

Appendix 1: Exception Report

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A Better Haringey

National Indicator 59	Percentage of initial assessments for children's social care carried out within 7 working days of referral
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This indicator is included as a proxy as robust data is not available for outcomes of improved child safety. Initial assessments are an important indicator of how quickly services can respond when a child is thought to be at risk of serious harm. As the assessments involve a range of local agencies, this indicator also shows how well multi-agency working arrangements are established in local authority areas.

		London Average	Target
2008/09		74.8%	53%
Value	Status		
August 2009	25.9%	Red	
September 2009	23.7%	Red	
2009/10	19.2%	Red	
The overall of initial assessments completed in the period between 1 April and 31 March			861 (Year to date)
The number of initial assessments completed, in the period between 1 April and 31 March, within seven working days of referral			165 (Year to date)

Explanation of Current Performance

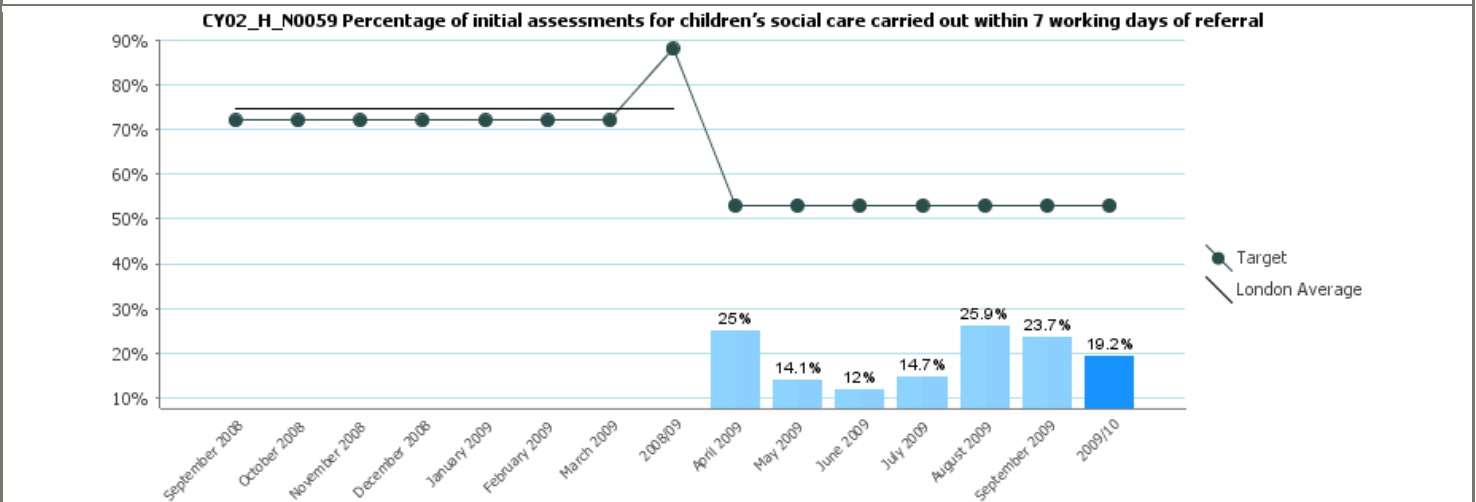
The low percentage of initial assessments completed in timescale is a result of a number of issues including an increased focus on ensuring that the quality of assessments being completed is to a high standard and the completion of a number of out of timescale, outstanding assessments. The service anticipates that performance will remain low as the work to deal with all outstanding work in the service continues.

Current Activities

There continues to be a high volume of cases referred to the service, which is overall 50% more than the previous two years. This, together with continued difficulties recruiting suitably qualified staff, has impacted on performance. 6 newly qualified social workers (NQSW) have joined the First Response service and they are now able to take on increasingly complex work. Two other permanent NQSW are due to join the team this month, with two places remaining.

Best Practice

A thresholds document is in place which is helping to clarify and enable consistency in what should be referred to the service for assessment. Work is continuing on improving links with the CAF coordinator to ensure that appropriate cases are going through the CAF process rather than Referral & Assessment, and on working with the Police on constructing a more integrated approach to referrals.



National Indicator 60	Percentage of core assessments for children’s social care that were carried out within 35 working days of their commencement
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The indicator measures the percentage of core assessments which were completed within 35 working days. Core assessments are in-depth assessments of a child, or children, and their family, as defined in the Framework for the Assessment of Children in Need and their Families.

		London Average	Target
2008/09		80%	63%
	Value	Status	
August 2009	31.9%	Red	
September 2009	59.6%	Red	
2009/10	42.5%	Red	

The total number of core assessments completed in the year 339 (year to date)

Of the number of core assessments in the denominator, the number that had been completed within 35 working days of their commencement 144 (year to date)

Explanation of Current Performance

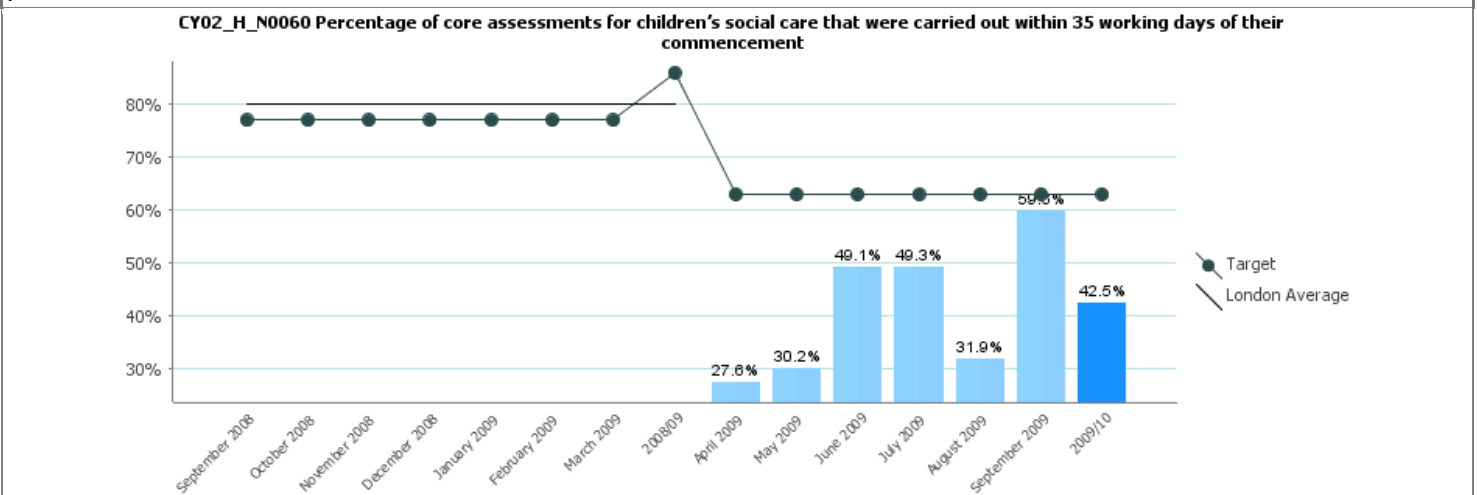
The low percentage of core assessments completed in timescale is a result of a number of issues including an increased focus on ensuring that the quality of assessments being completed is to a high standard and the completion of a number of out of timescale, outstanding assessments. The service anticipates that performance will remain low as they continue to deal with all outstanding work. Thereafter a more accurate measure of future performance will be arrived at – work to improve timeliness is appearing to be effective and we believe we remain on track to reach the declared target of 63% by end of December 2009.

Current Activities

There continues to be a high volume of cases referred to the service, which is overall 50% more than the previous two years. This, together with continued difficulties recruiting suitably qualified staff, has impacted on performance. 6 newly qualified social workers (NQSW) have joined the First Response service and they are now able to take on increasingly complex work. Two other permanent NQSW are due to join the team this month, with two places remaining.

Best Practice

A thresholds document is in place which is helping to clarify and enable consistency in what should be referred to the service for assessment. Work is continuing on improving links with the CAF coordinator to ensure that appropriate cases are going through the CAF process rather than Referral & Assessment, and on working with the Police on constructing a more integrated approach to referrals. Combined, these measures will improve our performance in assessments.



National Indicator 61	Timeliness of placements of looked after children for adoption following an agency decision that the child should be placed for adoption
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This indicator provides an indication of how quickly children are placed with an approved prospective adopter(s) following the decision that they should be placed for adoption. It excludes cases where a child was placed for adoption but then adopted in a different placement (i.e. disrupted placements)

London Average		Target
2008/09	71.5%	
Value	Status	
August 2009	50% ● Red	
September 2009	57.1% ● Red	
2009/10	57.1% ● Red	75%
Number of children who ceased to be looked after during the year ending 31 March as a result of the granting of an adoption order (SSDA903 reason episode ceased codes E11 and E12)...		7
Number of children included in the denominator who were placed for adoption (SSDA903 placement codes A3, A4, A5 and A6) within 12 months...		4

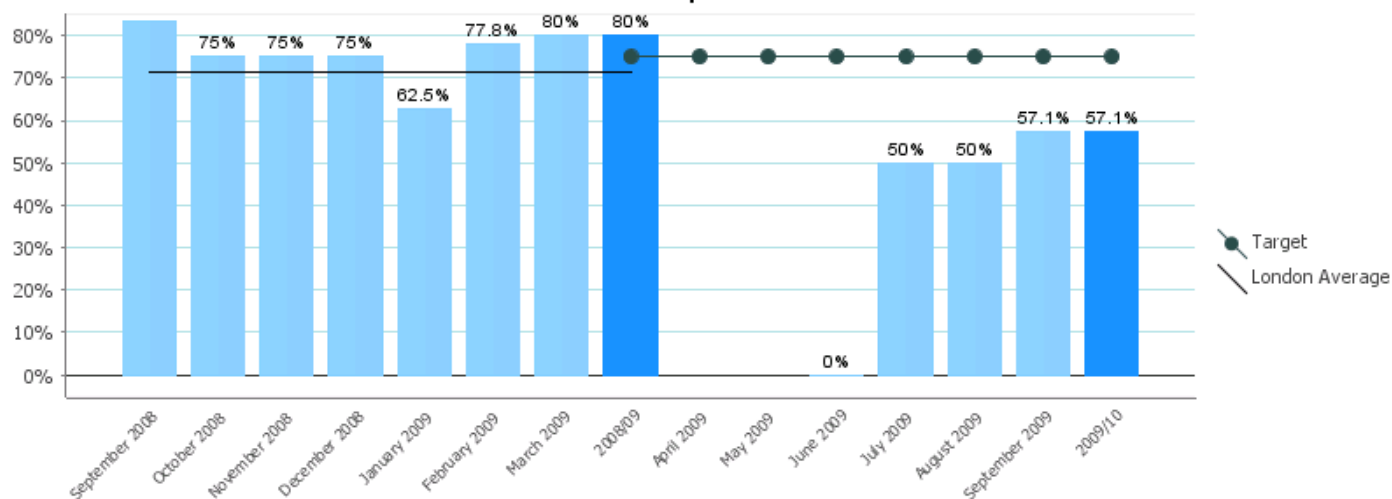
Explanation of Current Performance

The numbers for this indicator are low, and percentages should be interpreted with caution. In the year to date, 7 children have been adopted, and 4 of those were placed for adoption within 12 months of the decision that adoption should be the plan. Of the 3 children who were not placed within 12 months, 2 waited 18 months for the right family. For the other child, health issues were putting potential adopters off, and when a match was finally made, the adopters needed complete details about the child's health.

Current Activities

Great efforts are being made to find families, and full use is being made of publicity - hard to place children are profiled in the press and at events at every suitable opportunity. Children cannot be advertised until a Placement Order is obtained, and this has caused delays in the past, but greater attention to timescales in the courts mean children are moving towards to Placement Orders at a faster rate than before. But there also seem to be more legal complexities in some of the cases we have had to deal with.

CY02_H_N0061 Timeliness of placements of looked after children for adoption following an agency decision that the child should be placed for adoption



National Indicator 63	Stability of placements of looked after children: length of placement
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This indicator measures the percentage of children who have been looked after for more than 2 years.

		London Average	Target
2008/09		66.2%	70%
	Value	Status	
August 2009	63.2%	Red	
September 2009	65.1%	Red	
2009/10	65.1%	Red	

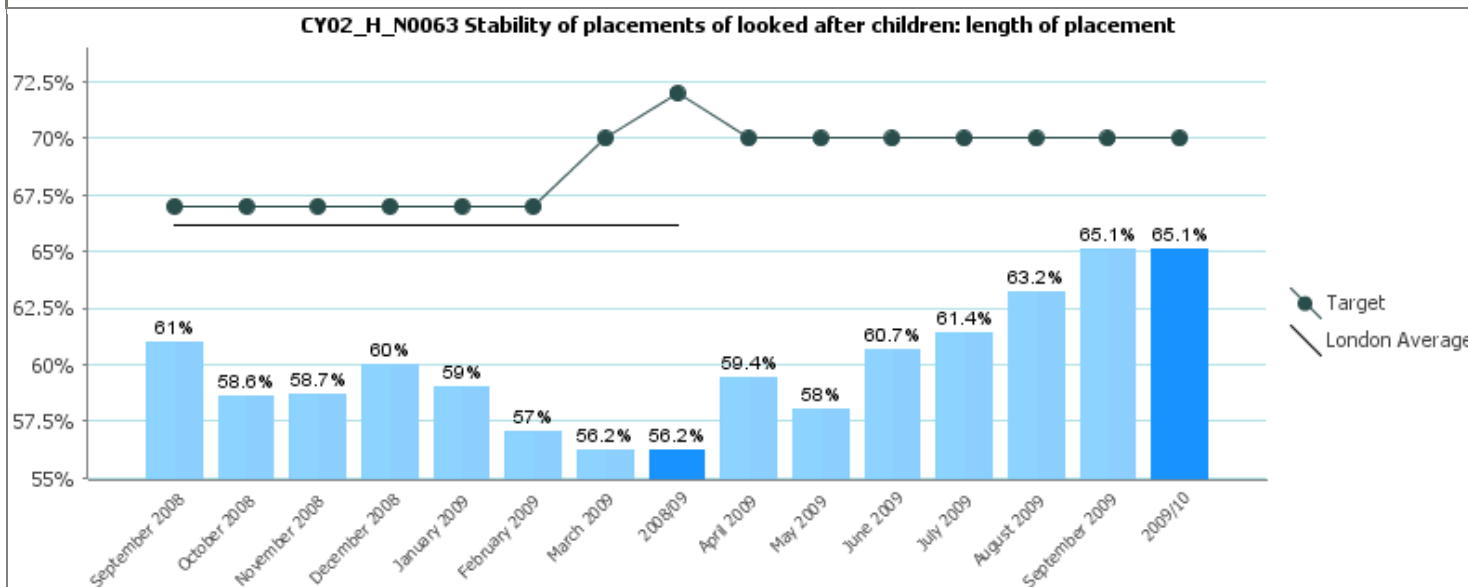
All children aged under 16 on 31 March of the year of measurement who had been looked after for 2.5 years or more (i.e. for more than 912 days inclusive of 31 March) on 31 March of the year of measurement...

146 (Year to date)

Of above, all children who have been living in the same placement for at least two years, i.e. at 31 March they have been in the same placement continuously for more than 729 days inclusive of 31 March...

95 (Year to date)

Performance is improving steadily towards the year end target. We are currently at 65% which is a 10% improvement on 08/09 outturn. The children in this cohort are showing improved placement stability as a result of targeted strategies around educational support, social work support and support from the Tavistock Haringey service to them and their carers.



National Indicator 64	Child Protection Plans lasting 2 years or more
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This indicator measures whether children and their families are receiving the services necessary to bring about the required changes in the family situation and monitors performance in working towards the outcomes outlined in the child protection plan.

		London Average	Target
2008/09		8.3%	
	Value	Status	
August 2009	25%	Red	
September 2009	40%	Red	
2009/10	11.9%	Red	5%

Explanation of Current Performance

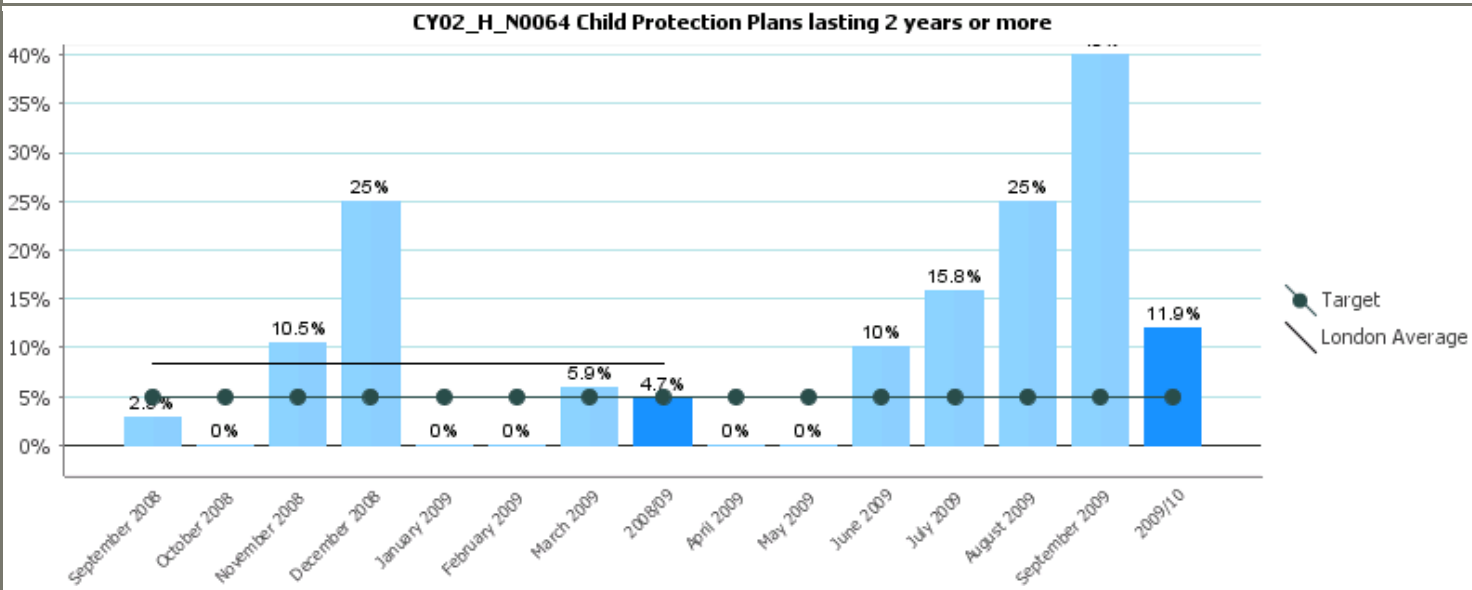
Only 5 children ceased to be the subject of a child protection plan in September, and of these, 2 had been the subject of a CP plan for 2 years or more. These figures are low and percentages should be interpreted with caution. The year to date figures show 67 children ceased to be subject to a plan, and 8 who had been subject for 2 years or more.

Current Activities

The LSCB Quality Assurance Sub Group are going to look at all children who have been subject to a child protection plan for 18 months (to anticipate the 2-year period) to ensure that work is progressing satisfactorily and there is no drift in casework. The service will also look into the children for whom child protection plans have ceased. Those who have moved into the care system should have progressed to a higher level of protection. There is a high percentage of children subject to a plan with a category of neglect: this is not something that lends itself to quick and sustained improvement.

Best Practice

Our target for the year is 5%. In the year 2008/09, we achieved 4.7%. The England average for this indicator for 2008/09 was 6%, for London it was 8%, and for our statistical neighbours it was 9.1%.



National Indicator 68	Percentage of referrals to children's social care going on to initial assessment
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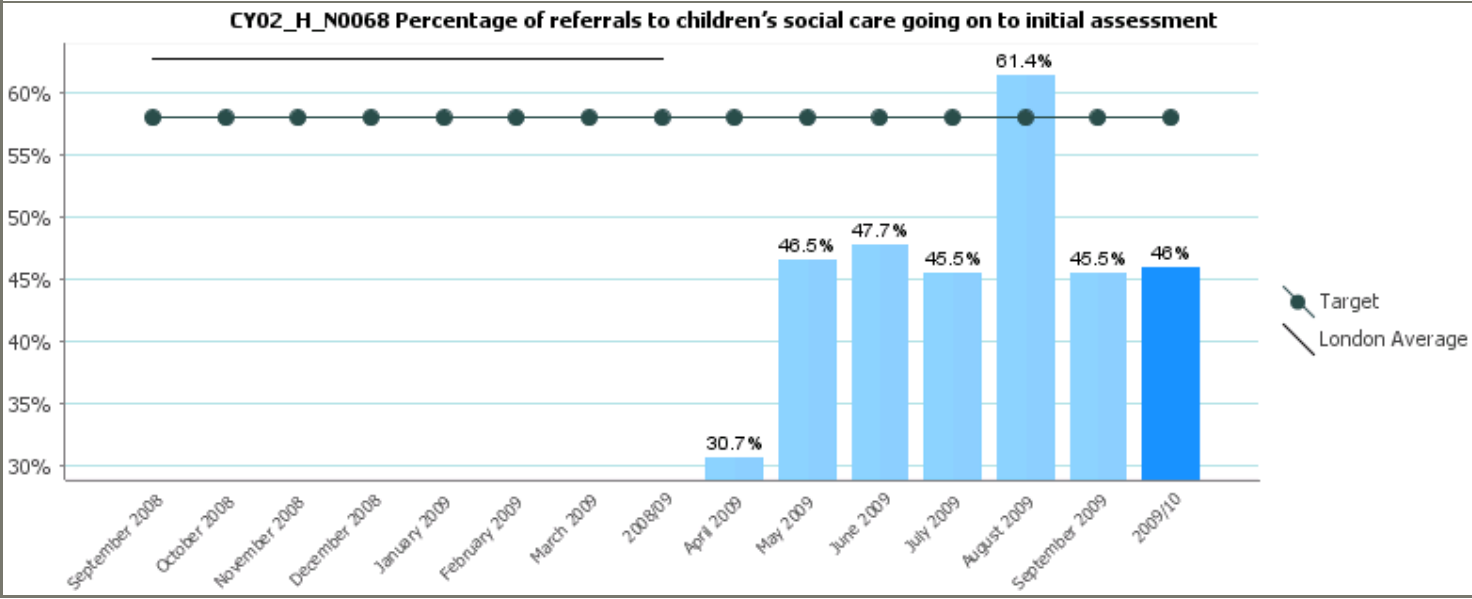
This indicator is a proxy for several issues: the appropriateness of referrals coming into social care, which can show whether local agencies are working well together; and the thresholds which are being applied in children's social care at a local level.

		London Average	Target
2008/09		62.7%	
	Value	Status	
August 2009	61.4%	Amber	
September 2009	45.5%	Red	
2009/10	46%	Red	58%

The number of children referred to children's social services departments during the year. 288

The number of children whose cases go on to initial assessments 131

The recently agreed threshold document will help partner agencies in clarifying the relevance of referrals into the service. Work is also being done within the management team to ensure a consistency of response from different duty managers. Longer term, the appointment of one duty manager will ensure greater consistency and improve work with referring agencies.



National Indicator 15 Numerator	No. of recorded most serious violent crimes
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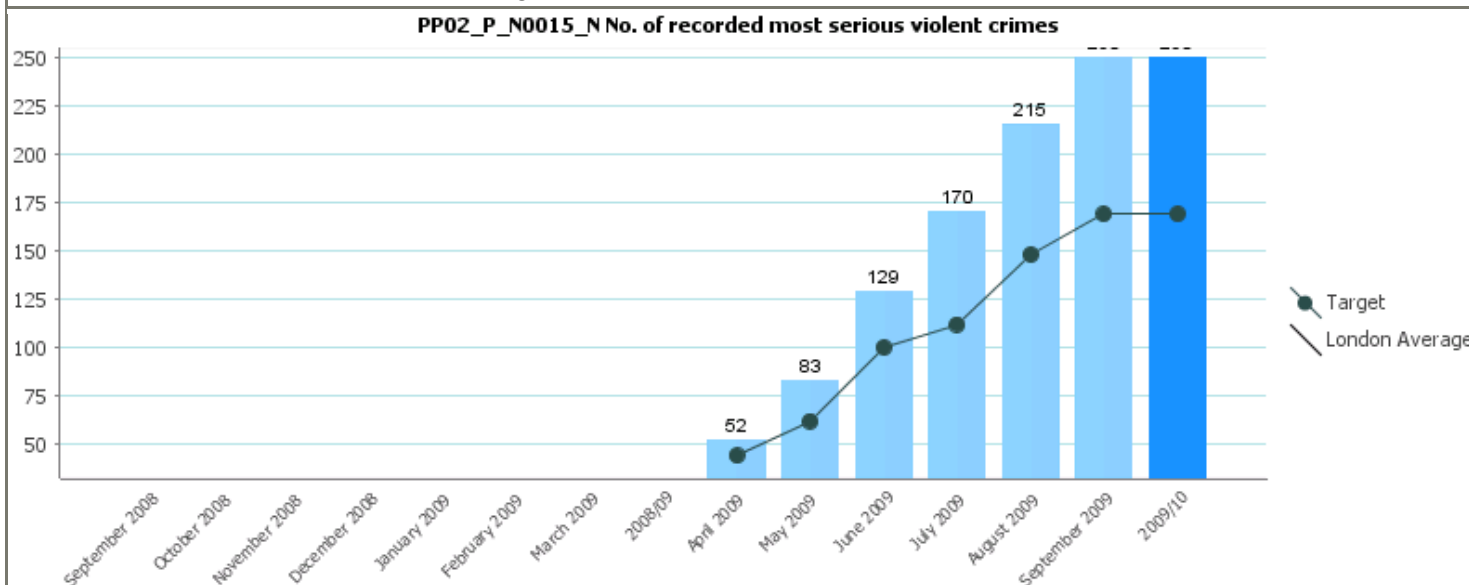
			Target
2008/09			169
	Value	Status	
August 2009	215	Red	
September 2009	250	Red	
2009/10	250	Red	

Serious violent crime rate per 1,000 population	1.1
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A partnership approach to violence and gangs continues to be delivered. The gangs and violence problem solving group has expanded its remit to include cross borough issues.

- A joint Haringey and Enfield violence action plan is currently being delivered and monitored through the Operation Swift gold group.
- The Safer Schools Partnership Weapons Awareness Project started on 22nd September. The project will run until March 2010 and all year 10 students will benefit.

This figure of 250 is taken from the most recent MPS TP Scorecard covering the period 1st April - 27th September 2009 and is used as a proxy for September 2009. The MPS do not publish a monthly performance report that meets the Covalent reporting timescales.



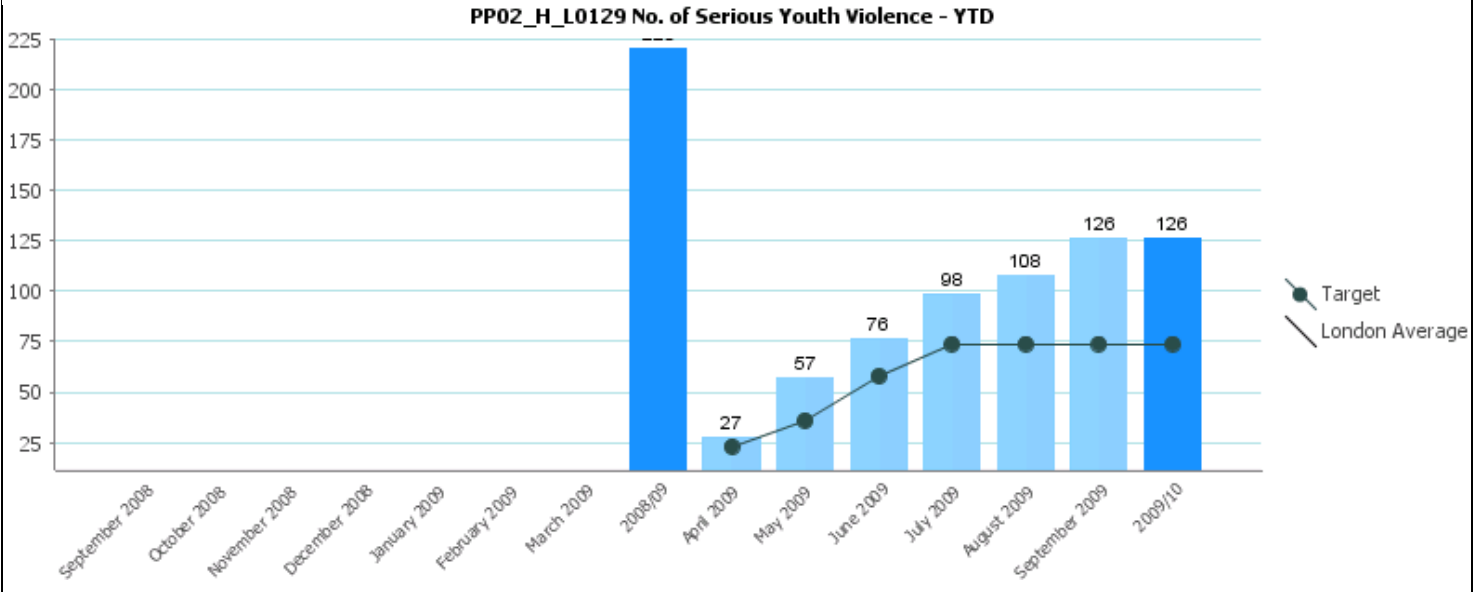
Local Indicator 129 **No. of incidences of Serious Youth Violence (cumulative)**

	Value	Status
2008/09		
August 2009	108	Red
September 2009	126	Red
2009/10	126	Red

Year to date target

74

See comment under most serious violent crimes above.



A Caring Haringey

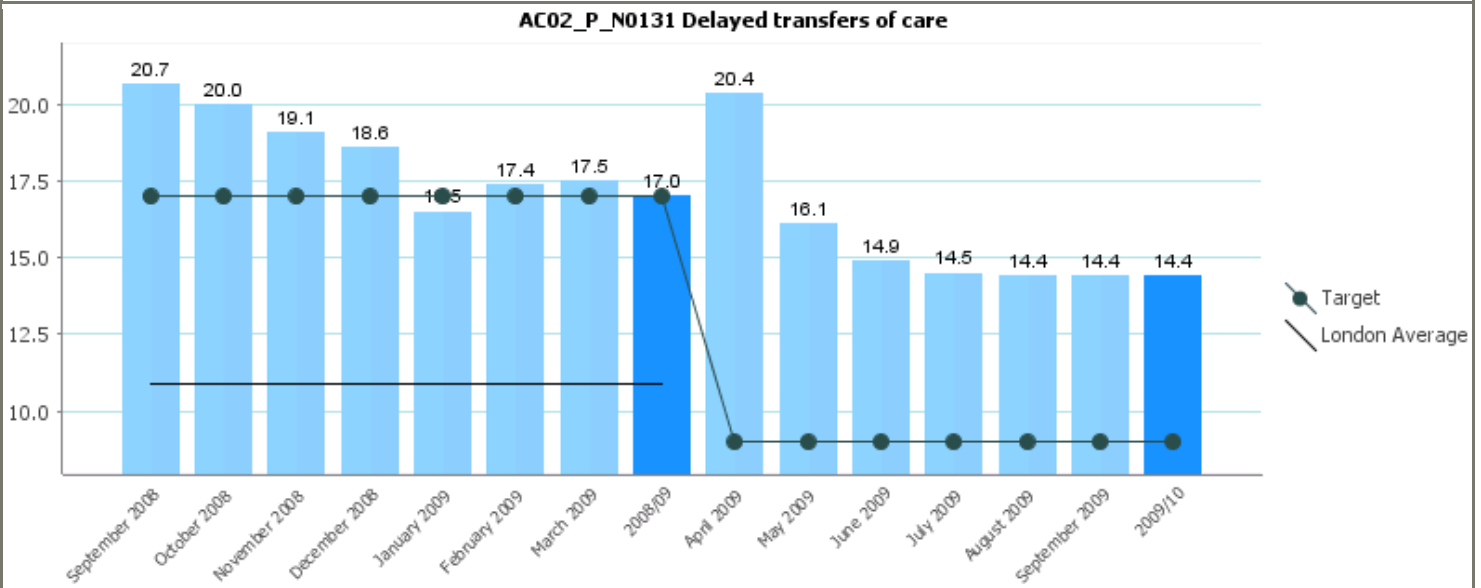
National Indicator 131	Delayed transfers of care
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This indicator measures the impact of hospital services (acute and non-acute) and community-based care in facilitating timely and appropriate discharge from all hospitals for all adults.

		London Average	Target
2008/09		10.9	
	Value		Status
August 2009	14.4		Red
September 2009	14.4		Red
2009/10	14.4		Red
			9.0

All delayed transfers of care continue to be scrutinised with Service Managers monthly at Performance Callover. The Integrated Care Team responsible for hospital discharges are currently scrutinising all delayed transfers to ensure robust recording.

This is a jointly owned Health and Social Care indicator so delays attributable to the NHS are also included in these figures..



National Indicator 132	Percentage of social care assessment which occur within 4 weeks (all adults)
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This indicator measures the timeliness of social care assessments.

		London Average	Target
2008/09		85.0%	95.0%
	Value	Status	
August 2009	88.7%	Red	
September 2009	89.1%	Red	
2009/10	89.1%	Red	

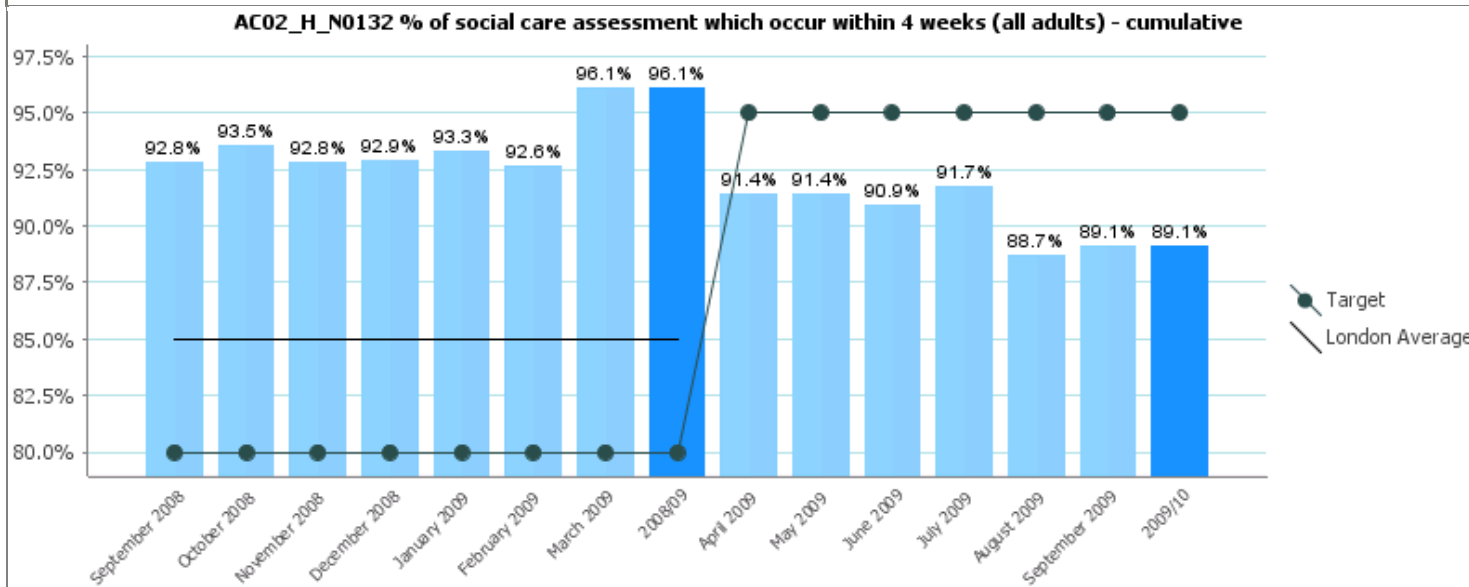
The total number of new clients for whom contact was made in the financial year. 1136

Of new clients for whom contact was made with the client, the number for whom the length of time from first contact with the client to completion of assessment was less than or equal to 4 weeks (that is 28, calendar days). 1012




Explanation of Current performance:
Performance is currently missing target by 5.92%. 1012 out of 1136 assessments were completed within 28 days.




Current Activities:
All assessments that miss the 28 day target are scrutinised with Service Managers monthly at Performance Callover. The Performance Team will continue to produce a weekly list of all assessments approaching the 28 day mark to ensure the service does not miss its assessment targets. However in the last two months targets have been impacted by the implementation of personal budgets as some individuals are taking longer to complete their self assessment questionnaire.

Best Practice:
It is anticipated that the weekly updates will help significantly improve this NI, and should see a marked improvement for future callovers.



A Greener Haringey

National Indicator 191	Residual household waste per household		
This indicator monitors an authority's performance in reducing the amount of waste that is sent to landfill, incineration or energy recovery.			
	London Average		Year to date target
2008/09	654		
	Value	Status	
August 2009	56	 Red	
September 2009	56	 Red	
2009/10	336	 Red	
			306
See comment for indicator 192.			
Note: The monthly figure is based on provisional data and is subject to change.			

National Indicator 192	Percentage of household waste sent for reuse, recycling and composting (2007-2010 stretch target)		
The indicator measures percentage of household waste arisings which have been sent by the Authority for reuse, recycling, composting or anaerobic digestion. This is a key measure of local authorities' progress in moving management of household waste up the hierarchy, consistent with the Government's national strategy for waste management. The Government expects local authorities to maximise the percentage of waste reused, recycled and composted.			
	London Average		Target
2008/09	29.28%		
	Value	Status	
August 2009	23.1%	 Red	
September 2009	25.3%	 Red	
2009/10	24.03%	 Red	
			32%
Explanation of current performance			
Performance for September is 25.3%. The year to date recycling rate is below the stretch target of 32% for 2009/10, at 24.03%. Performance is below target owing to a number of factors that have led to the recycling rate being around 4-5% lower than would be expected based on previous years:			
<ul style="list-style-type: none"> - Changes in the method of apportioning household and non-household waste, resulting in more waste being counted as household waste than was previously. - A reduction in the reclaimed recycling from North London Waste Authority. 			

- Application of new recycling contamination rate by NLWA.

Current Activities

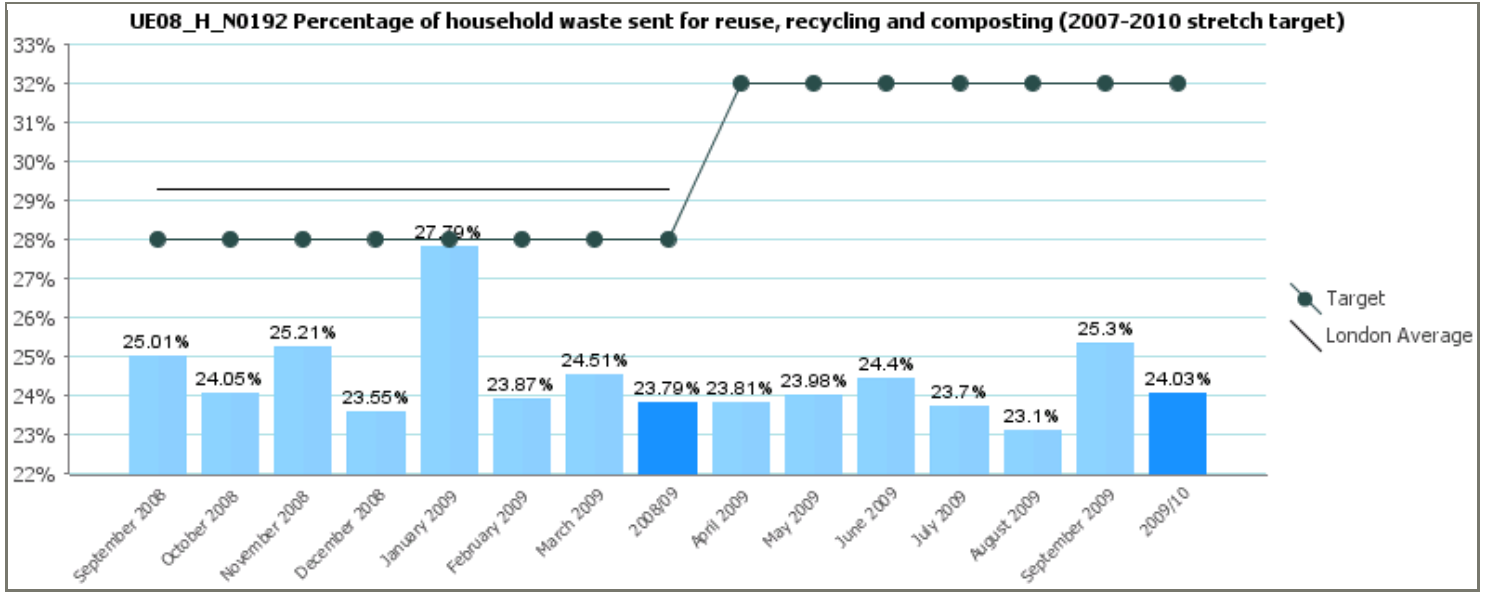
A detailed Recycling Action Plan is in place with the central aim of maximising performance in 2009/10 towards the 32% target, although this remains an extremely challenging target.

Key actions within the plan include:

- Service review to be conducted in Sept/Oct 09 to identify most effective actions for performance improvement for implementation from Oct 09, supported and partially resourced by national body, Waste & Resources Action Programme (WRAP).
- Major communication drive programmed for Oct-Nov 09 to tie in with increased range of materials accepted (Oct 09) and completion of investment programme to provide mixed recycling collection to all households (with roll-out of flats above shops service, Oct 09)
- Rolling programme of door-knocking in areas of low/medium participation and recycling presence at public events through 4-person participation team, throughout 09/10.
- Weekend 'blitz' campaign to engage residents, giving out containers and information to all residents in an area, started in July 09, programmed to run through autumn.
- Expansion of materials accepted from Oct 09 (to also include plastic trays, bags and pots and cartons) will reduce contamination rate.
- Addition of new materials for recycling at Reuse & Recycling Centres, including all waste wood – Sept 09.
- Alternative methods for calculation of household and non-household waste being investigated to provide more accurate household waste figure, with potential to be applied within 09/10.
- Ongoing action to ensure Edmonton's bulk waste recycling facility is fully utilised by Haringey vehicles, and identification of opportunities to reclaim additional recycling from more vehicles.
- Recycling facilities at all schools, a large number of community and faith centres. Continuing development in this area, with food waste collections for a minimum of 10 schools from Sept/Oct 09, and as further community links are built.
- Two officers working on education and community engagement, including delivery of workshops and sessions in schools, community centres and the Environmental Education Centre at Hornsey Reuse & Recycling Centre.
- Trial supply of compostable liners for free to residents on selected rounds to encourage participation in food waste recycling service – ongoing since March 09.
- Service change to reduce amount of uncontracted/ flytipped trade waste being collected with household waste, with trial of coloured bags for flats above shops refuse collections to enable better identification of non-household waste – Aug 09.
- Working with ReStore Community Projects to improve capture of recyclables or reusable bulky items at interface with Haringey Enterprise - ongoing.
- On-the-go recycling bins in public places and recycling of street cleansing waste, in place.

Best Practice

Haringey have become active members of the NLWA '50% club' which is a vehicle to share best practice amongst the North London Borough's. The club is still in its infancy but over the next months members will hear from invitee Authorities to the group about successful schemes and initiatives and generally share best practice. Haringey has also actively engaged with WRAP (Waste and Resources Action Programme) who provided links with several Authorities who are performing well in selected service areas.



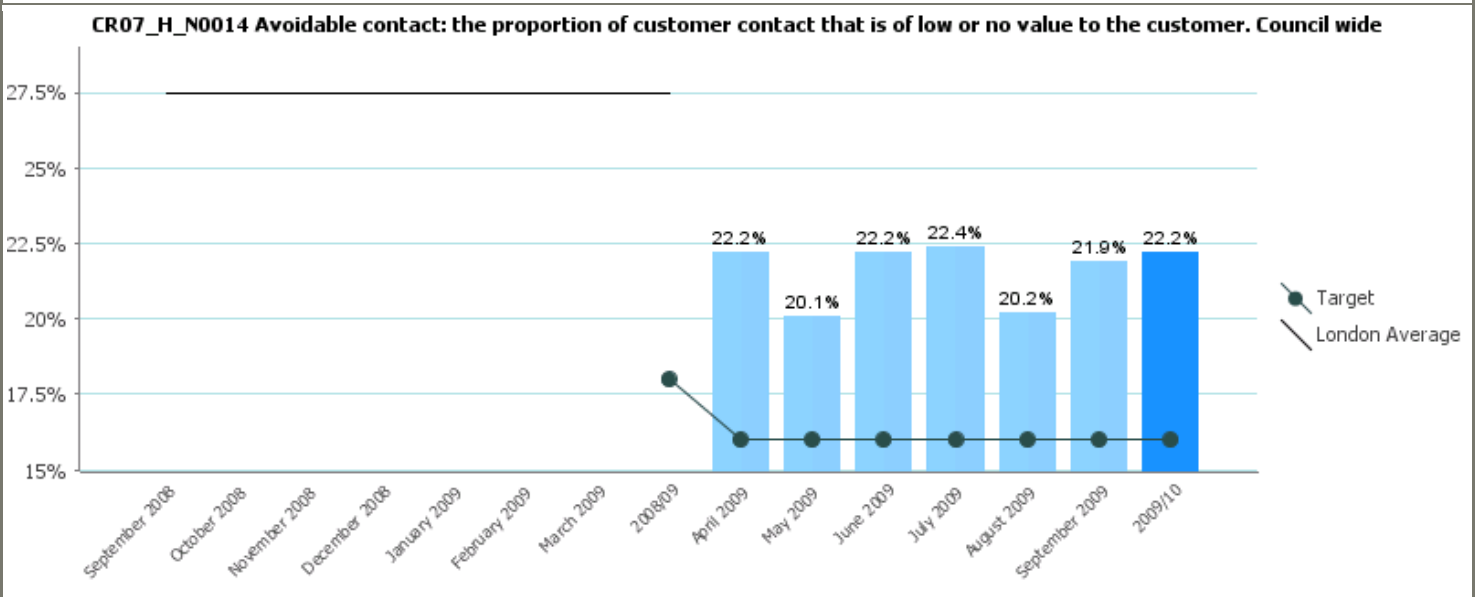
Driving change, improving quality

National Indicator 14	Avoidable contact: the proportion of customer contact that is of low or no value to the customer. Council wide		
	London Average		Target
2008/09	27.5%		
	Value	Status	
August 2009	20.2%	Red	
September 2009	21.9%	Red	
2009/10	22.2%	Red	16%

Explanation of current performance

The avoidable contact for September 2009 has increased by 1.7 percentage points in comparison to August 2009 (20.2%).

The levels of avoidable contact (measured for those customer contacts recorded in Customer Services) have been above target for the first half of the year. In the last quarter three key inquiries have been driving the majority of repeat and avoidable contacts: progress of new claims for benefits, progress of changes to benefits as a result of changes in circumstances and PCN (parking) tickets. All three areas are experiencing significant backlogs of claims and correspondence. Other services delivered through the Contact centre and the Customer Services Centres also generate lower levels of avoidable contacts and Customer Services officers work with Directorates to change processes or improve information wherever possible to make the contact easier and more effective for customers.



National Indicator 181

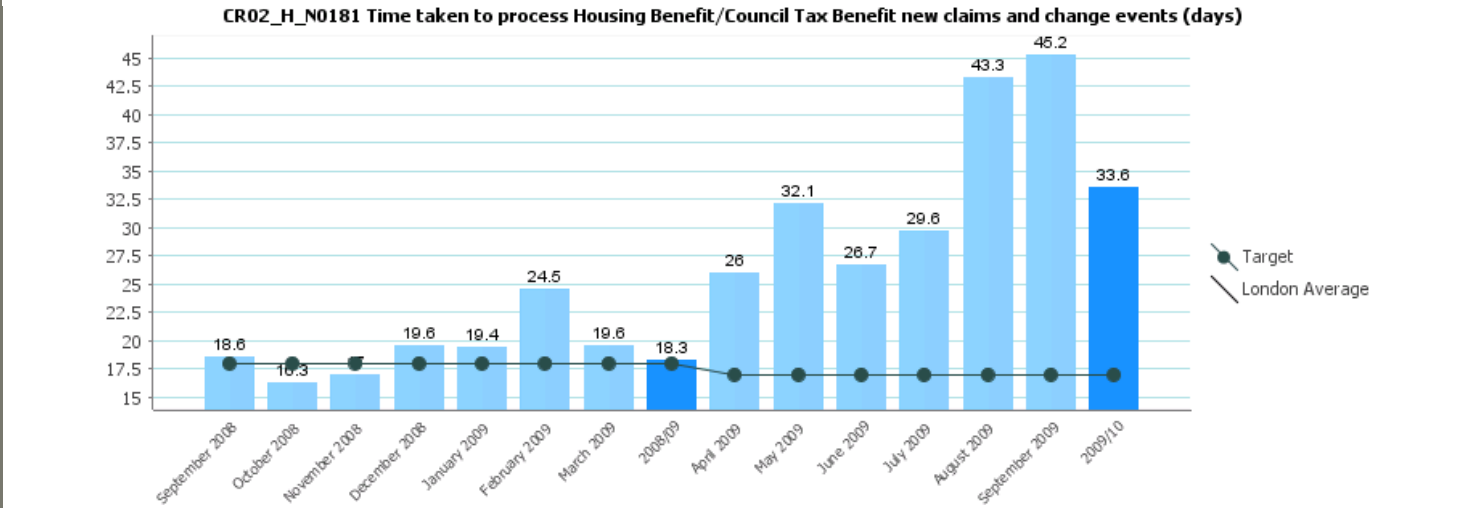
Time taken to process Housing Benefit/Council Tax Benefit new claims and change events (days)

This indicator is designed to ensure that local authorities deal promptly with both new claims to HB and CTB and changes of circumstances reported by customers receiving those benefits.

			Target
2008/09			17 days
	Value	Status	
August 2009	43.3 days	Red	
September 2009	45.2 days	Red	
2009/10	33.6 days	Red	

Performance continues to be affected by the increase in the amount of benefit claims received and changes in circumstances reported to the service. The service is reporting an increase in HB and CTB caseload of 6% (from 37,000 to just under 40,000). The amount of claims from private tenants, which are the most complex to assess and therefore resource intensive, have increased by 15% between 2008 and 2009. Within this increase there have been some even more significant increases in the various types of private tenant claims submitted – a 49% increase from tenants on Job Seekers Allowance, 23% increase in claims from low earners the self employed and a 33% increase in claims made by pensioners. Changes in circumstances reported to the service have increased by 70%..

These increases have had a significant impact on the workload of the Service which is processing more claims and changes than ever before. Over 3000 changes in circumstances were cleared in the last month. Plans have been put in place to clear the remaining workload through increases in benefit processing resources. Internally, the service has prioritised change events and new claims work and have re-directed support staff into undertaking benefit assessment duties. The service have also secured additional benefit assessment capacity through a remote processing contract with an external provider this has brought an additional 6 assessment staff to clearing the current workloads. A further 10 agency staff are being recruited to deal with all other aspects of benefits administration as well as support the service in meeting it's key performance objectives. It is anticipated that levels of outstanding work will drop substantially towards the end of the third quarter enabling monthly performance to come closer to target levels by December 09.

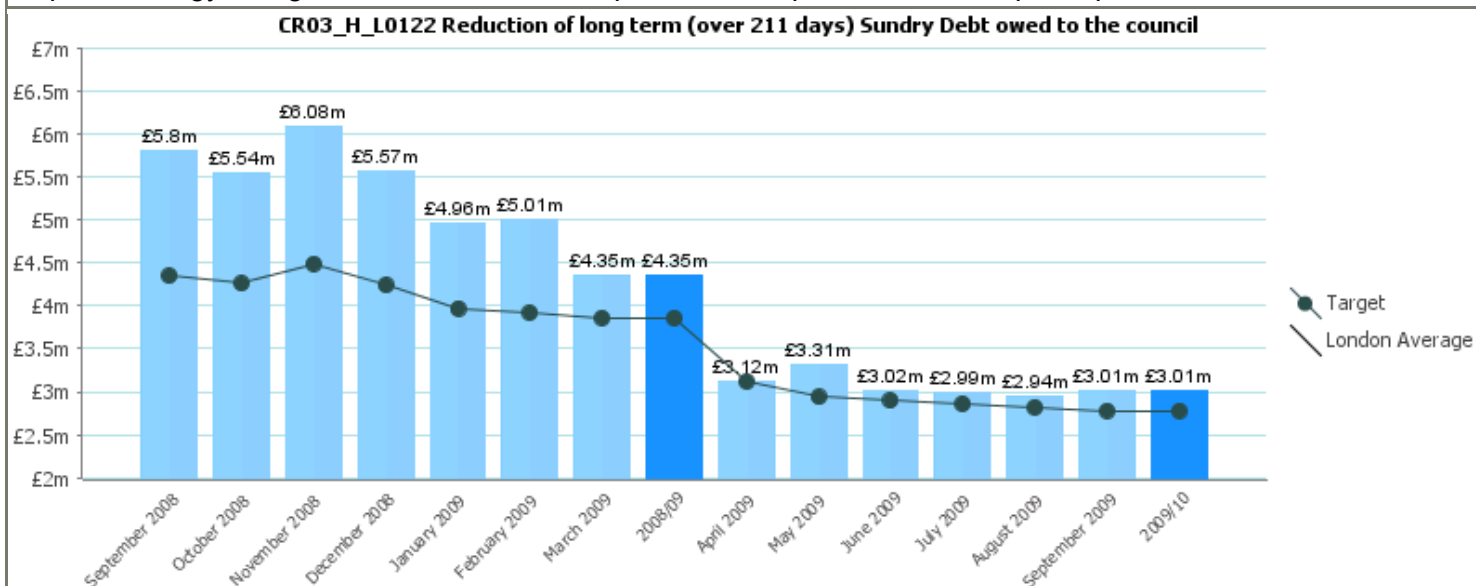


Local Indicator Fin 5b	Reduction of long term (over 211 days) Sundry Debt owed to the council	
		Target
2008/09		
	Value	Status
August 2009	£2.94m	Amber
September 2009	£3.01m	Red
2009/10	£3.01m	Red
		£2.78m

At the end of Period 6, the shortfall on the Aged Debt reduction target is £235k, this is an increase of £110k on the shortfall reported in Period 5. With the exception of Adults and Corporate Resource, all other directorates are either close to or are achieving target.

1. Adults - the shortfall is £57k, an increase of £23k on the position reported at the end of period 5. A Debt Management meeting was held on 8th September where a review of the ledger was carried out. Several short term measures, such as the submission of £80k of write-offs for approval, will bring the Directorate into line with target. However, several longer term solutions such as payment by Direct Debit were proposed for review. Collection of debt on Commercial accounts remains an issue and will be raised with the service at the budget management meeting.

2. Corporate Resources are £181k short of target; this is an increase of £78k on period 5. The shortfall is due to disputed energy billing on 3 accounts, where specific action plans have been put in place on each.



Local Indicator CS2	Call centre telephone answering in 30 seconds - of calls presented (all call centre calls)
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			Target
2008/09			
	Value	Status	
August 2009	52%	Red	
September 2009	49%	Red	
2009/10	50%	Red	70%

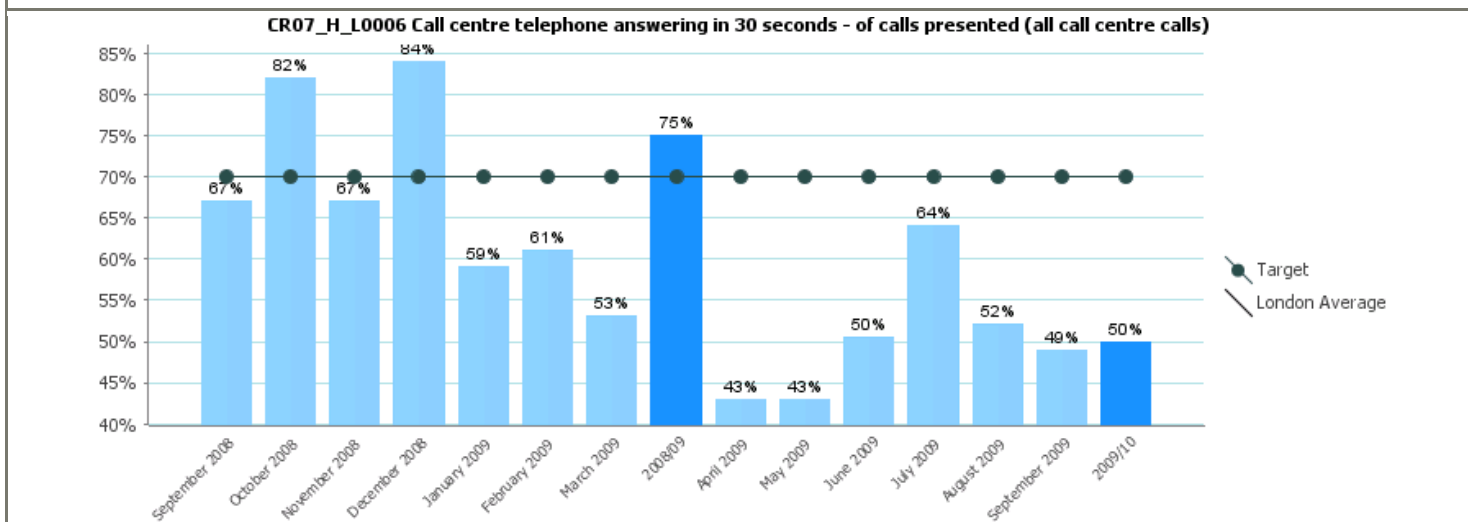
Performance in the Contact Centre has been variable in the first half of the year. Following the introduction of "One Number" in April, all staff have now been trained on all 20 services offered in the Contact Centre and a programme of additional Council Tax training for all staff was completed in August. The service continues to be challenged by high call volumes. These result in part from periodic Council Tax recovery action (particularly in August and September in the last quarter) and from specific service peaks (school admissions in September for example). Sizeable backlogs in both the Benefits service (particularly around changes of circumstances) and Parking (around appeals and other correspondence) have also added to call volumes and led to an increase in avoidable contacts.

Current activities

A number of measures have been introduced to stabilise performance:

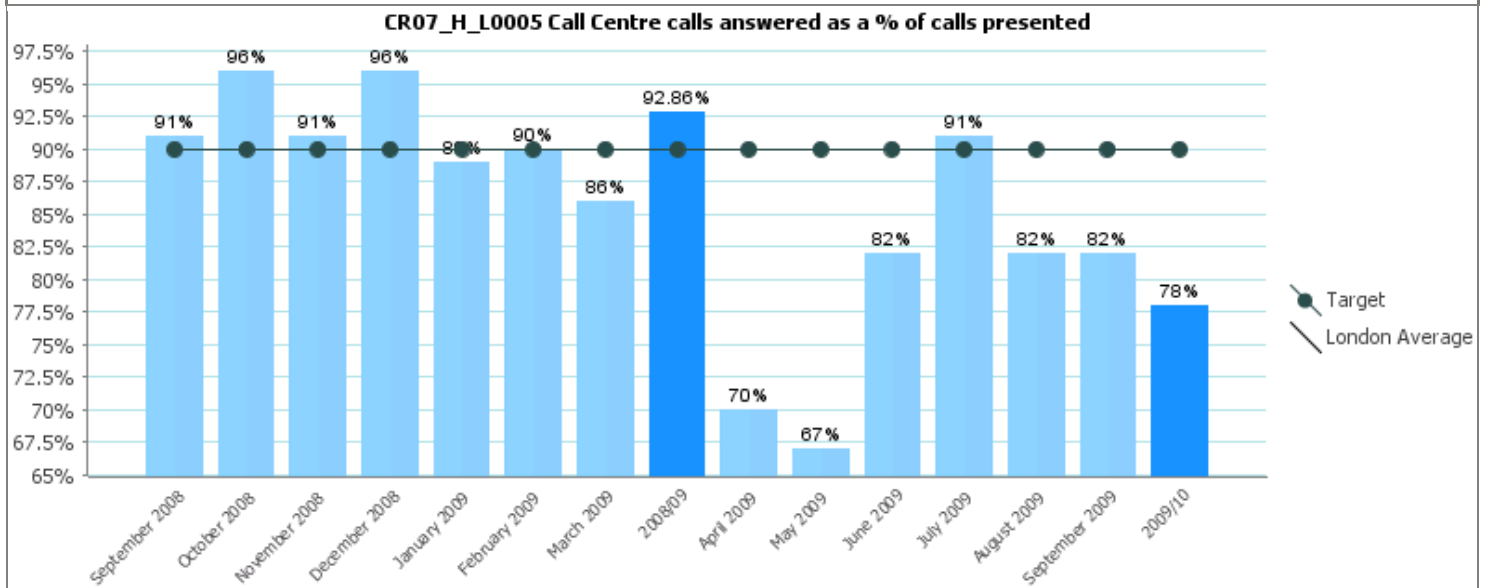
- the transfer of some tasks to the Customer Services centres to increase capacity in the Contact Centre
- a focus on individual productivity to drive up handling rates across the centre as a whole
- some re-alignment of shifts and breaks to known peaks in demand (rationalisation of shift patterns overall will be taken forward in the second half of the year)
- improvements in the speed of the CRM system in the Contact Centre

In the longer term, stability will depend on reduction in customer contacts through channel shift and low /no backlogs (see commentary on National Indicator 14) and improvements in systems integration to reduce transaction times and improve efficiency.



Local Indicator CS3	Call Centre calls answered as a % of calls presented		
			Target
2008/09			
	Value	Status	
August 2009	82%	Red	
September 2009	82%	Red	
2009/10	78%	Red	90%

See comment for Local Indicator CS2



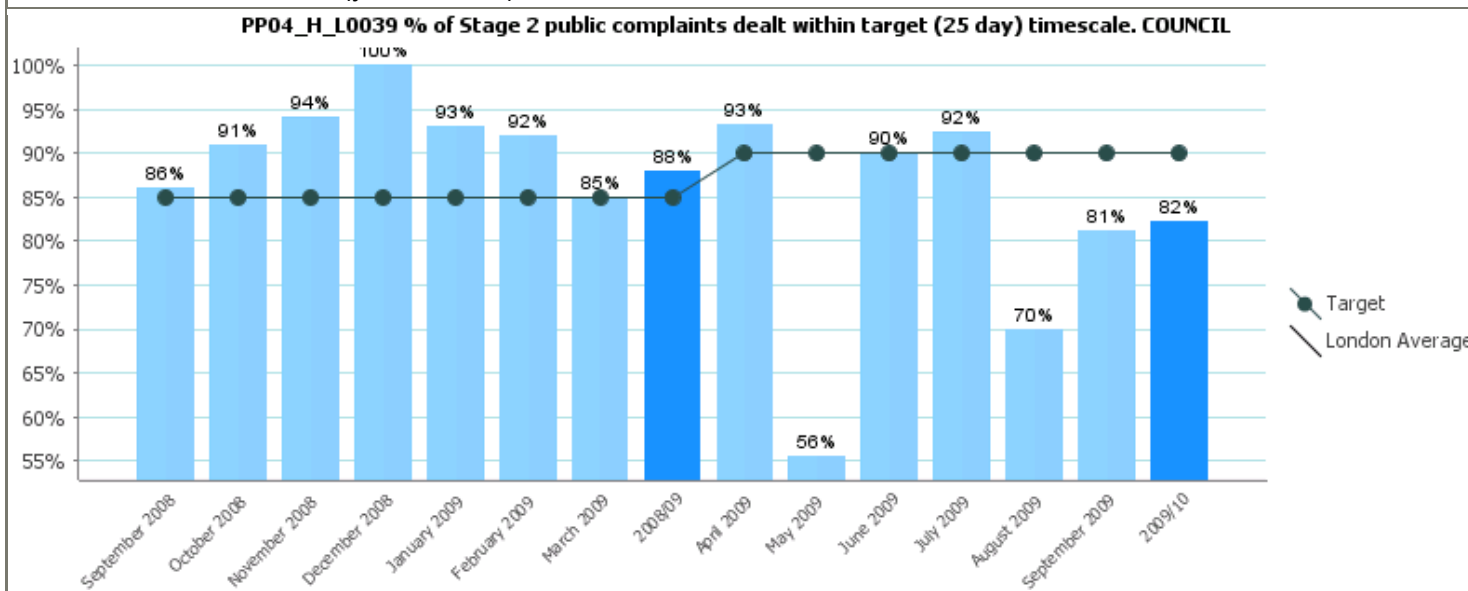
Local Indicator 39	% of Stage 2 public complaints dealt within target (25 day) timescale (Council wide)
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			Target
2008/09			90%
	Value	Status	
August 2009	70%	Red	
September 2009	81%	Red	
2009/10	82%	Red	

Total number of Stage 2 public complaints dealt with (Council wide)	73
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Number of Stage 2 public complaints dealt within target (25 day) timescale. (Council wide)	60
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Urban Environment - 6 of 38 late (year to date)
 Corporate Resources - 5 of 26 late (year to date)
 Overall- 13 out of 73 late (year to date)



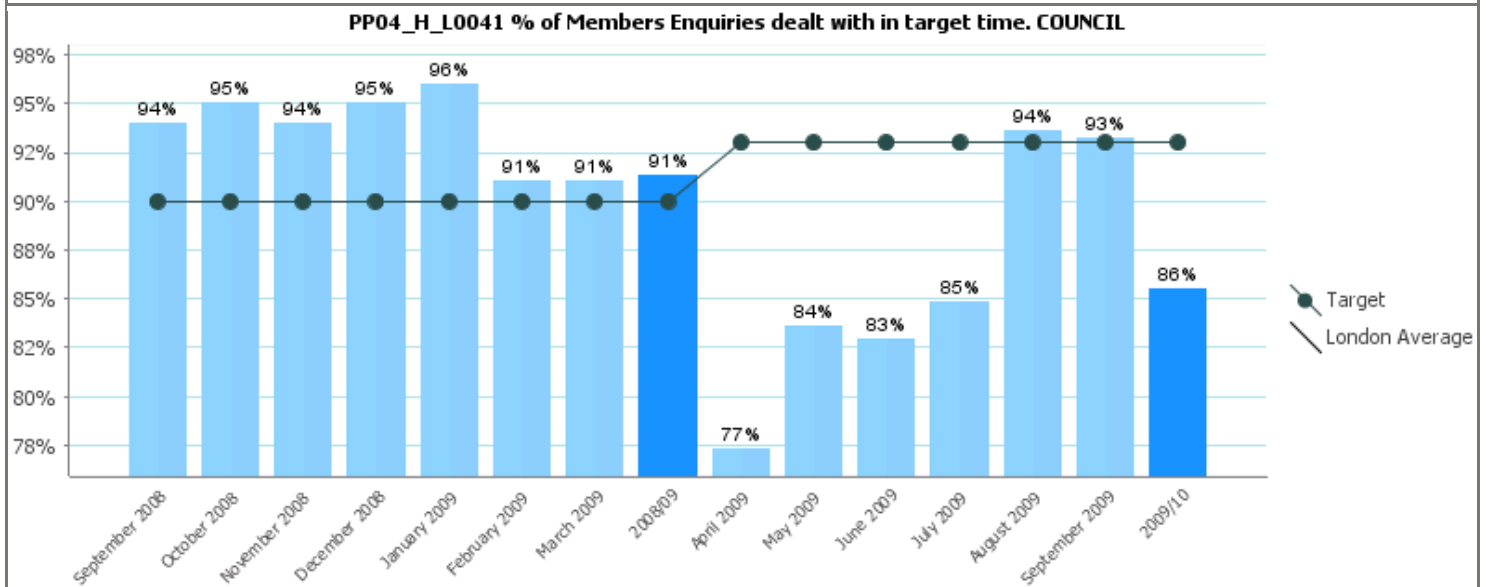
Local Indicator 041	Percentage of Members Enquiries dealt with in target time. Council Wide.	
		Target
2008/09		
	Value	Status
August 2009	94%	Green
September 2009	93%	Green
2009/10	86%	Red
		93%
Total Number of Members Enquiries dealt with. COUNCIL		1777
Number of Members Enquiries dealt with in target time. COUNCIL		1520

Explanation of Current performance:

Member Enquiry performance has met or exceeded target for the last two months. The year to date performance reflects low performance prior to August.

Current Activities:

Action taken by Urban Environment to address their performance at the start of the year is proving to be effective.



Local Indicator 066	Average re-let times for local authority dwellings let in the financial year (calendar days)
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			Target
2008/09			29 days
	Value	Status	
August 2009	45 days	Red	
September 2009	40.5 days	Red	
2009/10	39.3 days	Red	

Average general needs relet times for local authority dwellings let in the financial year (calendar days)	30.9 days (year to date)
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Average supported housing relet times for local authority dwellings let in the financial year (calendar days)	78 days (year to date)
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There is a Void improvement project group which is looking at improving the overall void performance. The project has leads from Repairs, Tenancy Management and Lettings with the aim to reduce the void turnaround and cost. The project has targets set for 3,6, and 12 month periods with some of the new initiatives in place being:

- Void Surveyors specifying using mobile devices.
- Master key system for void access.
- Reduced cost of repairs.
- Notification incentive with voids being specified prior to existing tenant moving out.

Weekly performance discussions with monthly meetings being held between lead Void Brief holders. The voids improvement group currently meet every 2/3 weeks to monitor the project and the void project board meeting 6 weekly to discuss and monitor progress.

General needs lets are 31 days and supported housing lets 78 days in the year to date.

