SHAs), a body which oversees the PCTs. This in turn would have had an effect on the partnership working between the NHS and Local Authorities.</p> <p>3.3 There have also been significant financial issues on a national and local basis which have resulted in changes to the services delivered both by Haringey Council and by the PCT.</p> <p>3.4 At the same time a White Paper (Our Health, Our Care, Our Say) was published with a focus on greater joint working between agencies and on giving service users greater choice and control over the services they receive.</p>	
<p>4. Reasons for any change in policy or for new policy development (if applicable)</p> <p>N/A</p>	
<p>5. Local Government (Access to Information) Act 1985</p> <p>5.1 N/A</p>	

1. National Structures

- 1.1. NHS policy in England is directed from the centre by the Department of Health. However, the Primary Care Trusts (PCTs), have the responsibility of providing and commissioning services and controlling the majority of the budget.
- 1.2. PCTs are overseen by Strategic Health Authorities.
- 1.3. Recently General Practitioners in some areas have been handed greater control in terms of Practice Based Commissioning in order for them to commission services themselves as the NHS tries to encourage more care to be administered outside hospitals.
- 1.4. The NHS is currently undergoing a number of structural changes including the reduction from three hundred and three Primary Care Trusts (PCTs) to one hundred and fifty two, reducing the number of Strategic Health Authorities (SHAs) from twenty five to ten and the rearrangement of ambulance trusts outside of London. The aims of these reconfigurations are to:
 - Make efficiency savings on administrative costs
 - Create more efficient commissioning bodies
 - To align PCT boundaries more closely with local authority boundaries, in line with closer joint working between health and social care.
- 1.5. As of July 1st 2006 the five Strategic Health Authorities in London will merge to become one 'London Strategic Health Authority'. This London SHA will share the same boundaries as the Government Office for London.
- 1.6. Discussion also took place with regards to the reconfiguration of London PCTs by the merging of groups of PCTs together resulting in between five and seven PCTs for the whole of London as opposed to co-terminosity with local authority boundaries. There were serious concerns raised with this approach as it would have resulted in Haringey becoming part of a 'super-PCT' as opposed to having one Haringey focused PCT. Haringey successfully lobbied the Department of Health due to concerns surrounding a number of factors;
 - A belief that the partnership is more effective when a local authority and PCT are focused on the same geographical area.
 - The 'super-PCT' approach would jeopardise emphasis which has been placed on greater integration between the bodies with regards to joint planning, pooled budgets, joint commissioning etc. All of which are key areas of the Our Health, Our Care, Our Say White Paper.
- 1.7. The changes outlined above have implications for the future of health service provision and commissioning. The new boundaries also have implications for local authorities, particularly their work with the National Health Service through local strategic partnerships, children's trusts arrangements and health improvement work. Health scrutiny work will also be affected by these changes.

2. Consultation

- 2.1. The government, as part of the NHS Plan, has made a commitment to put patients and the public at the centre of everything that the NHS does and plans to do. The Health and Social Care Act 2001 placed particular duties on NHS bodies to engage with the local communities.
- 2.2. There is an ongoing responsibility under Section 11 of the Act to involve and consult the public in planning and developing services. There is also a duty of involvement or consultation under section 11, which means that other stakeholders should be

consulted and involved *in addition* to OSC, as well as a specific duty (under Section 7) to consult OSCs regarding proposals for “substantial variations or developments” to health services.

2.3. There is no specific definition of what “substantial” means in this context but OSCs and NHS bodies are encouraged to develop an agreement of the factors that should be taken into account. Department of Health guidance suggests that the following issues should be considered:

- Changes in accessibility
- Impact of the service on the wider community and other services
- Number of patients affected and to what extent
- Methods of service delivery

2.4. Discussions should also aim to reach agreement on the conduct of the consultation and the timescale. With Cabinet Office guidelines suggesting a minimum of 12 weeks to ensure hard to reach groups are consulted.

2.5. OSCs have the power, as a last resort, to refer proposals to the Secretary of State if they are not satisfied with the adequacy of the consultation with the OSC or if they feel that the proposal is not in the public interest.

2.6. At the time of writing, discussions are still taking place between the PCT and the OSC in order to reach an agreement on which, if any, of the PCT’s current budget proposals could be described as being “substantial” and an appropriate form of consultation with OSC. It should be noted that any proposals not considered to be substantial can still be commented upon by OSC although the Committee would not have the same statutory powers of referral in respect of them.

3. Practice Based Commissioning

3.1. Practice based commissioning (PBC) has come from a government aim of addressing the balance of health care spending which has previously tipped towards the acute sector.

3.2. GPs are becoming aware that some of their patients e.g. those with diabetes, are experiencing emergency admissions when their symptoms temporarily worsen. The introduction of practice based commissioning should alleviate this as GPs have incentives to provide more care in the community, in order to prevent emergency admissions and clinical deterioration. These savings made through prevented admissions can then be used to provide more funds for the PCTs.

3.3. Evidence suggests that substantial savings can be made using PBC, by the reduction in emergency admissions of people with long term conditions by the practice buying extra nursing, social work and pharmacy care. However, evidence also suggests that time; resources and support are needed in order for this to succeed.

3.4. In the short term, the government timetable of achieving universal coverage by the end of 2006, the re-organisation of PCTs and the financial issues make the delivery a great challenge.

4. Our Health, Our Care, Our Say

4.1. Our Health, Our Care, Our Say was published in May 2006 as a joint White Paper for Social Care and Health.

4.2. There are seven main outcomes for adult social care laid out in the paper:

- Improved health and emotional well-being,
- Improved quality of life,
- Making a positive contribution,
- Choice and control,
- Freedom from discrimination,
- Economic well-being, and
- Personal dignity.

4.3. The main impetus of the White Paper is of maintaining service users' independence as much as possible by giving them greater control and choice over the services which they receive. This includes the use of Direct Payments and Individual budgets.

4.4. There is also an emphasis on preventative services with the aim of moving away from protecting against risk to enable service users to have the flexibility to choose. This has been flagged up in Haringey as an area which needs to be given some greater thought and analysis due to potential implications and responsibilities.

4.5. The Government also wants joint working between local authorities and the NHS to be developed in a broad range of areas. This matches Haringey Council's existing direction of travel.

Local Structures

5. Haringey Teaching Primary Care Trust

5.1. Haringey Teaching Primary Care Trust (PCT) has a number of core functions and responsibilities:

- Public health role
- Commissioning of services
- Primary care development
- Service provision

5.2. The PCT's strategic direction is a result of key targets set for the NHS:

- Improving the health of the population
- Support people with long term
- Improve access to services
- Improve patient

5.3. The PCT also has a number of priorities on a more local basis:

- Managing supply and demand of services
- Mental health – this is recognised as a significant issue for Haringey's population and is a proposed Scrutiny review later this year.

5.4. In order to meet all of the above targets, close partnership working between the PCT and the Council is needed.

6. Financial Issues

6.1. On a national level the NHS has been experiencing a number of financial difficulties, with a number of trusts having to make budget cuts in order to try and cover the deficit.

6.2. In January 2006 the PCT notified the Council of the withdrawal of £1.4m of funding. At that time it was estimated that there would be a direct impact on statutory community care services of around £0.9m.

6.3. In addition to this there are a number of key features in the PCT's strategic plan which will have an impact on social care for Haringey's residents.

6.4. Other Care Services

6.4.1. There are significant pressures for the mental health strategy in Haringey and real timing issues as a result of the cuts.

6.4.2. At the time of writing the impact on Learning and Physical Disabilities is assumed to be in relation to demographic changes as opposed to PCT financial issues.

6.5. Older People's Services

6.5.1. The majority of the impact of the PCT financial plan impacts on Older People's Services. This includes shortening the length of time spent in hospital and reducing hospital admission. In both of these cases it would inevitably mean an increase in the number of people requiring services in the community.

6.5.2. There is also a proposal relating to the closure of wards at Greentrees which would again result in a greater need for care services out of the hospital setting.

7. Haringey Social Services

7.1. Learning Disabilities

7.1.1. There are approximately 800 adults with learning disabilities in Haringey known to the service of which 534 receive a service.

7.1.2. The service brings together within one management structure all specialist services for adults with learning disabilities from the Council, Teaching Primary Care Trust and Mental Health Trust.

7.1.3. Learning Disabilities has a pooled budget with a partnership arrangement allowing for a scheme of delegation.

7.1.4. This service includes joint commissioning on services for example, Day Opportunities and Supported Living.

7.2. Mental Health Services

7.2.1. There are approximately 450 people with mental health needs known to the service.

7.2.2. Mental Health services in Haringey are provided through a partnership between Haringey Council, the PCT and the Barnet, Enfield and Haringey Mental Health Trust (BEHMHT).

7.2.3. This service consists of a jointly appointed 3rd Tier manager who manages the financial streams and associated planning processes across both agencies. However, further work is required to secure an integrated budget management system.

7.2.4. An agreed joint Mental Health Strategy is in place with detailed commissioning plans under discussion.

7.2.5. There are also Community Mental Health Teams (CMHTs) in place under an integrated management structure.

7.3. Older Peoples Service

7.3.1. There are currently approximately 21,000 older people living in Haringey with approximately 650 in residential or nursing care, and a further 3,500 receiving community services.

7.3.2. Older Peoples services work jointly with the PCT to prevent hospital admissions and enable timely discharge; this includes initiatives funded through pooled budgets.

7.3.3. Progress is being made with regards to the development of integrated Community Mental Health Teams for older people.

7.3.4. The development of integrated falls and intermediate care pathways are at an advanced stage.

8. Haringey Children's Service – Links with PCT

8.1. The Children's Service (CS) has a strong and productive relation with the PCT at both strategic and operational levels. The director and assistant directors within the PCT Children and Young People's Service have been fully involved in the establishment of the CS and planning for the delivery of the Every Child Matter agenda, in particular through the development of the three children's networks. This partnership reflects the overall Children and Young People's Strategic Partnership (CYPSP)

8.2. At operational level, the CS works with the PCT, primarily through children's centres and early years provision, school nursing service and in relation to individual and groups of children with additional and complex special needs. This is mostly likely to relate to the provision of therapies – speech and language and occupational therapy as well as dietician, audiology and other specialist services. The PCT has a significant role in the delivery of provision within Haringey special schools as clinicians work in partnership with school staff to provide a 'team around the child' approach to children and young people with complex needs.

8.3. The Children's Service and PCT work in partnership to ensure that children and young people in Haringey are safeguarded from harm and to promote their well-being. This work is driven through the Local Safeguarding Children Board (LSCB) and roles and responsibilities are defined by the All London Child Protection Procedures.

8.4. The Children's Service and the PCT are also partners in the strategy to reduce the incidence of teenage pregnancy and to improve sexual health. Children's Service and PCT staff work together in the teenage pregnancy team, targeting young people who are at risk of becoming parents prematurely or who have become parents and require support for the care of the child and to continue with their education. There is also joint work to deliver personal, sex and health education to children and young people and to provide advice and support services that young people can access in the community.

9. Our Health, Our Care, Our Say - Implications for Haringey

9.1. As mentioned throughout the report, Haringey already delivers a number of joint services between the Council and the PCT and there are ongoing discussions on furthering this.

9.2. However, there are a number of challenges that need to be overcome in order for these to be successfully implemented:

- Inspection regimes of the two organisations are currently very different for the two agencies. In order to effectively embed joint working this would need to be synchronised.
- Work needs to be done to establish how good joint commissioning and joint PIs will be defined.
- Potential cost implications of integrating social care into NHS facilities. Certain functions for example, care and assessment management can not be efficiently integrated.
- Joined up IT systems need to be effectively and efficiently put into place.
- Further guidance surrounding the matter of risk management is expected later this year. This will assist in the clarification of the balance between protection from risk and greater choice given to the service. For example some service users may want to use their Individual Budgets in a way seen inappropriate by agencies. In this case, what would the Council's responsibilities be towards the service user?

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Overview & Scrutiny Committee
On 3 July 2006
Report title: Performance Report – April 2005 to March 2006
Report of: The Chief Executive
Ward(s) affected: All
Report for: Information
1. Purpose

- 1.1 To review 2005/06 service performance against the Council's basket of key indicators.
- 1.2 To present proposed performance targets for the period 2006/07 to 2008/09.

2. Introduction by Executive Member for Organisational Development and Performance

2.1 2005/06 was a year of achievement for Haringey, targets across services were met with highlights being pupils attaining 5 GCSEs at grades A-C and an increase in waste that is either composted or recycled. Overall, performance has been maintained or improved from the previous year for 76% of our indicators, a result that demonstrates that the Borough is moving in the right direction.

2.2 In the next three years we need to consolidate performance in improving areas as well as identify areas where we can drive up performance so we can continue to meet the expectations and needs of residents. Priorities for the coming year will be the reviews of adults and older peoples services, collection of council tax and educational attainment. It is also hoped that we will be able to make progress with meeting national floor targets. I am confident that continued progress across the services will place us in a good position to improve our CPA scoring during the course of this administration.

3. Recommendations

- 3.1 To consider performance information presented in this report.
- 3.2 To agree the proposed targets for the next three years.

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

Contact officers:

Margaret Gallagher - Performance Manager

Telephone 020 8489 2553

Eve Pelekanos- Head of Improvement, Performance & Scrutiny

Telephone 020 8489 2508

3. Executive Summary

3.1 This report presents the Council's performance for the period between April '05 and March '06 against the Council's basket of key indicators. It is based on the routine monthly performance reports received by the Executive throughout the year.

3.2 Performance is reviewed against 105 indicators. These are mainly indicators used by the Audit Commission in the Comprehensive Performance Assessment (CPA) and those included in Haringey's Local Public Service Agreement with some key local measures.

3.3 Targets are set for 3 years in the business plans and Best Value Performance Plan (BVPP). In line with the Council's vision and priority to improve services, targets are aimed at moving services towards upper quartile performance. They are reviewed at the mid year pre- business plan reviews and at the end of the financial year in light of performance outturns. Setting three year targets for best value performance indicators is a statutory requirement (ODPM circular 05/2006). Appendix 2 lists the indicators and proposed targets.

3.4 The 2005/06 outturn figures show that performance has been maintained or improved from the previous year for 76% of our indicators. For 73% of indicators targets were achieved or close to being achieved.

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

- Pupils attaining 5 GCSEs at Grades A-C
- Issuing statements of special educational need
- Absence in both primary and secondary schools
- Percentage of waste recycled and composted
- Missed refuse collections
- Incidents of dumped rubbish reported
- Average days to repair street lighting
- Road casualties
- Principal roads in need of repair
- Planning applications processed in timescale especially major applications
- Parks cleanliness
- Invoices paid in 30 days
- Average time taken to process new benefit claims
- SAP rating of Local Authority dwellings
- Tenancies re-housed under the Moving out of London Scheme
- Stability of placements of children looked after

- Looked after children obtaining 5 GCSEs at grade A-C
- Employment, education and training for care leavers
- Adults & Older people receiving direct payments
- Equipment delivered in 7 working days
- Early and ill health retirements
- Handling stage 1 (Local Resolution) and stage 3 (Independent Review) complaints in timescale
- Number of library visits
- Telephone calls answered in 15 seconds

3.6 For the coming year we need to remain focused on reviews of adults & older people and issuing statements of need, acceptable waiting times for assessment, carers services, time spent in hostels, collection of council tax and educational attainment including that of looked after children. Some of these measures are key threshold measures and are used to judge the standard of our performance in the CPA.

3.7 Various strategic plans are in place to address the above areas for improvement and for some indicators such as educational attainment achieving national standards will be a longer term goal.

3.8 Focus needs to be maintained on achieving the national floor targets and with our partners we need to address the areas where performance is below the expected levels. Such areas include teenage pregnancies, life expectancy, reducing crime and fear of crime and worklessness.

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

4.1 None

5. Local Government (Access to Information) Act 1985

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

Monthly finance and performance reports
Service Business Plans for 2006-09
ODPM Circular 05/2006 Local Government Act 1999: Part 1 Best Value and Performance Improvement, Guidance on Best Value Performance Plans

6. Background

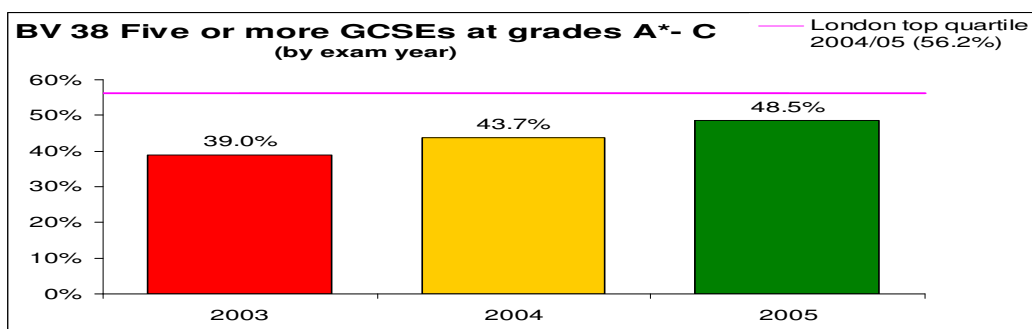
- 6.1 This report presents the council's performance for the period between April '05 and March '06 against the Council's basket of key indicators. It is based on the routine monthly performance reports received by the Executive throughout the year.
- 6.2 For 2005/06 we monitored performance against key Best Value indicators, mainly those used in the Council's Comprehensive Performance Assessment (CPA). Indicators used in Haringey's Local Public Service Agreement and key local measures have also been monitored throughout the year.
- 6.3 Performance data is shown in full in Appendix 1. Progress is tracked on the monthly and year to date position against the target 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 2005/06.

7. Service Positions

7.1 Children's Services

- 7.1.1 48.5% of pupils attained 5 GCSE's at grades A-C in 2005 exceeding the 46% target with most schools having improved results significantly. Progress at key stage 4 has improved year on year since 2001 at almost four times the national rate. The graph below illustrates the year on year progress achieved.

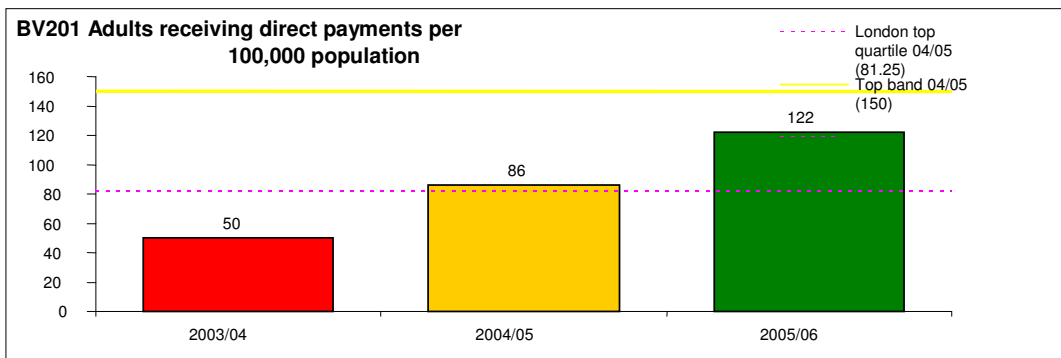


- 7.1.2 In April '05 to March '06 153 statements of special educational need were issued. Performance on issuing statements of special educational needs improved in 2005/06 on both parts of this indicator. On the first part, which measures the authority's performance excluding exceptions, all statements were issued within the 18 week timescale. On the second part where all cases including those where exceptions to the rule under the Code of Practice are counted e.g. those awaiting medical reports, performance improved from 72% in 2004/05 to 85% in 2005/06, exceeding the 80% target.
- 7.1.3 11.2% of looked after children had 3 or more placements in the year (BV49) to March reduced from 14.7% and bettering the target of 13%. Performance has improved considerably on this CPA key threshold indicator. Performance now falls within the top performance banding according to the Department of Health. This improvement is the result of implementing long term strategies including the provision of more local placements.
- 7.1.4 Excellent performance has been sustained on reviews of children on the register (BV162) with only one review due not completed in timescale.
- 7.1.5 There have been 21 adoptions (6.4% of children looked after) in the year 2005/06 exceeding our target of 20. This represents an improvement on the 17 or 5.2% achieved in 2004/05.
- 7.1.6 Educational attainment of young people leaving care has increased from the 34% achieving at least 1 GCSE at grades A-G last year to 50% in 2005 exceeding our 46% LPSA target on this key threshold indicator.
- 7.1.7 Excellent progress has been made with looked after young people in employment, education or training (BV161). This was an LPSA measure with a target to achieve 65% by 31 March 2006. In 2005/06 67% of care leavers (aged 16) were engaged in employment, education or training at the age of 19 up from 49% achieved in 2004/05.
- 7.1.8 However there remain some areas in need of improvement:
- In 2005/06 we responded to only 1 of the 12 stage 2 Children's act complaints in the 28 day timescale. Although these cases are complex and involve the appointment of external specialists and there is recognition of general widespread difficulty in meeting these timescales, there is clearly room for improvement.

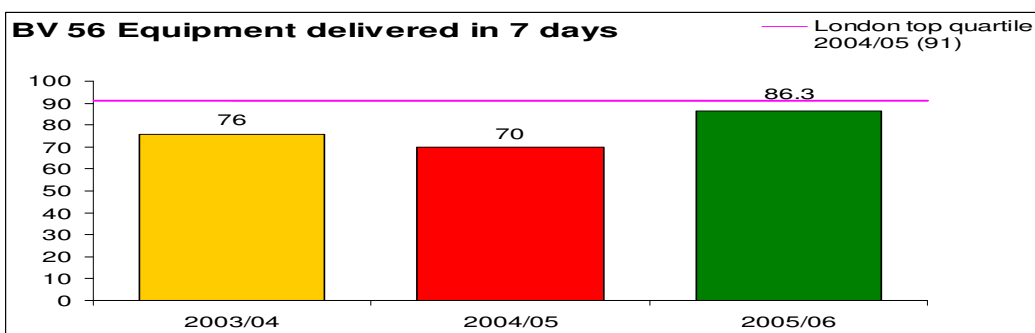
7.2 Social Services

7.2.1 The performance appendix reports performance on some key indicators in Adults' and Older People's services. This shows that:

- 122 adults and older people per 100,000 weighted average population receive direct payments. Increasing the uptake of direct payments has been a key social services priority. Performance on this indicator improved significantly in 2005/06 up from 86 per 100,000 in 2004/05 and is now within the good PAF banding range. There are now 169 clients in receipt of a direct payment, 47 more than last year. The graph below shows the improvement in this area.



- There have been 124 supported admissions to residential / nursing care in the year to March. The indicator is calculated per 10,000-population aged over 65 and equates to a value of 64.8. Whilst this means that we have not achieved our stretching target of 50.5 or our LPSA target to remain within the top performance banding of between 70 and 100 (indicator value) for the three years of the agreement, the number of admissions have reduced significantly since 2003/04 in line with our Community Care Strategy and we remain within the good performance banding.
- Our performance on older people helped to live at home remains within the top performance banding. In 2005/06 163 older people per 1,000 population were helped to live at home up from 121 in 2004/05 and exceeding our target of 127.
- 86% of equipment was delivered within 7 working days in the year against a target of 80% on this key threshold indicator. New faster stores procedures implemented in 2005 and additional staff resources and budget have contributed to this improvement and ensured availability of equipment for delivery.



7.2.2 There remain some areas where we need to improve our performance in Adults' and Older People's services. These are:

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

Performance on this indicator decreased to 44% in 2005/06 down on the 61% achieved in 2004/05 and short of our 75% target. This remains an area for continued focus and improvement in 2006/07.

- *Acceptable waiting time for Assessments (BV195 key threshold indicator)*

This indicator is the average of new older clients receiving an assessment within 48 hours (part a) and those receiving an assessment within 4 weeks (part b). For 65.21% clients, the time from first contact to assessment is less than 48 hours. For 53.51% of older clients, the time from first contact to assessment is less than 4 weeks. The average of the two is 59.36% and below the 70% target. Performance on part b is currently below the CPA threshold of 60% for 2005/06 and overall performance has deteriorated from the 62.5% achieved in 2004/05.

- *Acceptable waiting time for Care Packages (BV196 key threshold indicator)*

This indicator measures the percentage of new older clients for whom the time from completion of assessment to provision of all services in the care package is less than or equal to 4 weeks. Our 2005/06 position of 74% is below our 91% target and a decline on the 89.9% achieved in 2004/05. Performance on these indicators falls in the lower bandings and there will need to be significant improvement on the timeliness of assessment and services if uplifted threshold levels are to be achieved in 2006/07.

- *Carers services (Paf C62)*

6% of carers for adults and older people received a carer's break or specific carer's service in 2005/06 down from 13% as at February. This new indicator for measuring services to carers was introduced from October '04. We now have a full year's data and the Commission for Social Care Inspectorate have recently published performance bandings which enable us to see how our performance compares with that of others. Our reduced performance now places us just within the acceptable performance banding having fallen from the top performance banding since last month.

7.3 Housing

7.3.1 Performance issues in Housing are as follows:

Homelessness Assessments

7.3.2 In the year to March '06, decisions on homelessness applications were issued in 33 days for 89% of cases against a target of 92% although March's performance exceeded target at 93.53%.

Length of stay in Bed & Breakfast & Hostel accommodation (key threshold indicator)

7.3.3 The average length of stay in Bed & Breakfast accommodation, in the year to March was 0 weeks against a target of 4 weeks.

7.3.4 The average length of stay in hostels, in the year to March was 54.7 weeks against a target of 40 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. Work will continue in 2006/07 to look at our options for hostel usage.

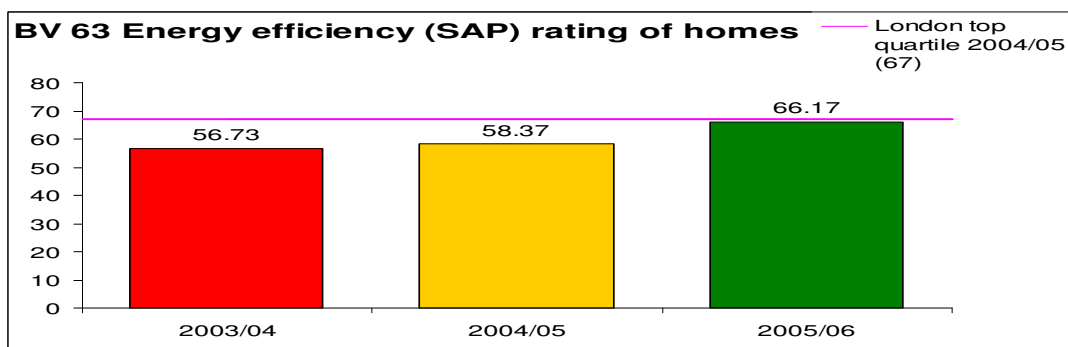
Rent Collection (BV 66a)

7.3.5 97.37% of rent due was collected in 2005/06 against a target of 97.8%. Although the target was not achieved and performance has not improved from 2004/05, it is within the top quartile for London (97.3%) based on 2004/05 data.

Decent Homes (BV184 key threshold indicator) and SAP Rating

7.3.6 44.69% of local authority homes have been classified as non-decent, an improvement on the 48% at this time last year. Assuming we achieve 2 stars in the ALMO inspection, we stand to receive £128m which will make a significant impact on our ability to meet the decent home standard.

7.3.7 The council's energy efficiency has improved with an average SAP rating for local authority dwellings of 66.17 in 2005/06, up from the 58 reported in 2004/05 and exceeding our LPSA target of 64.



Repairs

7.3.8 The percentage of specified urgent repairs completed in Government time limits was 98.2% in 2005/06 exceeding our 97% target.

7.3.9 In 2005/06 for 91% of responsive repair jobs, an appointment was made and kept, falling short of our 99% target. A new repairs scheduling system

(Optitime) went live in October 2005 and has improved the efficient use of labour and our record of keeping appointments. However the report that looks at appointments made and kept does not currently account for appointments which are kept but where follow up works are required and counts these as failures in the reported figures.

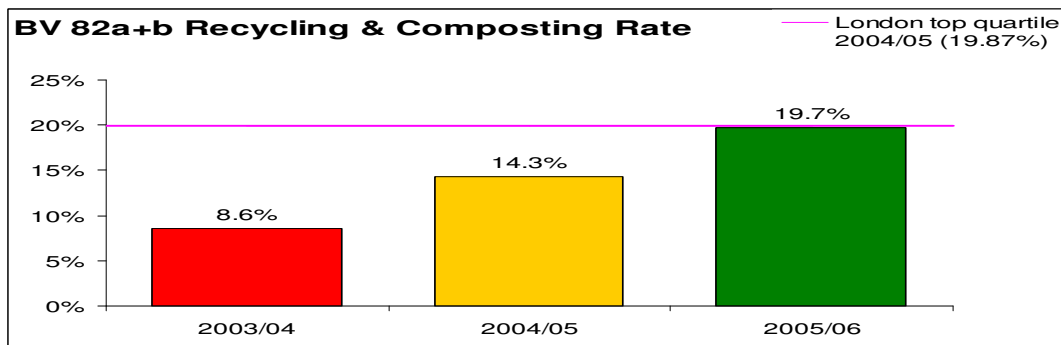
Voids

7.3.10 The average re-let time of void local authority properties was 30.5 days in 2005/06, missing our local target of 29 days and our LPSA target of 25 days.

7.4 Environment Services

7.4.1 Key performance in Environment is summarised below:

7.4.2 19.7% of household waste was recycled or composted in 2005/06, an improvement from the 14% achieved in 2004/05 and exceeding our statutory 18% target.



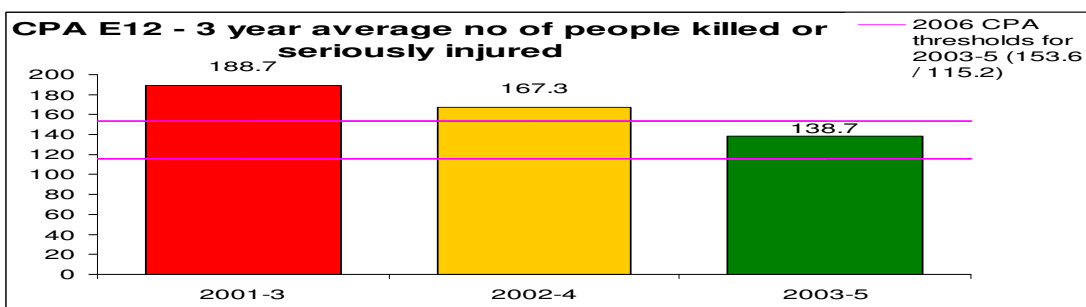
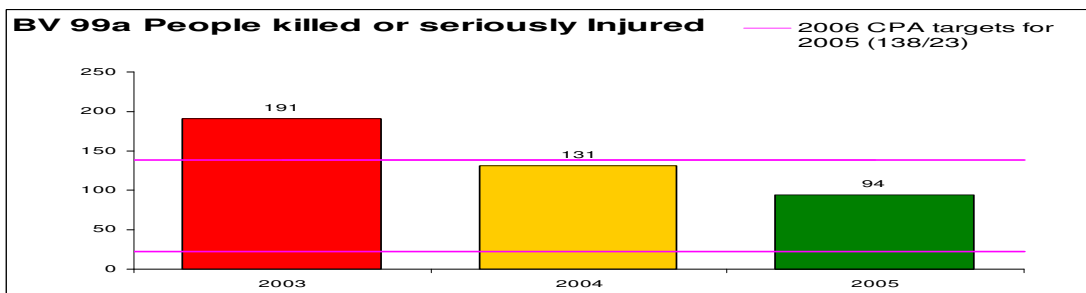
7.4.3 98.8% of Zone 1 streets were of an acceptable standard of cleanliness exceeding the 95% target.

7.4.4 The ENCAMs cleanliness survey provided disappointing results with an increase to 37% in 2005/06 from 32% in 2004/05 of relevant land and highways with a significant proportion of litter and detritus. The first phase results for 2005/06 showed improvement to 23% but the second and third phase results were not as good at 42% and 44% respectively. The 2005/06 target of 30% was missed by a significant margin and as four of our land use classes were 30% or above this will mean that performance will move to the lower threshold for CPA purposes.

7.4.5 In 2005/06, 129 refuse collections were missed per 100,000 household waste collections, a reduction from the 190 in 2004/05. This is an LPSA measure and our LPSA stretch target of 130 was achieved.

7.4.6 Incidents of dumped rubbish reported to the Accord call centre reduced significantly in 2005/06. Our LPSA measure to reduce the number of reported incidents by 1,614 was achieved along with a reduction in the number of missed collections meaning that LPSA target 5 will receive all of its allocated reward for the enhanced performance levels achieved.

- 7.4.7 579 minor planning applications were processed in 2005/06 with 81% determined in 8 weeks in the year from April 2005 to March 06. This exceeded the Government's target (65%) and our local target of 78%.
- 7.4.8 37 of the 43 (86%) major applications were determined in 13 weeks in 2005/06, much improved from our position in 2004/05 and well ahead of the Government's 60% and our local target of 77%.
- 7.4.9 Good performance sustained with a parks cleanliness index of 80.9 against a target of 80 and above the 2004/05 average of 79.2.
- 7.4.10 The repair of streetlights has remained below the 3.5 day target for the whole of 2005/06 with the average number of days taken to repair a streetlight at 1.92 days. The performance contract which began in April '05 has delivered what we set out to achieve and it is expected that electronic transfer of information to our District Network Operator will improve performance further in 2006/07.
- 7.4.11 94 people were killed or seriously injured on the roads in Haringey in 2005, down from 131 in 2004. This beat our LPSA target of 145 and brought our 3 year average (used in the CPA to reduce the effect of unrepresentative fluctuations) for 2003-5 down to less than 139 *, taking us out of the area below the lower CPA threshold (153.6).



- 7.4.12 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 15% of our roads may require structural maintenance. This compares favourably with a number of other local authorities results. Boroughs with a higher percentage of roads where structural repair should be considered include Camden, Islington, Westminster, Tower Hamlets, Hammersmith & Fulham, Kensington, Newham, Brent, Hounslow and Southwark.

7.5 Finance

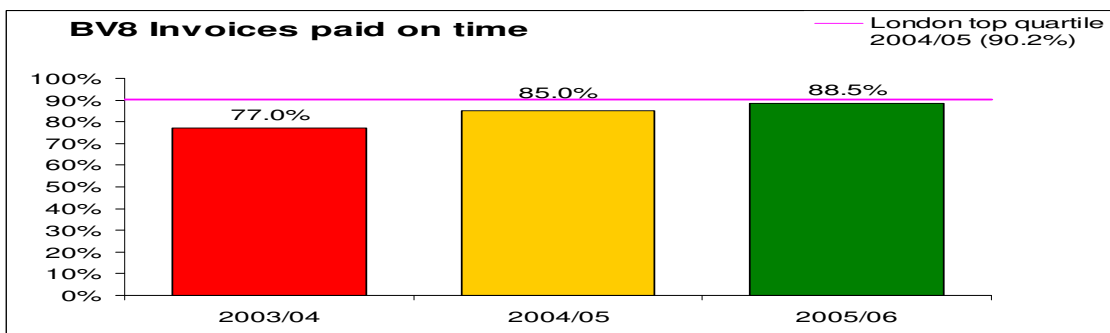
Council Tax and Business Rates

7.5.1 93.37% of council tax was collected in year to March '06 against a target of 93.5%. The provisional performance is close to target and shows a consistent collection rate throughout the year.

7.5.2 99% of business rates due were collected in 2005/06 achieving the 99% target. NNDR collection has remained steady during the year with the exception of December which was attributed to the lack of computer system availability after the Hemel fire.

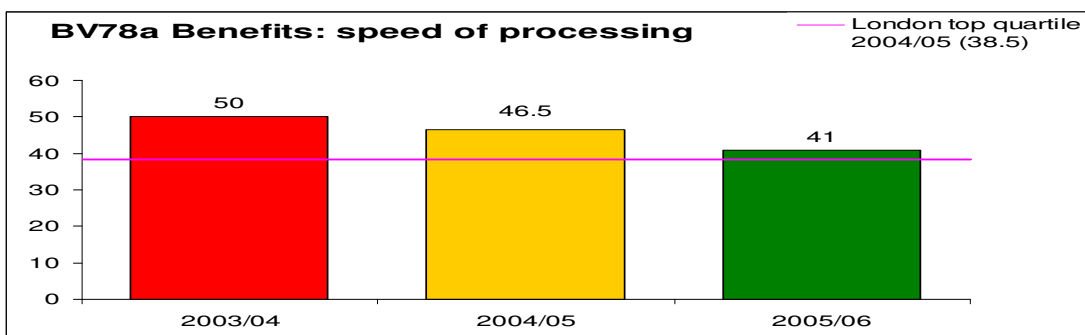
Invoice payments

7.5.3 88.5% of invoices were paid in 30 days just 1.5% short of the 90% target. The graph below shows progress on this indicator over the last three years.



Benefits

7.5.4 2005/06 showed improvement on the average speed of processing new claims down to 41 days from 46.5 days in 2004/05 and the target achieved. A focus on training and productivity improvements for members of staff, mobile processing and securing information at first point of contact reducing the level of additional requests for information has helped achieve this.



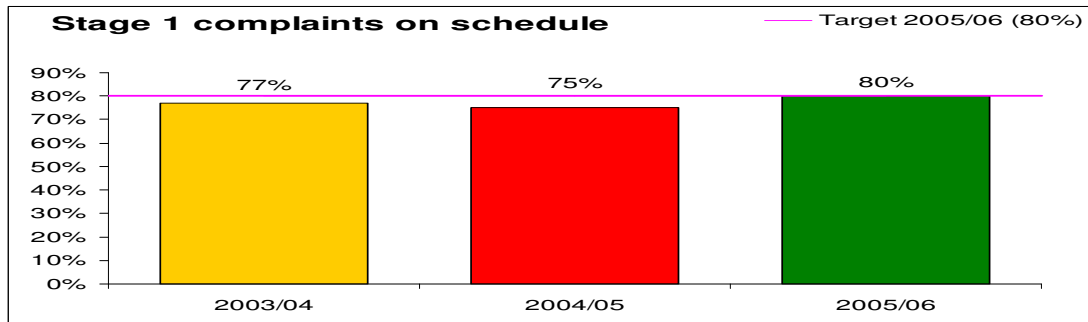
7.5.5 The proportion of new benefits claims outstanding over 50 days whilst reducing throughout the year is above the standard 10% and our target of 9%. Whilst this is classified as a 'good' score for CPA, improvement is required. The service is identifying ways to reduce the length of time it takes for customers to return proofs to enable their claim to be processed. Similar to new claims, mobile processing and improved information collation from customers who visit are being implemented.

7.6 Chief Executive's

7.6.1 Performance issues are as follows:

Public Complaints

7.6.2 During year to March 80% of complaints at stage 1 (local resolution) were dealt with within timescale, achieving the target. We received 1,994 complaints during the year of which 1,587 were dealt with in 15 days.



7.6.3 For the more complex service investigation stage, 74% of complaints were resolved within timescale in the year to March falling short of the 80% target. The end of year position relates to 151 out of 204 service investigations carried out within 25 working days.

7.6.4 At stage 3, independent review, 94% of cases were handled within timescale exceeding our 90% target. The 2005/06 performance relates to 32 out of 34 cases received in the year.

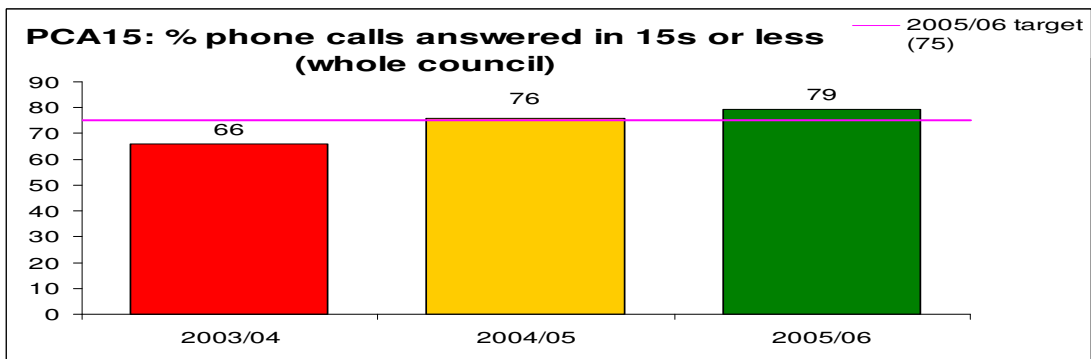
7.6.5 The number of complaints including premature cases received by the Local Government Ombudsman reduced to 147 in 2005/06. Our performance in responding to Local Government Ombudsman enquiries has improved by 3 days in 2005/06 to an average 18.1 days exceeding our 21 day target. In 2005/06 there were no cases of maladministration reported against Haringey Council.

Sickness

7.6.6 The average number of working days lost to sickness per full time equivalent employee in 2005/06 increased to 10.4 days per annum against a target of 8.8 days.

Access Services

7.6.7 Telephone answering performance is incorporated in this report. Council wide the position is that 79% of calls received in the year were answered within 15 seconds, exceeding the target of 75%. 84% of calls presented were answered, exceeding the 80% target.



7.6.8 Appendix 2 shows the performance of each business unit for calls answered within 15 seconds and calls answered as a percentage of calls presented.

7.6.9 Call centre telephone answering performance has also been included in this report. 55% of calls were answered in 15 seconds against a 70% target, 86.2% of calls were answered of those presented and queuing time was an average 49 seconds in the year.

7.6.10 The target of 70% was not met on personal caller waiting times at the Customer Service centres with an end of year position of 63% seen within 15 minutes, a reduction on the 77% achieved in 2004/05.

7.6.11 Performance on responding to Freedom of Information requests at 65% within the 20 day timescale fell short of our 90% target.

7.6.12 There were 2,209,448 visits to our libraries in 2005/06. This is the equivalent of 9.85 visits per head of population compared with 9 in 2004/05 and exceeds the 2005/06 target.

8. Setting Three Year Targets

8.1 For all best value performance indicators we need to set three year targets as required by the Local Government Act 1999, ODPM Circular 05/2006. It is also a requirement that we publish performance outturns and targets in our Corporate Plan which as from this year replaces the Best Value Performance Plan.

8.2 Appendix 2 shows the proposed targets for 2006/07 to 2008/09. These have been set by services as part of the business planning process. They take into account top quartile performance, key CPA thresholds and performance to the end of year. Our aim is to set challenging targets as part of our improvement planning but we are also mindful that the targets should be realistic and deliverable within the Council's financial strategy.

9. Legal Comments

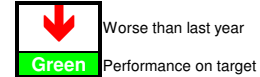
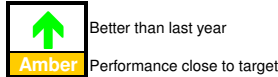
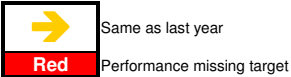
9.1 There are no legal implications.

9. Use of Appendices

Appendix i. End of year traffic light performance summary
Appendix ii. Three year targets

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Key:



Ref.	04/05	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	Provisional 2005/06	Target 05/06
Children's Services Monthly indicators																
BV 43a	% of statements of special educational need issued by the authority in a financial year and prepared within 18 weeks excluding those affected by "exceptions to the rule" under the SEN Code of Practice. 17 cases in Mar, 130 in 2005/06.													Green	Green	
	98.9%	100%	100%	100%	100%	100%	100%	100%	100%	no cases	100%	100%	100%		100%	99%
BV 43b	% of statements of special educational need issued by the authority in a financial year and prepared within 18 weeks including those affected by "exceptions to the rule" under the SEN Code of Practice. In 2005/06, 130 cases were closed on time out of 153. In Mar 17 out of 19.													Green	Green	
	72%	64%	86%	100%	83%	100%	83%	82%	80%	no cases	90%	82%	89%		85%	80%
BV 49 A1	Stability of placements of children looked after by the authority by reference to the % of children looked after on 31st March in any year with three or more placements during the year. <i>CPA Key Threshold</i> We remain in the top performance banding for this indicator (<16%)													Green	Green	
	14.7%	14.7%	14.7%	13.2%	10.6%	10.4%	11.60%	11.8%	10.40%	12%	11.5%	13.2%	11.2%		11.2%	13%
BV 161 A4	Employment, education and training for care leavers: The % of those young people who were looked after on 1 April in their 17th year (aged 16), who were engaged in education, training or employment at the age of 19 <i>LPSA Indicator Target 65% based on 60-70 clients</i> We have made excellent progress in this area and have exceeded the target set for the year													Red	Green	
	49%	68%	40%	100%	50%	67%	100%	60%	80%	60%	67%	64%	50%		67%	65%
BV 162 C20	Reviews of child protection cases: The % of child protection cases which should have been reviewed during the year that were reviewed <i>CPA Key Threshold</i> Only 1 child's review did not take place in timescale this year.													Amber	Amber	
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	99%	99%	99%		99%	100%
BV 163 C23	Adoptions of children looked after: The number of looked after children adopted during the year as a % of the number of children looked after at 31 March who had been looked after for 6 months or more at that date. <i>CPA Key Threshold</i> We have exceeded our target of 20 adoptions for the year.													Green	Green	
	5%	0	1 adoption	0	1 adoption	1 adoption	3 adoptions	2 adoptions	3 adoptions	no adoptions	2 adoptions	3 adoptions	5 adoptions		21 adoptions 6.4%	20 adoptions or 6%
L60	SSI 50: % of all children on the register (excluding those missing and registered in the last week of the month) who were visited within the calendar month Good performance maintained. Data not available for July as report unavailable on new client system.													Amber	Amber	
	92%	94.2%	92.3%	95.1%		91.5%	95.8%	96%	94%	91%	92.6%	89%	94%		94%	95%
Local	Children's act complaints - Stage 1 responded to in 14 days													Green	Green	
	39%	80% 4 out of 5	100% 1 out of 1	0% 0 out of 1	50% 1 out of 2	100% 1 out of 1	50% 1 out of 2	75% 3 out of 4	75% 3 out of 4	0% 0 out of 1	50% 2 out of 4	100% 6 out of 6	60% 3 out of 5		69% 25 out of 36	50%
Local	Children's act complaints - Stage 2 responded to in 28 days Although only 1 of the 12 cases since April has been completed on time, 10 have been completed within 90 days. Stage 2 complaints involve the appointment of two external specialists, an investigating officer and a dedicated person for the child or young person. The consequence is that progress on these complaints is particularly susceptible to the availability of people outside the Council. Once appointed the investigating officer and the independent person meet the complainant to clarify the exact nature of the complaint and get them to sign it off. Only after the complainant has signed do they proceed with the investigation. Following a survey of practice in other London Boroughs the timescale for stage two complaints is now being counted from the time the complaint is signed off. It is hoped that this will improve the performance on these timescales, though discussions with other Boroughs has revealed a general widespread difficulty in responding to stage two complaints within the timescales.														Red	
	20%	0%	0%	0%	0%	None	None	None	None	None	20% 1 out of 5	None	0% 0 out of 1		8% 1 out of 12	20%

Ref.	04/05	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	Provisional 2005/06	Target 05/06
Environment Monthly indicators																
BV 109a	% of major planning applications determined within 13 weeks (Gov't target 60%)															
	<i>CPA Key Threshold</i> 1 in March. 37 out of 43 in year. Government and local targets beaten.													Green	Green	
	78%	100%	100%	100%	100%	none determined	86%	83%	100%	71%	50%	67%	100%		86%	77%
BV 109b	% of minor applications determined in 8 weeks (Gov't target 65%)															
	<i>CPA Key Threshold</i> 44 applications on time in Mar (out of 53). 472 out of 579 in year. Government and local targets beaten.													Green	Green	
	79%	86%	77%	82%	81%	86%	76%	84%	83%	80%	83%	80%	83%		82%	78%
BV 109c	% of other applications determined in 8 weeks (Gov't target 80%)															
	<i>CPA Key Threshold</i> In Mar, 112 applications done on time out of 122. 1198 out of 1308 in year. Government and local targets beaten.													Green	Green	
	86%	92%	91%	89%	93%	89%	93%	93%	93%	95%	91%	88%	92%		92%	86%
BV 204	% planning application appeals allowed against the authority's decision to refuse.															
	<i>New for 2004/05</i> Appeals continue to cause the council concern. 3 cases allowed in Mar out of 10 appeals, 35 out of 109 in year													Green	Green	
	38%	33%	21%	9%	20%	42%	33%	44%	42%	no cases	46%	0%	30%		32%	35%
BV 215a	Average days to repair street lighting faults (except faults relating to power supply - see below)															
	<i>New starting in 2005/06. Our District Network Operator (electricity supplier) is EDF</i> The repair of street lights has remained below target of 3.5 days for the whole year. The performance contract started in April 2005 has delivered what we set out to achieve. Electronic transfer of information to EDF should improve this performance further.													Green	Green	
	N/A	1.86	1.95	1.54	1.09	1.54	1.36	3.02	2.29	2.19	2.09	2.04	2.21		1.92	3.50
BV 215b	Average days to repair street lighting power supply related faults (these are handled by our District Network Operator - currently EDF)															
	<i>New starting in 2005/06. Our District Network Operator (electricity supplier) is EDF</i> The repair of cable faults by the distribution network operator, DNO, has been poor with the overall result at more than double the target and also double what EDF claim is their average time. The result is in line with neighbouring boroughs: In some cases they are worse - only one council claims less, but cannot offer the method of calculation.													Red	Red	
	N/A	10.50	3.00	20.33	38.30	18.31	29.69	17.80	27.33	17.26	23.34	23.13	20.45		21.96	10
BV 218a	% of reports of abandoned vehicles investigated within 24 hrs of notification															
	<i>New starting in 2005/06</i> Excellent performance in March and also for the year.													Green	Green	
	tbc	96.8% (393 out of 406)	99.6% (224 out of 225)	96.2% (379 out of 394)	92.0% (333 out of 362)	96.3% (336 out of 349)	93.0% (334 out of 359)	98.7% (392 out of 397)	94.5% (69 out of 73)	94.8% (165 out of 174)	95.8% (159 out of 166)	92.2% (249 out of 270)	98.8% (250 out of 253)		96.0% (3,432 out of 3,576)	85%
BV 218b	% of abandoned vehicles removed within 24 hrs (from when the LA is legally entitled to remove them)															
	<i>New starting in 2005/06</i> Excellent performance this month and exceeded the target for the year by a good margin.													Green	Green	
	tbc	81.5% (128 out of 157)	90.0% (45 out of 50)	94.5% (121 out of 128)	96.4% (107 out of 111)	94.1% (111 out of 118)	99.2% (120 out of 121)	96.2% (101 out of 105)	98.6% (218 out of 221)	87% (87 out of 100)	94.5% (52 out of 55)	91.8% (56 out of 61)	94.9% (56 out of 59)		92.5% (1053 out of 1138)	85%
BV 82ai +bi	% of household waste which has been recycled or composted															
	<i>CPA Key Threshold</i> Recycling/composting performance for 2005/06 reached 19.69%. This performance exceeds the statutory target of 18% by a good margin.													Green	Green	
	14%	18.1%	18.6%	19.95%	19.2%	19.3%	20.5%	21.03%	20.2%	20.5%	20%	20.8%	18.5%		19.7%	18%
BV 84a	Kg of household waste collected per head (seasonally adjusted annual equivalent)															
	<i>Amber is awarded if performance is top quartile (London 2004/05). CPA upper threshold is 355</i> The figure for 2005/06 of 364.5kg is above the target of 345kg. This was a very challenging target given the Council's strong performance in 2004/05. The introduction of the home composting scheme in January 2006 should have an impact for 2006/07. Sales of composting bins have been strong in spring with 515 sold in March alone.													Amber	Amber	
	354	371.3 (actual 30.5)	378.7 (actual 32.1)	357.5 (actual 32.3)	341.2 (actual 30.4)	372.0 (actual 31.2)	371.6 (actual 31.8)	385.6 (actual 31.4)	365.2 (actual 32.0)	354.7 (actual 27.1)	359.8 (actual 29.3)	356.9 (actual 25.2)	359.6 (actual 31.2)		364.5	345

Ref.	04/05	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	Provisional 2005/06	Target 05/06
BV 99a	Number of casualties - All killed or seriously injured (KSI). Seasonally adjusted annual equivalent.															
	Figures here are for calendar year 2005. Performance of less than 139 in 2005 would take us across the lower CPA threshold (because it would reduce the 3 year rolling average as used by the CPA to less than 153.6)															
	Provisional figures indicate that the casualties did not exceed the annual target for 2005. October's is the latest data received from TfL. The data should be used with caution.															
	2004	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct			Green	Green	2005
	131	Jan: 70 (actual: 6)	Feb: 105 (actual: 8)	Mar: 83 (actual: 7)	Apr: 103 (actual: 8)	May: 88 (actual: 8)	Jun: 59 (actual: 5)	Jul: 91 (actual: 9)	Aug: 76 (actual: 6)	Sep: 38 (actual: 3)	Oct: 96 (actual: 8)				Jan to Oct: 82 (actual: 69)	138 (CPA threshold)
Was BV 88	Number waste collections missed per 100,000 household waste collections (from Accord)															
	LPSA Indicator															
	Performance for March was the second best monthly figure for 2005/06. This gave a final outturn of 129 missed collections per 100,000 households, a figure which is narrowly better than the 130 target for the year.													Green	Green	
	190	149	150	149	148	128	116	119.8	120.5	117.6	120	121	117		129.4	130
L	Incidents of dumped rubbish reported to the Accord Call Centre (seasonally adjusted annual equivalent).															
	LPSA Indicator															
	March's figure shows a slight increase in comparison to recent previous months. However, the target has been achieved with the YTD performance of 5,267 being well below the set target of 8,246.													Green	Green	
	10,859	6,142 (actual: 474)	5,636 (actual: 429)	4,799 (actual: 484)	4,420 (actual: 423)	4,311 (actual: 426)	5,169 (actual: 504)	4,688 (actual: 405)	4,967 (actual: 410)	4,765 (actual: 394)	5,960 (actual: 431)	6,861 (actual: 419)	6,739 (actual: 468)		5,267	8,246
L 790	Zone 1 Streets of an acceptable standard of cleanliness (Accord)															
	The standard of cleanliness in zone 1 roads for March exceeded the target level of 95%. The performance for the year has surpassed the set target with 98.8% being achieved.													Green	Green	
	97.7%	98.3%	98.5%	99.2%	98.8%	99%	98.2%	98.9%	98.2%	98.8%	99.0%	99.4%	98.5%		98.8%	95%
L	Sports & Leisure usage (seasonally adjusted annual equivalent)															
	Figures seasonally adjusted to a profile supplied by Recreation, and revised wef the October report.															
	Opening of new/refurbished facilities at Park Road has had a positive impact, which together with improvement at Tottenham Green has led to an outturn of 3% (27K) above target, and will inform increased target for 2006/7													Green	Green	
	876,581	878,270 (actual: 71,349)	801,226 (actual: 81,274)	882,069 (actual: 94,960)	848,447 (actual: 87,331)	808,001 (actual: 76,013)	850,795 (actual: 80,781)	964,117 (actual: 69,584)	938,285 (actual: 67,295)	1,010,364 (actual: 49,665)	922,968 (actual: 70,037)	1,076,723 (actual: 75,376)	1,105,444 (actual: 87,084)		910,749	883,908
	Parks cleanliness Index															
	Above target performance sustained for 3/4 of the year and end of year outturn, Particular attention to be given to early summer period 06/07													Green	Green	
	79.20	73.2	76.9	81.11	79.46	79.81	83.52	82.30	83.6	83.3	84.69	81.65	84.47		80.92	80
Housing Monthly indicators																
Ex. BV 185	The % of responsive (but not emergency) repairs during the year, for which the authority both made and kept an appointment.															
	A new work scheduling computer system was implemented mid year which has hampered accurate performance data collection but will help improve performance in 06/07.													Red	Red	
	99%	96.36%	95.9%	98%	96%	96%	97%	90%	90.5%	91%	93%	90%	92%		91.0%	99%
BV 183a	The average length of stay in bed and breakfast accommodation of households which include dependent children or a pregnant woman and which are unintentionally homeless and in priority need. (Amended definition applied wef Apr)															
	CPA indicator															
	19.1 (old definition)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	4
BV 183b	The average length of stay (weeks) in hostel accommodation of households which include dependent children or a pregnant woman and which are unintentionally homeless and in priority need.															
	The retrospective nature of this PI continues to mean low performance, as we cannot control how hostel usage was maintained in the past. However, work will continue in 06/07 to look at our current option for hostel usage.													Red	Red	
	79.34	69.64	25	41.33	74.55	56.33	153	57.86	140.33	69.78	71.33	56	54		67.41	40.00
BV 212 LHO 4	Average relet times for local authority dwellings let in the financial year (calendar days)															
	Reintroduced for 05/06 - Ex. BV 68															
	This figure is provisional, whilst final data integrity work is being completed, with an expectation that the year end figure will slightly improve. The data over the year shows a marked improvement that reflects the work of the Voids Improvement Group, which will continue in the new year.													Amber	Red	
	29.6	32.78	30.83	34.29	33.73	27.53	31.03	25.89	36.34	26.04	23.75	28.35	28.66		30.52	29 LPSA 25

Ref.	04/05	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	Provisional 2005/06	Target 05/06
BV 66a	Local authority rent collection and arrears: proportion of rent collected															
	Continued good performance relative to the other London LAs falling just short of target															
	97.6%	91.84%	96.11%	96.65%	96.95%	97.05%	96.71%	96.73%	97%	96.6%	97%	97%	97%		97.37%	97.8%
BV 66b	Percentage of tenants with more than seven weeks rent arrears															
	New from 2005/06															
	9%	N/A	N/A	11.8%	12.2%	11.89%	13.02%	13%	13.6%	13.9%	14.2%	11%	13.1%		13.1%	8%
was BV 67	Decisions on homelessness applications made in 33 days															
	A succesful reduction of backlog cases resulted in a fall in performance, just under target. New case assessment standards will improve performance in the future, as well as further enhance the quality of decision making..															
	81.10%	100%	97.04%	97.83%	94.16%	96.67%	98.9%	95.0%	78.53%	80.36%	59.9%	80.49%	93.53%		89.02%	92%
LHO 6 Was (BV73)	The average time taken to complete non-urgent responsive repairs (calendar days)															
	Revised methodology for calculation (now includes all repairs) introduced during year whereas target set on previous year methodology.															
	21	-	-	19.96 (Q1)	-	16.60	17.86 (Q2: 17.80)	14.89	13.67	14.18	15.13	14.67	15.12		16.98	10
LHO 5 (BV 72)	The % of urgent repairs completed within Government time limits.															
	The only exclusions in this PI are heating breakdowns attended by our gas contractors.															
	97%	100%	99.7%	98%	98.8%	98%	96.4%	97%	98.3%	98%	99%	95%	94%		98.2%	97%
Social Services Monthly indicators																
BV 54 C32	Older people helped to live at home per 1000 population aged 65 or over															
	February's information is based on the updated Framework-i reports.															
	121	122	121	116	120	122	131	115	145	116	165	167	163		163	127
55 D40	Adult and older clients receiving a review as a percentage of those receiving a service															
	This is a joint (older people and adults) indicator.															
	Since Framework-i went live we have monitored a combination of FI and Client Index reports to obtain meaningful outturns. However as data quality on FI has improved and migration and report issues have been fixed this method pushed the figures artificially high. Since December we are relying on FI reports only to provide a more accurate outturn.															
	61%	53%	61%	62%	62%	58%	64%	66%	72%	42%	49%	47%	44%		44%	75%
BV 56 D54	% of items of items of equipment & adaptations delivered within 7 working days															
	CPA Key Threshold															
	February's performance and the year to date position comfortably exceeds the target.															
	70%	72%	87%	70%	73%	91%	93%	90%	86%	91%	97.1%	94%	90%		86%	80%
BV 58 D39	% of people receiving a statement of their needs and how they will be met.															
	Joint Indicator for Adults & Older People - Deleted as BVPI from 05/06															
	Framework I report only available since January 2006. Improvement project is in progress.															
	89%	87%	88%	95%	95%	95%	95%	95%	95%	95%	64%	65%	69%		69%	95%
BV 195	Acceptable waiting time for assessment - average of (i) % where time from first contact to beginning of assessment is less than 48 hours & (ii) % where time from first contact to completion of assessment is less than or equal to 4 weeks															
	D55 CPA Key Threshold. This PI is based on acceptable waiting times for assessment for new older clients (65+). An improvement project is currently in place in conjunction with the OP Service.															
	62.5%	62%	62%	62%	62%	63%	65%	66%	70%	64%	59.7%	54%	59%		59%	70%
BV 196	Acceptable waiting time for care packages - % where the time from completion of assessment to provision of all services in a care package is less than or equal to 4 weeks															
	D56 CPA Key Threshold. This PI is based on acceptable waiting times for care packages for new older clients (65+). Project in progress to improve performance.															
	89.9%	89%	88%	88%	88%	87%	84%	88%	89%	88%	50%	69%	74%		74%	91%
Paf C26	Supported admissions to residential/nursing care per 10,000 population over age 65 [annual equivalent]															
	CPA Key Threshold (using 2003 mid year estimate population of 21,100)															
	The new SR1 definition states that temporary to permanent transfers should also be included. This has increased the overall performance of C26. March's performance is based on 124 admissions since April.															
	56.10	97.10	74.30	64.80	61.40	58.30	54.30	53.10	51.43	50.16	74.90	64.40	64.80		64.80	50.5

Ref.	04/05	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	Provisional 2005/06	Target 05/06
Paf C62	The number of carers for Adults & Older People receiving a carer's break or specific carer's service as a proportion of all Adult clients receiving a community based service															
	This indicator was introduced mid year 2004 and the 2004/05 outturn was calculated by scaling up six months worth of data. We now have a full year's data from which to calculate PAF C62 and these figures suggest a lower level of performance. CSCl have recently published performance bandings which give us an opportunity to benchmark our performance with others. Following the release of these performance bandings and national targets, the 05/06 target has been adjusted to 12% which is within the top performance banding.															
	24%	25.7% scaled up	24.0% scaled up	22.43% scaled up	22% scaled up	20.4% scaled up	18.2%	18%	15%	17%	14%	13%	6%		6%	12%
LPSA 8	Percentage of all identified carers of older people aged 65+ receiving an assessment <i>LPSA 8 (=PAF D43 2002/03 defn)</i>															
	Based on 188 Assessments of Older People from 221 known carers.															
	N/A	82%	82%	82%	82%	82%	84%	83%	83%	68%	68%	85%	85%		85%	90%
PAF D43	Number of new clients (adults and older people) where time from first contact to first service is more than 6 weeks															
	Data currently not available due to further report testing.															
	301	280	284	272	366	460	497	661	762	225	tbc	tbc	tbc		225	125
BV 201 C51	Adults and older people receiving direct payments at 31 March per 100,000 population aged 18 or over (age standardised)															
	<i>CPA Key Threshold</i> Performance continues to improve month on month and the 05/06 target has been met.															
	86	84.66	86	95	102	109	107	117	118	117	119	126	122		122	120 by Mar
Local	NHS & Community Care Act Complaints - Stage 1 responded to within 14 days															
	62%	50%	100%	86%	50%	75%	80%	90%	50%	25%	50%	100%	100%		100%	70%
Local	NHS & Community Care Act Complaints - Stage 2 responded to within 28 days															
	0%	N/A	N/A	N/A	N/A	0%	N/A	N/A	0%	N/A	N/A	0%	N/A		0%	30%
Finance Monthly indicators																
BV 8	The percentage of invoices for commercial goods and services that were paid by the authority within 30 days of such invoices being received by the authority <i>CPA Key Threshold</i>															
	The sharp downturn in the borough's performance for January is directly related to the implementation of SRM. Many invoices were delayed while procurers attempted to 'place their orders' and encountered difficulties adjusting to the new system. Many invoices were delayed as procurers encountered difficulties in adjusting to the new system for goods receipting.															
	85%	90.3%	88.4%	89.5%	90.4%	89.1%	88.7%	90.7%	90%	89.4%	83.0%	87.1%	86.4%		88.5%	90.0%
BV 9	The percentage of council taxes due for the financial year which were received in year by the authority. <i>CPA Key Threshold</i>															
	The provisional performance is close to target and shows a consistent collection rate throughout the year.															
	93%	92.8%	93.9%	93.2%	93.2%	93.4%	93.3%	93.3%	93.3%	91.5%	93.0%	92.8%	93.6%		93.3%	93.5%
BV 10	The percentage of non-domestic rates due for the financial year which were received in year by the authority. <i>CPA Key Threshold</i>															
	The provisional performance shows that the target has been achieved.															
	98.6%	98.6%	98.9%	99.1%	98.8%	98.8%	99.3%	99.1%	99.1%	97.0%	104%	99%	99%		99%	99%
78a PM1	Performance Indicator for average speed of processing new claims (Standard 36 days) <i>Measured in days</i>															
	The provisional performance figures show that steady improvement has been made during the year but took a downward turn in the final quarter due to the Hemel fire. However the provisional final year figure is above target.															
	46.5	47	44	44	44	40	40	36	36	42	45	42	45		41	42
PM5	Performance Indicator for average speed of processing change of circumstances (Standard of 9 days – subject to review) <i>Measured in days</i>															
	The Department of Works and Pensions has introduced a revised calculation for this indicator. A re-organisation of work priorities has seen an improvement in the provisional March figure, currently work is being undertaken to estimate a revised annual position and the target will require amending.															
	14	20	18	17.6	17	18	18	18	29	33	41	37	27		36	18

Ref.	04/05	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	Provisional 2005/06	Target 05/06
Chief Executive's Monthly indicators																
BV 12 CPA	Working days lost due to sickness per FTE employee <i>FTE = full time equivalent</i>															
	The YTD progress includes late reporting of sickness inevitably missing from monthly figures													Red	Red	
		0.64 Annual Equivalent	0.72 Annual Equivalent	0.75 Annual Equivalent	0.75 Annual Equivalent	0.61 Annual Equivalent	0.68 Annual Equivalent	0.76 Annual Equivalent	0.79 Annual Equivalent	0.82 Annual Equivalent	0.77 Annual Equivalent	0.71 Annual Equivalent	0.89 Annual Equivalent			
	9.53	7.7	8.6	9.0	9.0	7.3	8.2	9.1	9.5	10.5	9.3	8.5	10.7		10.5	8.8
BV 117	The number of physical visits per 1,000 population to public libraries <i>Deleted as BVPI from 05/06</i>															
														Green	Green	
		871 Annual Equivalent	829 Annual Equivalent	813 Annual Equivalent	814 Annual Equivalent	767 Annual Equivalent	821 Annual Equivalent	903 Annual Equivalent	825 Annual Equivalent	699 Annual Equivalent	810 Annual Equivalent	804 Annual Equivalent	888 Annual Equivalent			
	9,032	10,448	9,944	9,754	9,765	9,205	9,850	10,836	9,898	8,394	9,720	9,721	10,656		9,843	9,000
Local	Members Enquiries, percentage responded to within 10 working days															
	3503 out of 4142 on time in year to date													Red	Amber	
	71%	82%	82%	84%	83%	89%	85%	87%	82%	84%	88%	87%	79%		85%	90%
Local	Local Resolution complaints (stage 1) responded to within 15 working days															
	1587 out of 1994 on time in year to date													Green	Green	
	75%	79%	80%	81%	81%	83%	76%	82%	80%	69%	78%	83%	82%		80%	80%
Local	Service investigation complaints (stage 2) responded to within 25 working days															
	151 out of 204 completed on time so far this year													Amber	Red	
	76%	75%	47%	92%	78%	76%	65%	87%	72%	82%	69%	75%	77%		74%	80%
LCE1	Independent review (stage 3) public complaints responded to within 25 working days															
	One stage 3 in March. 32 out of 34 completed in timescale in the year.													Green	Green	
	86%	100%	100%	100%	N/A	100%	100%	100%	100%	100%	67%	80%	100%		94%	90%
L	Freedom of information act replies within 20 day time scale															
	The relatively low out-turn figure was as a result of some Directorates failing to achieve satisfactory performance levels across the year. This is being addressed and 2006/7 should see an overall increase in the percentage of requests replied to on time.													Red	Red	
	N/A	60%	68%	72%	65%	53%	73%	74%	70%	49%	72%	57%	63%		65%	90%
L	Waiting times - % personal callers to Customer Service Centres seen in 15 minutes															
	Despite the re-allocating of staff between Centres, we failed to achieve our target. This was as a result of increased demand in March, which we are working on understanding. Further work is being carried out during April and May to be quicker to react to increases in demand at our CSC's, whilst looking at improving our productivity levels further.													Red	Red	
	77%	74%	56%	67%	67%	75%	68%	67%	62%	80%	47%	52%	49%		63%	70%
L	Switchboard- Telephone answering in 15 seconds															
	Actions are in place to return this service level to a more cost effective level.													Green	Green	
	92%	98%	98%	99%	98%	98%	98%	97%	96%	98%	98%	98%	97%		98%	90%
L	Council Wide Position- Telephone Calls answered within 15 seconds as a % of total calls <i>(total includes those that reached the busy signal and unanswered calls)</i>															
	Year out-turn above target. Customer Services continuing to work with BU's on improving this performance further.													Amber	Green	
	67%	N/A	N/A	81%	81%	83%	80%	81%	80%	83%	80%	78%	73%		79%	75%
Call Centre Totals																
	Calls answered in 15 Secs as % of calls presented															
	The Call Centre has received a higher number of calls this year, a 28% increase on the previous year. We achieved an average waiting time of 49 seconds, hampered significantly by performance in the last 3 months. Staff productivity has improved, but needs to be focussed on further. Closer relationships with Client Services are vital, as when demand for them changes at short notice, planned staffing in the Centre can become compromised. Work is also underway on understanding the significant increase in demand. There have been some IT difficulties, but these are now improving.													Red	Red	
	43.0%	84.0%	61.9%	67.8%	66.6%	67.6%	78.3%	64.9%	51.2%	62.9%	40.5%	45.2%	15.5%		55%	70%
	Calls answered as percentage of all calls presented															
	Year out-turn above target.													Red	Green	
	65.3%	97.34%	92.11%	94.52%	89.20%	95.32%	94.94%	94.87%	90.45%	93.58%	83.9%	90.32%	54.36%		86.2%	85%
	Average queuing time <i>Min:Sec</i>															
	Average queuing time rose in March 2006, due to Annual Billing - (duplicate payments, benefits not on all accounts and the introduction of allpay cards not being fully understood by our customers until they telephoned.)													Red	Red	
	01:02	00:13	00:37	00:29	00:35	00:24	00:16	00:26	00:51	00:35	01:15	00:53	02:44		00:49	40 Secs

Ref.	04/05	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	Provisional 2005/06	Target 05/06
Children's Services Other indicators																
BV 45	% of half days missed due to absence in secondary schools maintained by the local education authority. LPSA The figure shown is the end of year figure as at 7th July. These figures are confirmed by DfES															
	8.7%			8.6%											Green	8.6%
BV 46	% of half days missed due to absence in primary schools maintained by the local education authority. LPSA The figure shown is the end of year figure as at 7th July. These figures are confirmed by DfES															
	6.7%			6.4%											Red	6%
38	% of 15 year old pupils in schools maintained by the local education authority achieving five or more GCSEs at grades A*- C or equivalent. 48.5% is now the confirmed final result for 2005/06															
	43.7%														Green	46%
Local LPSA	Average points score of Black African pupils at Key Stage 2 Good progress on this target. Needs to be maintained for 2006.															
	25.50														Amber	26.00
Local LPSA	Average points score of Black Caribbean pupils at Key Stage 2 LPSA Some progress has been made- but there is a danger that this target will not be met in 2006.															
	25.50														Amber	26.10
BV 50 A2	Educational qualifications of children looked after by reference to the % of young people leaving care aged 16 or over with at least 1 GCSE at grades A*- G. or GNVQ. LPSA CPA Key Threshold															
	LPSA stretch target exceeded with 50% of looked after children achieving at least 1 GCSE at grades A-G														Green	
	34%														Green	46%
Section 6 CCC	The number of children looked after for 12+ months who obtained at least 5 GCSE's at grade A* to C LPSA Target: 14 Children by summer '06 In 2004 7 children achieved 5 GCSEs A-C and in 2005 another 7 so the target of 14 has already been achieved with a year to spare.															
															Green	14
Housing Other indicators																
Local	The number of under-occupied tenancies re-housed LPSA															
	45	1	7	3	6	7	12	9	12	14	11	10	6	Green	Green	95
DMT 10	Tenancies re-housed under the Moving out of London Scheme LPSA Making steady progress in this area - confident that the revised target of 45 moves will be met by Mar 06															
	23	1	4	2	7	4	8	6	6	5	2	2	7	Green	Green	45 LPSA target 50
BV 63	Energy Efficiency - the average SAP rating of local authority owned dwellings. LPSA															
	58														Green	64
BV 213	Households who considered themselves as homeless, who approached the local housing authority's housing advice service and for whom advice/intervention resolved their situation per 1000 households New starting in 2005/06															
	N/A	34	42	39	42	75	26	12	38	20	31	10	33	Green	Green	350
BV 214	Proportion of households accepted as homeless who have been previously accepted as homeless within last two years New starting in 2005/06															
	N/A														Green	10%
BV 184a	The proportion of local authority homes which were non 'decent' at 1st April CPA Key Threshold															
	48%	49.84%	49.70%	46.85%	46.61%	46.38%	46.19%	46.00%	45.74%	45.47%	45.24%	45.02%	44.69%	Green	Green	46%
based on BV 184b	The change in proportion of non 'decent' local authority homes which were not 'decent' at 1st April. CPA Key Threshold															
		-7%	-7%	-12%	-12%	-13%	-13%	-9%	-9%	-9%	-9.49%	-9.78%	-10.34%	Red	Red	-15.8%

Ref.	04/05	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	Provisional 2005/06	Target 05/06	
BV 74a	Satisfaction of tenants of council housing with the overall service provided by their landlord																
	67%														73.67%	68%	
BV 75a	Satisfaction of tenants of council housing with opportunities for participation in management and decision making in relation																
	60%														69.37%	61%	
LHO 7	% of permanent social lettings which are made through the choice-based lettings processes LPSA																
	61%	27%	51%	22%	33%	43%	43%	37%	36%	41%	40%	41%	51%	Red	Red	80%	
Environment other indicators																	
BV 199a	Local street and environment cleanliness (litter) <i>New from 2005/06</i> This result is a worsening of the performance achieved in 2004/05 and one which meant that the target for the year has been missed by a significant margin. The scores are provided by independent survey carried out by ENCAMS through the Capital Standards programme. The Waste Management Service has examined survey data for tranche 2 (of 3) and raised questions with Capital Standards as half of the locations surveyed were outside the target wards. Capital Standards has provided a response and this is being investigated. Detailed data for tranche 3 will not be available for scrutiny until late in May 2006.																
	32%				23%					42%				44%	Red	37%	30%
BV 199b	Local street and environment cleanliness (Graffiti) <i>New from 2005/06</i> At present there is no London wide comparison data available for this element of the PI. However 6% is considered to be a very good level of performance and when comparative data is available, we believe this will compare favourably with other London boroughs and this will also inform the process of target setting.																
	n/a				5%					8%				6%		6%	
BV 199c	Local street and environment cleanliness (Fly - posting) <i>New from 2005/06</i> At present there is no London wide comparison data available for this element of the PI. However 4% is considered to be a very good level of performance. When comparative data is available, we believe we will compare favourably with other London boroughs and this will also inform the process of target setting.																
	n/a				2%					5%				5%		4%	
BV 199d	Local street and environment cleanliness (fly-tipping) <i>New from 2005/06</i> The performance measure will be based on a combination of year-on-year reduction in total incidents of fly-tipping dealt with, as recorded on Screen 1 of Flycapture, and a year-on-year increase in actions taken against fly-tipping, as recorded on Screen 2 of Flycapture. The statements below illustrate the marking awarded to the various combinations: Total number of incidents dealt with decrease & total number of enforcement actions increase. Grading: 'Very Effective' or '1' Only total number of incidents decrease. Grading: 'Effective' or '2' Only total number of enforcement actions increase. Grading: 'Good' or '3' Total number of enforcement actions decrease. Grading: 'Poor' or '4' Total number of incidents increase. Grading: 'Poor' or '4'																
					3										3		
BV 91b	% of population served by a kerbside collection of recyclables. More than one recyclable																
	95%														99.03%	99%	
BV 223	Condition of principal roads- % in need of repair CPA Key Threshold from 2006 - was BV 96 using different survey methodology The 15% is the SCANNER survey result with is a different methodology to that used last year and compares favourably against a number of other Local Authorities. Some authorities whose score is worse than ours include Camden, Westminster, Islington, Tower Hamlets, Hammersmith, Newham and Lambeth.																
	59%														15%	55%	
BV 224a	Condition of non-principal classified roads - % in need of repair CPA Key Threshold from 2006 - was BV 97a using different survey methodology																
	22%														12%	21%	
BV205	Quality of service checklist <i>New for 2004/05</i>																
	94%														100%	94%	

Ref.	04/05	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Monthly Progress	Provisional 2005/06	Target 05/06
Social Services other Indicators																
53	Intensive home care per 1,000 population aged 65 or over. <i>PAF C28 CPA</i>															
	24.1	24.5	24	24	24	24	24	23	23	23	23	23	23		Red	30
Local	Number of people placed in long term extra care sheltered housing places, excluding step down provision <i>LPSA</i>															
	60			60				60					60		Green	65 or LPSA target 45
Finance Services other indicators																
BV 156	The percentage of authority buildings open to the public in which all public areas are suitable for and accessible to disabled people															
	22%			22%			22%						27.0%		Green	25%
PM2	Percentage of new claims outstanding over 50 days (Standard 10%) The end of year figure is a provisional one, although this is classified as a 'good' score for CPA ratings an improvement is required. The service is identifying ways to reduce the length of time it takes for customers to return proofs to enable the claim to be processed. Similar to new claims (BVPI78a) mobile processing and improved information collation with customers who visit are being implemented.															
			19%			10.8%				16.0%			20%		20%	9%
PM10	What is the percentage of interventions when review action commenced in the last quarter against the annual target? The annual target has been exceeded. This equates to an 'excellent' score for CPA purposes.															
			16%			38.5%				83.7%			105%		105%	100%
PM12	What is the percentage of visits carried out against the annual target? The annual target has been exceeded. This equates to an 'excellent' score for CPA purposes.															
			33%			63%				94.4%			118%		118%	100%
Chief Executive's Other indicators																
BV 14	Employees retiring early (excluding ill-health retirements) as a % of the total work force <i>Annual equivalents shown</i> 8 early retirements															
	0.37%			0.00%			0.12%			0.19%			0.00%		Green	0.20%
BV 15	Employees retiring on grounds of ill health as a % of the total workforce <i>Annual equivalents shown</i> 13 Employees in the pension scheme retired due to ill health															
	0.35%		0.17%			0.04%				0.23%			0.08%		Green	0.30%
BV17a	The percentage of staff from minority ethnic communities															
	40.8%		41.7%			41.6%				41.5%			44.6%		Green	40.8%
BV 11a	The percentage of top 5% of earners that are women															
	49.7%		50.0%			52.4%				56.1%			55.9%		Green	50%
BV 11b	The percentage of top 5% of earners from ethnic minority communities															
	23.6%		24.7%			25.4%				23.5%			21.1%		Red	25%
BV 11c	The percentage of top 5% of earners declaring they meet the Disability Discrimination Act disability definition <i>New for 2005/06</i>															
	4.5%		4.9%			5.0%				4.8%			4.1%		Amber	
BV 220	Compliance against the public library service standards <i>New from 2005/06</i> Our current assessment is that we meet 8 of the 10 library standards getting 2 points for each standard we meet and an additional point for the fact that 100% of households are within a mile of a library equating to 17 points. It is possible that we can acquire an additional 0.5 point if the 2 standards not met are within 5% of being fully met. This is then scored on a scale of 1 to 4 with 4 being the highest and requiring 18 plus points.															
	3														Green	
LPSA	Change in cost effectiveness															
	115.60														Green	105.00
BV 126	Domestic burglaries per 1,000 households (seasonally adjusted annual equivalent) LPSA target is to reduce the number of domestic burglaries to 2,643 which equates to a 17% reduction. Whilst we have met the standard 8% reduction target, projections as at Feb '06 show that we are unlikely to hit our LPSA target.															
	34.5	24.9	26.4	26.0	25.6	26.8	27.5	27.9	28.3	28.0	28.0	28.1			Green	31.7

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APPENDIX 2

ODPM Direct Business Review PAF/L Description					2004/05	Eng Top Q	Lon Top Q	Lon average	Provisional Outturn	Target 2005/06	Target 2006/07	Target 2007/08	Target 2008/09
Filters		BV ref.	PAF/Local ref.	Description	2004/05	England 2004/05	London 2004/05	Average %yes	2005/06 Provisional Outturn	2005/06	2006/07	2007/08	2008/09
Corporate Health	CE	Equalities & Divers	2a	The level (if any) of the Equality Standard for local government to which the authority conforms	Level 2				Level 2	Level 2	Level 4	Level 4	Level 4
Corporate Health	CE	Equalities & Diversity	2b	The duty to promote race equality; Does the authority have a Race Equality Scheme Score against checklist for Race Equality Scheme	84.20%	72%	84%	71%	89.5%	100%	100%	100%	100%
Corporate Health	Finance	Corporate Finance	8	% of invoices for commercial goods and services that were paid by the authority within 30 days of such invoices being received by the authority	85%	95.97%	90.20%	82%	88.5%	90%	92%	94%	96%
Corporate Health	Finance	Benefits & Local Taxation	9	% of council taxes due for the financial year which were received in year by the authority	93.21%	98.3%	95.85%	94.20%	93.35%	93.50%	93.75%	94.00%	94.20%
Corporate Health	Finance	Benefits & Local Taxation	10	% of non-domestic rates due for the financial year which were received in year by the authority.	98.60%	99.1%	98.83%	98.21%	98.98%	99%	99%	99.2%	99.3%
Corporate	CE	Personnel	11a	% of top 5% of earners that are women	50%	40.2%	46.75%	39%	55.9%	50%	50%	50%	50.0%
Corporate	CE	Personnel	11b	% of top 5% of earners from ethnic minority communities	25.64%	3%	16%	11.70%	21.1%	25%	26%	26%	26%

Filters						England 2004/05	London 2004/05			Targets				
ODPM group	Directorate	Business Unit	BV PAF/Local ref.	Description	2004/05	Top Quartile	Top Quartile	Average /%yes	2005/06 Provisional Outturn	2005/06	2006/07	2007/08	2008/09	
Corporate Health	CE	Personnel	11c New	% of top 5% of earners declaring they meet the Disability Discrimination Act disability definition	4.55%				4.1%	4.90%	4.90%	4.90%	4.90%	
Corporate	CE	Personnel	12	The no. of working days/shifts lost due to sickness absence per FTE employee.	9.53	8.40	7.92	8.93	10.45	8.8	8.8	8.8	8.8	
Corporate Health	CE	Personnel	14	The no. of employees retiring early (excluding ill-health retirements) as a % of the total work force	0.32%	0.16%	0.17%	0.47%	0.09%	0.20%	0.20%	0.20%	0.20%	
Corporate	CE	Personnel	15	The no. of employees retiring on grounds of ill health as a % of the total workforce	0.35%	0.12%	0.20%	0.27%	0.13%	0.30%	0.30%	0.30%	0.30%	
Corporate	CE	Personnel	16a	% of staff declaring they meet the Disability Discrimination Act disability	4.03%	3.73%	3.96%	2.96%	3.77%	6.25%	6.25%	6.25%	6.25%	
Corporate	CE	Personnel	16b	% of economically active disabled people in the borough	13.71%	31.33%	32.80%	24.70%	13.7%	N/A	N/A	N/A	N/A	
Corporate	CE	Personnel	17a	% of staff from minority ethnic communities	40.8%	4.60%	35.30%	24.6%	44.6%	39.30%	39.30%	39.90%	39.30%	
Corporate	CE	Personnel	17b	% of economically active minority ethnic people in the borough	31.4%	100.00%	104.60%	90.0%	31.35%	N/A	N/A	N/A	N/A	
Corporate Health	Finance	Property	156	% of authority buildings open to the public in which all public areas are suitable for and accessible to disabled people	21.57%				27.45%	25%	28%	33%	33%	
Corporate Health	CE	Corporate IT	157	The no. of types of interactions that are enabled for electronic delivery as a % of the types of interactions that are legally permissible for electronic delivery.	83%	87.50%	92%	83%	100%	100%	100%	100%		

Filters						England 2004/05	London 2004/05			Targets			
ODPM group	Directorate	Business Unit	BV PAF/Local ref.	Description	2004/05	Top Quartile	Top Quartile	Average /%yes	2005/06 Provisional Outturn	2005/06	2006/07	2007/08	2008/09
Education	Children	Education	38	% of 15 year old pupils in schools maintained by the local education authority achieving five or more GCSEs at grades A*- C or equivalent.	43.7%	56.20%	56.20%	52.1%	48.5%	46%	49% Stretch 53% (44%LPS A Target)	54%	55%
Education	Children	Education	39	% of 15 year old pupils in schools maintained by the local education authority achieving 5 or more GCSEs at grades A*-G or equivalent. inc. English & Maths	79.7%	90.20%	89.30%	87.70%	81%	80%	81%	82%	83%
Education	Children	Education	40	% of pupils in schools maintained by the local education authority achieving Level 4 or above in the Key Stage 2 Mathematics test.	67%	77%	77.0%	73.50%	68%	69% Stretch 75%	70% stretch 76%	71%	72%
Education	Children	Education	41	% of pupils in schools maintained by the local education authority achieving Level 4 or above in the Key Stage 2 English test.	70%	80.0%	80.0%	77.40%	73%	71% Stretch 75%	72% Stretch 76%	75%	76%
Education	Children	Education	43a	% of statements of special educational need issued by the authority in a financial year and prepared within 18 weeks excluding those affected by "exceptions to the rule" under the SEN Code of Practice.	98.9%	100.0%	100.0%	95.8%	100%	99%	99%	99%	100%

Filters						England 2004/05	London 2004/05			Targets			
ODPM group	Directorate	Business Unit	BV PAF/Local ref.	Description	2004/05	Top Quartile	Top Quartile	Average /%yes	2005/06 Provisional Outturn	2005/06	2006/07	2007/08	2008/09
Education	Children	Education	43b	% of statements of special educational need issued by the authority in a financial year and prepared within 18 weeks including those affected by "exceptions to the rule" under the SEN Code of Practice.	72%	90.2%	92.2%	80%	85%	80%	85%	90%	93%
Education	Children	Education	45	% of half days missed due to absence in secondary schools maintained by the local education authority.	8.68%	7.56%	7.46%	7.84%	8.63%	8.80%	8.4% or 8.1% (6.2% Authorised & 1.9% unauthorised PSA target)	8.2%	8.1%
Education	Children	Education	46	% of half days missed due to absence in primary schools maintained by the local education authority.	6.63%	5.14%	5.71%	5.94%	6.41%	5.90%	5.6% (LPSA target: 4.1% authorised & 1.3% unauthorised)	5.4%	5.4%
Education	Children	Education	159	% of permanently excluded pupils provided with alternative tuition of 21 or more hours a week		93.48	92.5	75%	98%	Deleted as BVPI from 2006/07			

Filters						England 2004/05	London 2004/05			Targets				
ODPM group	Directorate	Business Unit	BV PAF/Local ref.	Description	2004/05	Top Quartile	Top Quartile	Average /%yes	2005/06 Provisional Outturn	2005/06	2006/07	2007/08	2008/09	
Education	Children	Education	181a	% of 14 year old pupils in schools maintained by the LEA achieving Level 5 or above in the Key Stage 3 test in: English,	59%	75.00%	76.25%	69.62%	64%	61% stretch 67%	65% stretch 69%	67%	68%	
Education	Children	Education	181b	Maths	58%	76.10%	76.25%	69.49%	61%	60% stretch 66%	62% stretch 65%	63% stretch 68%	64%	
Education	Children	Education	181c	Science	51%	70.00%	68.25%	61.10%	54%	53% stretch 62%	56% Stretch 64%	57% stretch 64%	59%	
Education	Children	Education	181d	ICT assessment	54%	72.00%	68.30%	58.92%	63%	53% stretch 62%	62%	66%		
Education	Children	Education	194a	% of pupils achieving level 5 or above in KS2 in English	25%	28.0%	28.0%	27%	25%	30%	31%	31%	31%	
Education	Children	Education	194b	% of pupils achieving level 5 or above in KS2 in Maths	26%	33.0%	33.0%	30%	25%	30%	31%	31%	31%	
Education	Children	Education	221a	Participation in and outcomes from youth work: Recorded Outcomes										
Education	Children	Education	221b	Participation in and outcomes from youth work: Accredited Outcomes										
Education	Children	Education	222a	Quality of early years & childcare leadership - leaders										
Education	Children	Education	222b	Quality of early years & childcare leadership - postgraduate input										

Filters						England 2004/05	London 2004/05			Targets				
ODPM group	Directorate	Business Unit	BV ref.	PAF/Local ref.	Description	2004/05	Top Quartile	Top Quartile	Average /%yes	2005/06 Provisional Outturn	2005/06	2006/07	2007/08	2008/09
Health & Social care - Children	Children's	Children's	49	A1	Stability of placements of children looked after by the authority by reference to the % of children looked after on 31st March in any year with three or more placements during the year.	14.7%	n/a	n/a	n/a	13%	14%	13%	12%	10%
Health & Social care - Children	Children's	Children's	50	A2	Educational qualifications of children looked after by reference to the % of young people leaving care aged 16 or over with at least 1 GCSE at grades A*-G, or GNVQ.	34.20%	58.0%	56.0%	48.00%	46%	44% LPSA 46%	55%	60%	65%
Health & Social	Soc.	Older People	53	C28	Intensive home care per 1,000 population aged 65 or over.	24.48	15.51	23.43	18.59	23	25			
Health & Social	Soc.	Older People	54	C32	Older people helped to live at home per 1000 population aged 65 or over	121	98.54	116.25	98.3	163	121			
Health & Social	Soc.	Adults	56	D54	% of items of equipment & adaptations delivered within 7 working days	70%	89%	91%	84%	86%	90%	88%	88%	88%
Health & Social care - Children	Children's	Children's	161	A4	Employment, education and training for care leavers: % of those young people who were looked after on 1 April in their 17th year (aged 16), who were engaged in education, training or employment at the age of 19	48.50%	0.84%	0.83%	1.92%	67%	65%	68%	70%	75%
Health & Social care - Children	Children's	Children's	162	C20	Reviews of child protection cases: % of child protection cases which should have been reviewed during the year that were reviewed	100%	100%	100%	99.00%	99%	99%	100%	100%	100%

Filters						England 2004/05	London 2004/05			Targets				
ODPM group	Directorate	Business Unit	BV ref.	PAF/Local ref.	Description	2004/05	Top Quartile	Top Quartile	Average /%yes	2005/06 Provisional Outturn	2005/06	2006/07	2007/08	2008/09
Health & Social care - Children	Children's	Children's	163	C23	Adoptions of children looked after: The no. of looked after children adopted during the year as a % of the no. of children looked after at 31 March who had been looked after for 6 months or more at that date.	5.2%	9.5%	6.70%	5.90%	6.4%	6%	7%	8%	9%
Health & Social care - Adults	Soc.	Adults & Older people	195		Acceptable waiting time for assessment-average of (i) % where time from first contact to beginning of assessment is less than 48 hours & (ii) % where time from first contact to completion of assessment is less than or equal to 4 weeks	62.5%	77.2%	77.1%	71.5%	59%	60%	65%		
Health & Social care - Adults	Soc.	Older People's	196	D56	Acceptable waiting time for care packages- % where the time from completion of assessment to provision of all services in a care package is not more than 4 weeks	88.94%	89.9%	90.5%	83.40%	74%	91%			
Health & Social care - Adults	Soc.	Adults & Older people	201	C51	Adults and older people receiving direct payments at 31 March per 100,000 population aged 18 or over (age standardised)	86.27	73	81	64	122	120	150	150	150
Housing	Home	Home & Building	62	CPA	The proportion of unfit private sector dwellings made fit or demolished as a direct result of action by the local authority	10.26	4.69	4.63	3.58	9.80%	10%	10%	10%	

Filters						England 2004/05	London 2004/05			Targets				
ODPM group	Directorate	Business Unit	BV PAF/Local ref.	Description	2004/05	Top Quartile	Top Quartile	Average /%yes	2005/06 Provisional Outturn	2005/06	2006/07	2007/08	2008/09	
Housing	Home &	Home &	63 CPA	Energy Efficiency - the average SAP rating of local authority owned dwellings.	58.37	68	67	65	66.17	64	69	75	77	
Housing	Housing Strategy	Housing Strategy	64	The no. of private sector dwellings that are returned to occupation or demolished during the year as a direct result of action by the local authority.	834	56.25	301.25	233.72	325 (Dec 05)	150	150	150	150	
Housing	Housing	Housing	66a	Local authority rent collection and arrears: proportion of rent collected	97.6%	98.33%	97.30%	95.65%	97.37	97.8%	97.5%	97.5%	97.5%	
Housing	Housing	Housing	66b	% of tenants with more than seven weeks rent arrears	9%				13.1%	7.50%	10.0%	9.0%	8.0%	
Housing	Housing	Housing	66c	% of tenants in arrears who have had notices seeking possession served.	22.7%					15%	12%	10.0%	10.0%	
Housing	Housing	Housing	66d	% of tenants evicted as a result of rent arrears	0.88%					1%	1%	1%	1%	
Housing	Housing Management	Housing Management	74a CPA	Satisfaction of tenants of council housing with the overall service provided by their landlord	67%	n/a	n/a	n/a	71%	71%	75%	76%	77%	
Housing	Housing Management	Housing Management	74b	Satisfaction of black & minority ethnic tenants with the overall service provided by their landlord.	64%	n/a	n/a	n/a		66%	73%	74%	75%	
Housing	Housing Management	Housing Management	74c	Satisfaction of non black-&-minority-ethnic tenants with the overall service provided by their landlord.	68%	n/a	n/a	n/a		68%	76%	77%	78%	

Filters						England 2004/05	London 2004/05			Targets				
ODPM group	Directorate	Business Unit	BV PAF/Local ref.	Description	2004/05	Top Quartile	Top Quartile	Average /%yes	2005/06 Provisional Outturn	2005/06	2006/07	2007/08	2008/09	
Housing	Ho	Housing Management	75a CPA	Satisfaction of tenants of council housing with opportunities for participation in management and decision making in relation to housing services provided by their landlord.	60%	n/a	n/a	n/a	68%	68%	71%	72%	72%	
Housing	Ho	Housing Management	75b	Satisfaction of black & minority ethnic tenants of council housing with opportunities for participation in management and decision making in relation to housing services provided by their landlord.	51%	n/a	n/a	n/a		55%	68%	69%	69%	
Housing	Ho	Housing Management	75c	Satisfaction of non- black & minority ethnic tenants of council housing with opportunities for participation in management and decision making in relation to housing services provided by their landlord.	66%	n/a	n/a	n/a		66%	73%	74%	74%	
Housing	Ho	Housing Management	164 CPA	Does the authority follow the Commission for Racial Equality's code of practice in rented housing?	Yes New level 2				Yes	Yes	Yes	Yes	Yes	
Homelessness	Ho	Housing Strategy	183a CPA	The average length of stay (weeks) in bed and breakfast accommodation of households which include dependent children or a pregnant woman and which are unintentionally homeless and in priority need.	19.1	1.00	5.00	13	0	4	1	1	1	

Filters						England 2004/05	London 2004/05			Targets				
ODPM group	Directorate	Business Unit	BV PAF/Local ref.	Description	2004/05	Top Quartile	Top Quartile	Average /%yes	2005/06 Provisional Outturn	2005/06	2006/07	2007/08	2008/09	
Homelessness	Home	Housing Strategy	183b CPA	The average length of stay in hostel accommodation (weeks) of households which include dependent children or a pregnant woman and which are unintentionally homeless and in priority need.	79.34	0.00	0.00	20	67.41	40	35	30	25	
Housing	Home	Housing Management	184a CPA	The proportion of local authority homes which were non 'decent' at 1st April 2005	53.57%	21%	30%	45%		46%	42%	33%	23%	
Housing	Home	Housing Management	184b CPA	The change in proportion of non 'decent' local authority homes which were not 'decent' at 1st April 2003	6.80%	n/a	n/a	n/a		18	22	27	0.3	
Housing	HO	Housing Management	185 CPA	% of responsive (but not emergency) repairs during the year, for which the authority both made and kept an appointment.	99.00%	90.40%	97.10%	86.20%	91%	97%	97%	98%		
Housing	Home	Home & Buildings	211a New	Proportion of expenditure on responsive to planned maintenance.	47%					42%	40%	30%		
Housing	Home	Home & Buildings	211b New	Proportion of expenditure on emergencies and urgent to non-urgent repairs	4%									
Housing	Home	Housing Strategy	212 LHO 4 New (BV 68) CPA	Average relet times for local authority dwellings let in the financial year (calendar days)	29.6				30.5	29	27	25	25	
Homelessness	Home	Housing Strategy	202	The no. of people sleeping rough on a single night within the area of the authority	6	0	1	9	6	5	5	5	5	

Filters						England 2004/05	London 2004/05			Targets			
ODPM group	Directorate	Business Unit	BV PAF/Local ref.	Description	2004/05	Top Quartile	Top Quartile	Average /%yes	2005/06 Provisional Outturn	2005/06	2006/07	2007/08	2008/09
Homelessness	Homelessness	Housing Strategy	203	% change in the average no. of families, placed in temporary accommodation under the homelessness legislation compared with the average from the previous year	6.38%	-6.94%	5.01%	14.49%	8.49%	10%	1%	-1%	-10%
Homelessness	Homelessness	Housing Strategy	213 New	Households who considered themselves as homeless, who approached the local housing authority's housing advice service and for whom advice/intervention resolved their situation per 1,000 households					402	350	400	425	450
Homelessness	Homelessness	Housing Strategy	214 New	Proportion of households accepted as homeless who have been previously accepted as homeless within last two years					1.55%	10%	8%	6%	5%
Housing	Financial	Benefits &	76a	no. of claimants visited per 1,000 caseload	176.79	282.16	262.82	180.98	226	204	210	215	217
Housing	Financial	Benefits &	76b	no. of fraud investigators per 1,000 caseload	0.2	n/a	n/a	n/a	0.20	0.2	0.19	0.19	0.20
Housing	Financial	Benefits &	76c	no. of fraud investigations per 1,000 caseload	5.44	53.40	33.02	22.84	8	6	8	10	10
Housing	Financial	Benefits &	76d	no. of prosecutions & sanctions per 1,000 caseload	2.41	5.31	3.25	2.46	2.4	2.5	3	4	5

Filters						England 2004/05	London 2004/05			Targets				
ODPM group	Directorate	Business Unit	BV PAF/Local ref.	Description	2004/05	Top Quartile	Top Quartile	Average /%yes	2005/06 Provisional Outturn	2005/06	2006/07	2007/08	2008/09	
Housing Benefit	Finance	Benefits & Local	78a	Speed of processing: a) Average time for processing new benefit claims (calendar days)	46.5	29.4	38.5	48.38	41	42	36	31	29	
Housing Benefit	Finance	Benefits & Local	78b	Speed of processing; b) Average time for processing notifications of changes of circumstance (calendar days)	13.72	7.4	11.1	18.43	38	9	20	15	9	
Housing Benefit and Council Tax Benefit	Finance	Benefits & Local Taxation	79a	Accuracy of processing: a) % of cases for which the calculation of the amount of benefit due was correct on the basis of the information available to the determination, for a sample of cases checked post-determination.	97.80%	99.00%	98.00%	96.40%	98%	98%	99%	99%	99%	
Housing Benefit and Council Tax Benefit	Finance	Benefits & Local Taxation	79b	Accuracy of processing: b) % of recoverable overpayments (excluding Council Tax Benefit) that were recovered in the year.	43%	49.93%	39.88%	35.20%		63%	65%	67%		
Housing Benefit and Council Tax Benefit	Finance	Benefits & Local Taxation	79b i	Amount of HB overpayments recovered during the period as a % of total amount of HB overpayments identified during the period.					35	n/a	60	62	64	
Housing Benefit and Council Tax Benefit	Finance	Benefits & Local Taxation	79b ii	Amount of HB overpayments recovered during the period as a % of total amount of HB overpayment debt outstanding at the start of the period plus amount of HB overpayments identified during the period.					4	n/a	5	6	7	

Filters						England 2004/05	London 2004/05			Targets				
ODPM group	Directorate	Business Unit	BV PAF/Local ref.	Description	2004/05	Top Quartile	Top Quartile	Average /%yes	2005/06 Provisional Outturn	2005/06	2006/07	2007/08	2008/09	
Housing Benefit and Council Tax Benefit	Finance	Benefits & Local Taxation	79b iii	Amount of HB overpayments written off during the period as a % of total amount of HB overpayment debt outstanding at the start of the period plus amount of HB overpayments identified during the period.					0.1	n/a	2	3	4	
Waste & Cleanliness	Environment	Street scene	199	Proportion of relevant land and highways having deposits of litter and detritus	33%	11%	20%	24%	37%	28%	25%	22%	20%	
Waste & Cleanliness	Environment	Street scene	199a	Local street and environment cleanliness (litter)	33%	11%	20%	24%	37%	28%	25%	22%	20%	
Waste & Cleanliness	Environment	Street scene	199b	Local street and environment cleanliness (graffiti)					7%	7%	6%	6%	5%	
Waste & Cleanliness	Environment	Street scene	199c	Local street and environment cleanliness (fly - posting)					4%	4%	3%	3%	2%	
Waste & Cleanliness	Environment	Street scene	199d	Local street and environment cleanliness (fly-tipping)					3	3	2	2	1	
Waste & Cleanliness	Environment	Street scene	82ai CPA	% of household waste that has been recycled.	12.87%	17.89%	16.97%	13.72%	16.81%	13%	15%	16%	18%	
Waste & Cleanliness	Environment	Street scene	82aii CPA	Tonnes of household waste that has been recycled.	10,242				13317	10297	11882	12674	14258	
Waste & Cleanliness	Environment	Street scene	82bi CPA	% of household waste that has been composted.	1.47%	9.80%	5.45%	3.65%	3.40%	5%	7%	9%	10%	
Waste & Cleanliness	Environment	Street scene	82bii CPA	Tonnes of household waste that has been composted.	1,170				2675	3960	5545	7129	7921	

Filters						England 2004/05	London 2004/05			Targets				
ODPM group	Directorate	Business Unit	BV PAF/Local ref.	Description	2004/05	Top Quartile	Top Quartile	Average /%yes	2005/06 Provisional Outturn	2005/06	2006/07	2007/08	2008/09	
Waste & Cleanli	Env	Street scene	82c & d	Haringey is not a waste disposal authority, so it does not report these indicators.					N/A	N/A	N/A	N/A	N/A	
Waste & Cleanli	Env	Street scene	84a CPA	Kg of household waste collected per head.	354.18	397.70	396.20	440.9	352	345	355	355	355	
Waste &	Env	Street scene	84b	% change in household waste collected					-1.98%	-2.54%	0.80%	0%	0%	
Waste &	Env	Street scene	86	Cost of waste collection per household.	£52.76	£35.31	£38.60	£53.50	£53	£53	£53	£53	£53	
Waste & Cleanli	Env	Street scene	87	Cost of waste disposal					N/A	N/A	N/A	N/A	N/A	
Waste &	Env	Street scene	90a CPA	% of people expressing satisfaction with household waste collections	N/R				64%	64%	69%	75%	81%	
Waste &	Env	Street scene	90b CPA	% of people expressing satisfaction with recycling facilities	N/R				55%	55%	60%	65%	70%	
Waste &	Env	Street scene	90c CPA	% of people expressing satisfaction with Civic Amenity Sites	N/R				-	-	84%	-	-	
Waste &	Env	Street scene	91	% of population served by a kerbside collection of recyclables.	95%	100%	100%	90%	100%	99%	100%	100%	100%	
Waste &	Env	Street scene	91a CPA	% of households served by a kerbside collection of recyclables (one recyclable).					100%	99%	100%	100%	100%	
Waste & Cleanli	Env	Street scene	91b	% of households served by a kerbside collection of recyclables (two recyclables).	95%				100%	99%	100%	100%	100%	

Filters						England 2004/05	London 2004/05			Targets				
ODPM group	Directorate	Business Unit	BV ref.	PAF/Local ref.	Description	2004/05	Top Quartile	Top Quartile	Average /%yes	2005/06 Provisional Outturn	2005/06	2006/07	2007/08	2008/09
Transport	Env	Street scene	96	223 from	Condition of principal roads	60%	29.00%	47.43%	51.13%	15%				
Transport	Env	Street scene	97a	224a from	Condition of non-principal classified roads	22%	9.06%	13.00%	17.89%	TBC	21%	19%	15%	12%
Transport	Env	Street scene	97b	224b from	Condition of unclassified roads	14%	10.61%	11.95%	17.52%	12%	14%	14%	14%	18%
Transport	Env	Street scene	99			2003				2005/06 2004	2004	2005	2006	2007
Transport	Env	Street scene	99a		No. of people killed or seriously injured (KSI)	191	94.00	157.00	123	131	155	135(Prov 2005:94)	124	113
Transport	Env	Street scene	99b		No. of children KSI	19	13.00	13.00	17	19	19	14	13	12
Transport	Env	Street scene	99c		No. of people slightly injured.	1012	724.00	701.00	979	866	1118	872(Prov 2005:712)	849	826
Transport	Env	Street scene	99d		% change in BV 99a since previous year.	+6.1%				-31.40%	+7.2%	+3.1%	-8.1%	-8.9%
Transport	Env	Street scene	99e		% change in BV 99b since previous year.	-20.8%				-20%	-3%	-12.50%	-7.10%	-7.70%
Transport	Env	Street scene	99f		% change in BV 99c over previous year.	-1.9%				-3%	11.79%	0.70%	-2.60%	-2.70%
Transport	Env	Street scene	99g		% change in BV 99a from 1994 - 98 average (160). Ultimate target is 40% reduction by 2010. Additional reduction by 2005 for LPSA. See note to 99d	+18.6%				-18.40%	-3.50%	-15.90%	-22.50%	-29.40%

Filters						England 2004/05	London 2004/05			Targets				
ODPM group	Directorate	Business Unit	BV PAF/Local ref.	Description	2004/05	Top Quartile	Top Quartile	Average /%yes	2005/06 Provisional Outturn	2005/06	2006/07	2007/08	2008/09	
Transport	Env	Street scene	99h	% change in BV 99b from 1994 - 98 average (23). Ultimate target is a 50% reduction by 2010. See note to 99d.	-18.1%				-30.4%	-17.40%	-39.10%	-43.50%	-47.80%	
Transport	Env	Street scene	99i	% change in BV 99c from 1994 - 98 average (1010). Ultimate target is a 10% reduction by 2010. See note to 99d.	+0.2%				-14.5%	10.70%	-3.80%	-15.90%	-18.20%	
					2004/05				2005/06 Provisional	2005/06	2006/07	2007/08	2008/09	
Transport	Env	Street scene	100	no. of days of temporary traffic controls or road closure on traffic sensitive roads caused by local authority road works per km of traffic sensitive road	1.02	0.10	0.20	1.60		0.1	0.1	0.1	0.1	
Transport	Env	Street scene	223 new Ame	Condition of principal roads					15%					
Transport	Env	Street scene	224a new Ame	Condition of non-principal classified roads					TBC	21%	19%	15%	12%	
Transport	Env	Street scene	224b new	Condition of unclassified roads	14%	10.61%	11.95%	17.52%	11.34%	14%	14%	14%	18%	
Transport	Env	PEPPs	102	Local bus services (passenger journeys per year)										
Transport	Env	Street scene	165 CPA	% of pedestrian crossings with facilities for disabled people	100%	100.0%	100.0%	94%	100%	100%	100%	100%	100%	

Filters						England 2004/05	London 2004/05			Targets				
ODPM group	Directorate	Business Unit	BV PAF/Local ref.	Description	2004/05	Top Quartile	Top Quartile	Average /%yes	2005/06 Provisional Outturn	2005/06	2006/07	2007/08	2008/09	
Transport	Env	PEPPS	178	% of the total length of footpaths and other rights of way that were easy to use by members of the public.	99.3%	87.0%	99.5%	56.4%	99%	99%	99%	99%	99%	
Transport	Env	Street scene	187 CPA	Condition of surface footway categories 1,1a and 2	35%	16%	15%	25%	34%	35%	31%	29%	28%	
Transport	Env	Street scene	215a New	Average time for rectification of streetlamp failures non DNO (days)					1.92	3.5	3.5	3.5	3	
Transport	Env	Street scene	215b New	Average time for rectification of streetlamp failures DNO (days)					21.96	10	20	20	18	
Env. & Env	Env	Street scene	218a New	Abandoned Vehicles - % investigated within 24 hours of notification					96%	85%	90%	90%	90%	
Env. & Env	Env	Street scene	218b New	Abandoned Vehicles - % removed within 24 hours of entitlement					92.5%	85%	90%	90%	90%	
Env. & Env	Env	Enforcement	217 New	Pollution Control - % of improvements carried out	99%				99%	99%	99%	99%	99%	
Env. & Env	Env	Enforcement	216a New	Contaminated land - no. of sites of potential concern	Nil				168	168	168	148	133	
Env. & Env Health	Env	Enforcement	216b	Contaminated land - no. of site with detailed information available as % of sites of potential concern	N/A				5%	5%	7%	10%	15%	
Planning	Env	PEPPS	106 CPA	% of new homes built on previously developed land	100%	94.0%	100.0%	97.63%	100%	99%	99%	99%	100%	
Planning	Env	PEPPS	111 CPA	The % of planning applicants satisfied with the service received	70%	n/a	n/a	n/a	Next survey due 2006		76%			

Filters						England 2004/05	London 2004/05			Targets			
ODPM group	Directorate	Business Unit	BV PAF/Local ref.	Description	2004/05	Top Quartile	Top Quartile	Average /%yes	2005/06 Provisional Outturn	2005/06	2006/07	2007/08	2008/09
Planning	Env	PEPPs	109a CPA	60% of major applications in 13 weeks	78.34%	68.90%	67.00%	57.64%	82%	75%	82%	85%	85%
Planning	Env	PEPPs	109b CPA	65% of minor applications in 8 weeks	78.95%	75.40%	78.95%	72.81%	81%	77%	83%	85%	85%
Planning	Env	PEPPs	109c CPA	80% of other applications in 8 weeks Gov target 80%	85.8%	88.00%	88.23%	83.57%	92%	86%	92%	92%	92%
Planning	CE	Legal	179 CPA	% of standard searches carried out in 10 working days	100%	100.0%	100.00%	97.32%	100%	100%	100%	100%	100%
Planning	Env	PEPPs	200	A) Do you have a development plan that has been adopted in the last 5 years? B) If 'no' are there proposals on deposit for alteration or replacement, with a published timetable for adopting those alterations or the replacement plan within 3 years	No Yes				No	Yes	Yes	Yes	Yes
Planning	Env	PEPPs	200a	Plan making LDS submitted	No				Yes				
Planning	Env	PEPPs	200b	Has the Authority met the milestones in the LDS?	Yes				Yes				
Planning	Env	PEPPs	200c	Publish annual monitoring report	Yes				Yes				
Planning	Env	PEPPs	204	% of appeals allowed against the authority's decision to refuse planning	36.7%				32%	27%	30%	27%	25%
Planning	Env	PEPPs	205	Quality of service checklist	94.4%				100%	94%	100%	100%	100%

Filters						England 2004/05	London 2004/05			Targets			
ODPM group	Directorate	Business Unit	BV PAF/Local ref.	Description	2004/05	Top Quartile	Top Quartile	Average /%yes	2005/06 Provisional Outturn	2005/06	2006/07	2007/08	2008/09
Env. & Env Health	Env	Enforcement	166a CPA	Score against a check-list of enforcement best practice for Environmental Health	96.6%	97.00%	100.00%	90.2%	100%	96.60%	100%	100%	100%
Env. & Env Health	Env	Enforcement	166b CPA	Score against a check-list of enforcement best practice for Trading Standards	96.6%	100.0%	100.0%	93%	100%	96.60%	100%	100%	100%
Culture & Related	Env	Recreation	119a CPA	The overall % satisfied with sports & leisure facilities	N/R				Next survey due 2006				
Culture & Related	CE	Libraries, Archives &	119b CPA	The overall % satisfied with libraries	N/R				Next survey due 2006	N/R	60%	N/R	N/R
Culture & Related	CE	Libraries, Archives &	119c CPA	The overall satisfied with museums/galleries	N/R				Next survey due 2006	N/R	26%	N/R	N/R
Culture & Related	Env	Recreation	119e CPA	The overall % satisfied with parks/open spaces	N/R				Next survey due 2006				
Culture &	CE	Libraries,	220 New	Compliance against the public library service standards	3	n/a	n/a	n/a	3	3	4	4	4
Culture &	CE	Libraries,	170a	The no. of visits to/usages of museums per 1,000 population	164	877	340	290	170(provisional)	160	165	170	170
Culture &	CE	Libraries,	170b	The no. of those visits that were in person per 1,000 population	153	514	172	140	158(provisional)	155	155	155	155

Filters						England 2004/05	London 2004/05			Targets			
ODPM group	Directorate	Business Unit	BV PAF/Local ref.	Description	2004/05	Top Quartile	Top Quartile	Average /%yes	2005/06 Provisional Outturn	2005/06	2006/07	2007/08	2008/09
Culture &	CE	Libraries,	170c	The no. of pupils visiting museums and galleries in organised school groups	4260	7031	5160	6888	4500(provisional)	4000	4200	4300	4300
Culture &	Env	PEPPs	219a New	Conservation areas - no.					28				
Culture &	Env	PEPPs	219b New	Conservation areas - Character appraisals					8		25%	50%	100%
Culture &	Env	PEPPs	219c New	Conservation areas Management plans					0		43%	68%	100%
Community Safety & Well-being	CE	Strategy & Communications	126a	Domestic burglaries per 1,000 households	34.5	6.90	15.90	19.2	28.1	26.2 (2,643 offences) 17% decrease	26.9 (2,711 offences)	23.8 (2,394 offences)	
Community Safety & Well-being	CE	Strategy & Communications	127a	violent offences committed by a stranger per 1,000 population	20.6	3.00	12.06	20.6	43.8	36.2 (8,138 offences) 0.5%	To be agreed with police		
Community Safety & Well-being	CE	Strategy & Communications	127b	Robberies per 1,000 population	23.7	5.96	14.25	24.7	9.1	6.2 (1,401 offences) 2% decrease	To be agreed with police		
Community Safety & Well-being	CE	Strategy & Communications	128a	Vehicle crimes per 1,000 population	22.2	7.77	15.73	19.48	22.7	20.7 (4,646 offences) 7% decrease	To be agreed with police		

Filters						England 2004/05	London 2004/05			Targets			
ODPM group	Directorate	Business Unit	BV PAF/Local ref.	Description	2004/05	Top Quartile	Top Quartile	Average /%yes	2005/06 Provisional Outturn	2005/06	2006/07	2007/08	2008/09
Community Safety & Well-being	CE	Organisational Development	174	The no. of racial incidents recorded by the authority per 100,000 population	94.8	n/a	n/a	n/a	Calculated at year end	NA	NA	NA	NA
Community Safety	CE	Organisational	175 CPA	% of racial incidents that resulted in further action	100%	n/a	n/a	n/a	Calculated at year end	99%	99%	99%	99%
Health & Social care - Children	Children	Children's	197	Change in the no. of conceptions to females aged under 18, resident in an area, per thousand females aged 15-17 resident in the area, compared with the baseline year of 1998	+13.9%	-17.2%	-11.4%	-0.5%					
Community Safety	CE	Strategy & Com	198 A60	The no. of drug misusers in treatment per thousand head of population aged 15-44	888 in total	57.3	58.8	47.9					
Community Safety & Well-being	CE	Organisational Development	225	Action against domestic violence					We meet 10 out of 11 criteria.	91% (see comments)	91% (see comments)	91% (see comments)	91% (see comments)
Community	CE	Strategy &	226a	Advice and guidance services - total expenditure	£769k				£769k	£769k	£769k	£769k	£769k
Community	CE	Strategy &	226b	Advice and guidance services - CLS quality mark	100%				100%	100%	100%	100%	100%
Community	CE	Strategy &	226c	Advice and guidance services - direct provision	0				0	0%	0%	0	0

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OVERVIEW AND SCRUTINY COMMITTEE**On 03 July 2006**Report Title: **Selecting the Initial Overview and Scrutiny Work Programme 2006/07**Report of: **The Chair of Overview and Scrutiny Committee**Wards(s) affected: **ALL****1. Purpose**

1.1 To identify suitable topics for scrutiny review and to commission from the list of prioritised topics, those to be initially carried out as scrutiny reviews this municipal year. As resources allow more topics may be commissioned later in the municipal year.

2. Recommendations

2.1 That the O&S Committee give due consideration to the list of potential scrutiny topics.

2.2 That having regard to the size, council priority, links to improvement agenda and scrutiny priority, O&S Committee commission topics from the list, whilst also ensuring that a balanced work programme is maintained across departments.

2.3 That O&S Committee initially commission 8 large topics, one of which will be budget scrutiny, and will be carried out by the O&S Committee itself. Thereon the Committee will commission further topics from the list, or as it sees fit, either on completion of reviews or as resources allow.

2.4 That O&S Committee nominate one of its members to chair the Scrutiny Review Panel carrying out the reviews commissioned, maintaining political proportionality.

2.5 That the Chairs of Scrutiny Review Panels be responsible for liaising with the respective whips offices with regard the non-executive membership of their panels.

Report Authorised by: Gideon Bull - Chair**Contact Officer:** Trevor Cripps, Overview & Scrutiny Manager, Tel 0208 489 6922

3. Executive Summary

3.1 A rigorous and transparent process for selecting suitable topics for scrutiny review has been developed. The main work of Overview and Scrutiny now focuses on commissioned task and finish reviews, which will be carried out by Scrutiny Review Panels. The reviews will be commissioned from the list of suitable suggested topics. See **Appendix A**. These have been categorised by department and prioritised using new criteria. The application of the criteria identifies topics that focus and link to corporate strategies, CPA and other improvement plans. It also identifies topics which are on high profile subjects and capable of tangible outcomes as a result of scrutiny input and are one's that will impact on a substantial number of local people. Members of the O&S Committee will decide which topics to commission and which member of the Committee will Chair the task and finish Scrutiny Review Panels. A list of suggested but as yet un-assessed topics is shown at **Appendix B**.

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

4.1 None

5. Local Government (Access to Information) Act 1985

5.1 None

6. Background

6.1 Last municipal year (2005/06) the Overview and Scrutiny Committee was for the first time provided with a list of potential scrutiny topics which was prioritised using criteria for assessing the usefulness of each review (**see Appendix C**). They then decided what reviews to undertake during the year, their form and scope. If a review panel was needed they also decided on the probable length of the review so that:

- Members interested in being on the Panel were aware of what they were committing themselves to.
- adequate resources could be allocated to the review.

6.2 Scrutiny officers together with the services concerned, then prepared detailed scoping documents for each topic being scrutinised by a dedicated review panel. These suggested, amongst other things, the terms of reference, the way the scrutiny could be undertaken and its completion date.

6.3 The problem with the process was that the Overview and Scrutiny Committee was asked to take decisions about what reviews to undertake, their form; length and scope before receiving detailed information about the subject and without the full involvement of the Service concerned. As a result, reviews sometimes took a different form to that initially planned and were not always as useful as initially hoped. Reviews frequently had common completion timescales, regardless of size, to ensure they did not run over the municipal year end. This impacted on flexibility and resulted in too many scrutiny reports being referred to the Executive in the first few months of the new municipal year.

Ways of overcoming these Problems

6.4 One of Scrutiny's long term aims is to develop and introduce a rolling programme of topics for scrutiny review, thus eliminating the need to identify and decide which reviews to carry out on in advance and on an annual basis. Greater flexibility would result if reviews were commissioned as resources allowed and task and finish reviews were just that, and could, when necessary, run into the next municipal year. It would also alleviate the bunching of scrutiny reports and allow a more balanced flow of reports to the Executive, throughout the year.

6.5 Ideally members should not be asked to take decisions about what items they wish to scrutinise until they receive a feasibility report for each topic which:

- ✓ Sets the scene and explains why the area is on the list of possible scrutiny projects.
- ✓ Possibly outlines latest thinking on the subject.
- ✓ Provides information about the Council's services and any problems they face.
- ✓ Details restraints which might be statutory, related to resources or practical.
- ✓ Identifies areas suitable for scrutiny focus and potential witnesses.
- ✓ Makes a judgement on the potential value of the review and whether it should be undertaken.
- ✓ Identifies the form, complexity and length of a review and what resources will be required to complete it.
- ✓ Identifies if there is a need to buy in expert advice and if so the advice to be sought, its likely cost and the benefits to be gained.

6.6 Such reports would enable Overview and Scrutiny Committee Members to make informed decisions on which reviews to undertake and what they hoped to achieve from them. It is accepted that the process of drawing up a feasibility report will commit resources, but the additional information available will help Members choose worthwhile and effective reviews.

6.7 Feasibility reports should whenever practicable be drafted by the Scrutiny Officers in consultation with the services concerned. It is, however, appreciated that this might not always be possible. For instance the review could be so complicated and technical that the services concerned have to take responsibility. In such cases, however, Members need to be satisfied that it is a useful subject for a scrutiny review and not an issue which should be looked at by a specialist body.

6.8 It is also essential that senior officers from the services concerned are involved in the preparation of the feasibility reports to ensure that strategic issues are properly dealt with. Only then can each review be targeted to make positive comments and be focussed on improving services.

- 6.9 A feasibility study checklist has been developed to bring clarity and to facilitate this process (**see Appendix D**).
- 6.10 It is anticipated that if proper feasibility reports are prepared reviews will become even more output driven. It is also proposed that when a review panel wishes to change the scope or the review or carry out additional work, it's Chair and the appropriate scrutiny officer will complete a form setting out the proposed change and why it is considered necessary. This will then be submitted to the Chair of Overview and Scrutiny Committee for agreement or discussion.
- 6.11 Whist health issues will invariably be different there is no reason why the above approach cannot be adopted when practical.
- 6.12 It was clearly not possible to introduce the process this year because of the elections and the need to first induct and provide training to new Members. It will also take time to introduce a process whereby each item on the scrutiny programme has been the subject of a feasibility report. In the short term there therefore needs to be an interim process, which can be used this municipal year, with a revised scrutiny selection process being introduced for future years.

Scrutiny Programme 2006/7

- 6.13 It is proposed that the Committee initially select seven topics from the list, in addition to Budget Scrutiny, using the same method of selection as for last year. The topics selected would be allocated one to each Committee Member, who will then Chair that review panel.
- 6.14 After submitting a bid, Overview and Scrutiny have been awarded up to £20,000 by the Centre for Public Scrutiny for a Health Scrutiny Action Learning Project. The bid was based a theme of the Governments white paper "Our Health, Our Care, Our Say". The bid was based on improving access to primary health care for people with learning disabilities. **If the Committee does not select this as a review topic the Action Learning money will be lost.**

The Process in future Years

- 6.15 Once initial Scrutiny reviews have been commissioned and commenced for municipal year 06/07, Scrutiny Officers would complete feasibility reports for all topics on the suggested review list, according to their deemed priority. Eventually in this way, all suggested topics on the list would be supported by a feasibility report.
- 6.16 In future suggestions for future review topics will be sought throughout the municipal year and regular reports on the work programme submitted to the Overview and Scrutiny Committee. Feasibility reports will be commenced once a new topic is placed on the list of possible scrutiny topics, so that a list of suggested topics supported by feasibility reports would be established and maintained. Overview and Scrutiny Committee would be able to commission reviews from this list (based on the information in the feasibility report) whenever resources were available, i.e. when a review was completed.

Properly Balanced Scrutiny Programme

- 6.17 It is clear that the scrutiny work programme must take account of the resources available in each service. This is essential to ensure that no service is so over burdened with scrutiny work that it is unable to make an effective contribution to a review. To help address this issue in future the work programme will be categorised under directorates and the Overview and Scrutiny Committee will be encouraged not to undertake more than two reviews at the same time, where the majority of work will be undertaken by one Service.
- 6.18 The aim in 2006/07 is to demonstrate to members that effective scrutiny can only result when there is trust, co-operation and when scrutiny and the Executive work together to improve services.

Scrutiny Review Topic Suggestions

- 6.19 Suggestions for suitable scrutiny topics are encouraged from a variety of sources and at any time. In order to capture essential information a topic proposal form must be completed in all instances, (**see Appendix E**). Suggested topics must be of sufficient high profile subjects to warrant scrutiny attention, must be capable of tangible outcomes as a result of scrutiny input and must have the potential to impact on a substantial number of local people.
- 6.20 As a matter of course all Councillors are written to at intervals and invited to suggest suitable topics, as are senior managers and our partners. The Haringey web-site scrutiny pages encourage local people to suggest topics and in the past there have been articles in Haringey People and other local publications. Scrutiny Committee Members are attending the current round of Area Assembly meetings to raise public awareness of the scrutiny function and of the ability of people to suggest suitable topics. Consideration is also being given to placing an advert in local publications.

Recommendations

- 6.21 Members of O&S Committee are recommended to select and commission topics for the initial scrutiny work programme from this list at Appendix xxx.
- 6.22 That O&S Committee nominate one of its members to chair the Scrutiny Review Panel carrying out the reviews commissioned.
- 6.24 That the Chairs of Scrutiny Review Panels be responsible for liaising with the respective whips offices with regard the non-executive membership of their panels.

7. Legal and Financial Implications

7.1 None directly as a result of this report. All commissioned scrutiny reviews may have individual legal and/or financial implications.

8. Equalities Implications

8.1 None directly as a result of this report. All commissioned scrutiny reviews are likely to have individual equality implications, which will be considered by the Scrutiny Review Panel.

9. Use of Appendices / Tables / Photographs

Appendix A - List of prioritised topics suitable for scrutiny review this municipal year

Appendix B - List of additional proposed topics, un-prioritised

Appendix C -Criteria for prioritising scrutiny reviews

Appendix D- Contents of feasibility Report - Check List

Appendix E - Scrutiny Review Topic Suggestion Form

OVERVIEW AND SCRUTINY **POTENTIAL REVIEW TOPICS 2006/07**

Appendix A

Department	Priority Rating - Max Score 7*
CHILDREN'S SERVICES	
Strategic Commissioning	7*
Young persons sexual health	7*
Extended schools & extra curricular activities	7*
Driving up educational achievement of children in care	6*
Provision of play facilities for children under school age	6*
Support to pupils with drug and/or alcohol problems	5*
Effective co-ordination of services for young people aged 16/19	4*
Fostering and Adoption of looked after children in Haringey	3*
FINANCE	
Value for money in areas of past investment – to be identified	
Budget consultation process and budget scrutiny	7*
Themed value for money reviews – areas to be identified by Finance Department	
ENVIRONMENTAL SERVICES	
Fly tipping / dumping how can it be reduced?	6*
Expansion of the use of CCTV for enforcement / crime issues/joint working with police	6*
Out of hours enforcement & late night economy (licensing)	6*
Environmental Health – review strategy	5*
Sustainability – climate change	5*
Road safety death and serious injury reduction, inc. Traffic management & calming.	5*
Concerts in parks policy review	5*
Conservation of our local heritage – good design	2*
LEGAL SERVICES	
Clearing rubbish from privately owned land/sites – single report	5*

CE ORG DEVELOPMENT	
Funding for Community Organisations	6*
Annual report on complaints to the council – single report to O&S	4*
HR Strategy, - effectiveness of new strategy	3*
Update on staff absence – single report to O&S	2*
Town Twinning – single report to O&S	2*
CE STRATEGY	
Worklessness in Haringey	5*
Effectiveness of partnerships	5*
Drug and alcohol crime	5*
Working with other agencies to combat crime	5*
Regeneration	
CE ACCESS	
Neighbourhood Management	5*
I.C.T. Strategy/ E-Government strategy	4*
Tech refresh – single report	4*
HOUSING AND SOCIAL SERVICES	
Access to health services for people with learning disabilities	7*
Homelessness - including Management of Housing Register	7*
What is being done to encourage smoking cessation	4*
Direct Payments for Care Packages	4*
Performance of Housing Associations	3*
Suggestions from Wellbeing Board Chairs – Health Scrutiny – Unrated.	
What should an “information prescription” look like	
Primary care	
Licensing, affects of new legislation on health	
Access to General Practitioners	
Priority Housing for people with Mental Health illnesses	
Obesity – access to fresh foods	
Prevention and early intervention	
Frequent Fliers	

Additional Proposed Scrutiny Topics

1. The provision for excluded youngsters in PRUs and otherwise i.e. not in mainstream, home tuition etc.
2. Financial controls and project management arrangements for our major capital projects i.e. BSF (£177m) and Children's Centres phase 2 (c. £5m).
3. Essential User Permits and permits for specific roads.
4. The energy efficiency of council-owned buildings, including schools and housing.
5. Grants and interest free/low interest loans for homeowners to make their properties more environmentally-friendly, e.g. to install solar panels, insulation and water butts.
6. Promotion of car sharing and car pools.
7. Habitat conservation areas of our parks.
8. Planning Enforcement

Appendix D**Contents of Initial Feasibility Report – Check list**

No.	Issue	The kind of Information Required
1.	Origins of Review	Who asked for the review and why, for instance it could have been asked for by the executive as a result of an external inspection or because deficiencies in service provision had been identified
2.	The Reviews Objectives and anticipated outcome.	This could be to improve the service currently provided, to consider changing current policy, to save resources or/and to make recommendations to outside bodies. This section of the scoping document should refer to VFM.
3	Lead Scrutiny Members	The scrutiny review chair and members
4.	Main Sources of evidence for Review	Current policies and provision, national guidance, expert witnesses, comparisons with other providers, interviews with users etc
5.	Involvement of Executive	The Members of the Executive responsible for the areas being reviewed, their expectation from the review and how they should be involved
6.	Research required	Besides looking at issues referred to in 5 is there any new studies or reports on review subject
8.	Level of support Required	Scrutiny Office support, other Department's input who, for instance will write reports
8	Appointment of External Expert Advisor	What will this add to review, status of advisor, cost, can external challenge be better meet by several experts giving evidence.
9.	Cost	Is it possible to estimate cost of review, specifically whether outside help will be required? Can cost be meet within budgetary provision?
10	Time Span	How long is review expected to take and indications of number of review meetings which will be required etc.
11.	Who Implements Review	Is it Council, external partners, Health Authority etc.
12	Who does it effect	This could be users, their carers, council officers' etc.
13	Monitoring Arrangements	What follow up arrangements should there be to monitor the implementation of recommendations agreed by executive and to see whether changes have desired effect.

PROPOSALS FOR SCRUTINY REVIEW – 2005/06

<p><u>Topic Proposer</u></p> <p>Full Name: E-Mail: Home Address:</p>
<p>1. What area would you like investigated? This can include services provided by the NHS and other partner agencies of the Council.</p>
<p>2. What are the main issues/concerns to be considered?</p>
<p>3. Why do you think this topic should be investigated?</p>
<p>4. What do you think are the likely benefits and outcomes from an investigation into this area?</p>
<p>5. Do you think this is an area of great concern to other local residents?</p>

If you have more than one area then please complete a separate form for each area you would like investigated.

For further information on the Scrutiny Review process please contact TrevorCripps on 020 8489 6922. Please e-mail completed forms to trevor.cripps@haringey.gov.uk or post to Room G13, Civic Centre, High Road, London N22 8LE.

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