

.Appendix 1: Exception Report

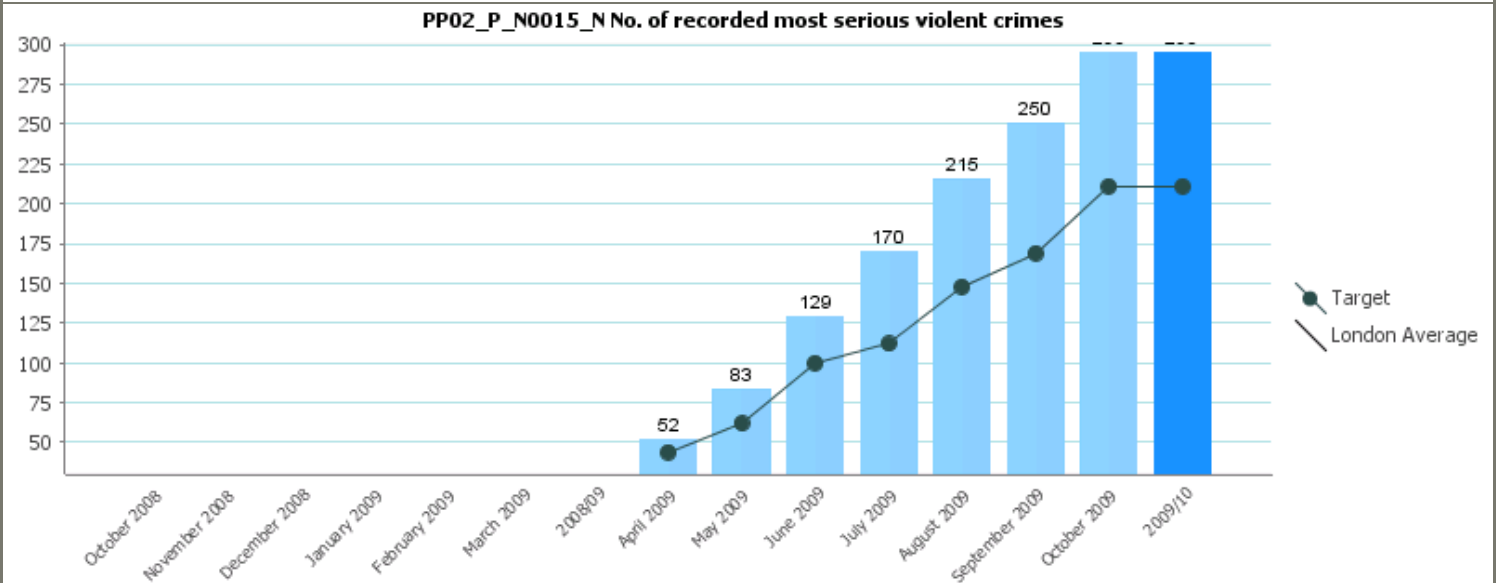
Table of contents	Page No.
● A Better Haringey	2
● NI 15 No. of recorded most serious violent crimes	2
● No. of Serious Youth Violence - YTD	3
● NI 59 Percentage of initial assessments for children's social care carried out within 7 working days of referral	4
● NI 60 Percentage of core assessments for children's social care that were carried out within 35 working days of their commencement	5
● NI 61 Timeliness of placements of looked after children for adoption following an agency decision that the child should be placed for adoption	7
● NI 63 Stability of placements of looked after children: length of placement	8
● NI 64 Child Protection Plans lasting 2 years or more	9
● NI 67 Percentage of child protection cases which were reviewed within required timescales	11
● NI 68 Percentage of referrals to children's social care going on to initial assessment	12
● A Greener Haringey	13
● NI 191 Residual household waste per household	13
● NI 192 Percentage of household waste sent for reuse, recycling and composting (2007-2010 stretch target)	14
● A Caring Haringey	17
● NI 131 Delayed transfers of care	17
● Driving change, improving quality	18
● NI 14 Avoidable contact: the proportion of customer contact that is of low or no value to the customer. Council wide	18
● NI 181 Time taken to process Housing Benefit/Council Tax Benefit new claims and change events (days)	19
● Percentage of council tax due for the financial year which were received in year by the authority	20
● Reduction of long term (over 211 days) Sundry Debt owed to the council	21
● Call Centre calls answered as a % of calls presented	22
● Call centre telephone answering in 30 seconds - of calls presented (all call centre calls)	23
● Percentage of Members' Enquiries dealt with in target time. Council wide.	24
● Average relet times for local authority dwellings let in the financial year (calendar days)	25
● The no. of working days/shifts lost due to sickness absence per FTE employee Rolling Year. Council wide.	25

A Better Haringey

National Indicator 15 (Numerator)	No. of recorded most serious violent crimes	
SPI 5.1 Number of most serious violent crimes		
		Target
2008/09		
	Value	Status
September 2009	250	Red
October 2009	295	Red
2009/10	295	Red
NI 15 Serious violent crime rate per 1,000 population		1.3 (Year to date)

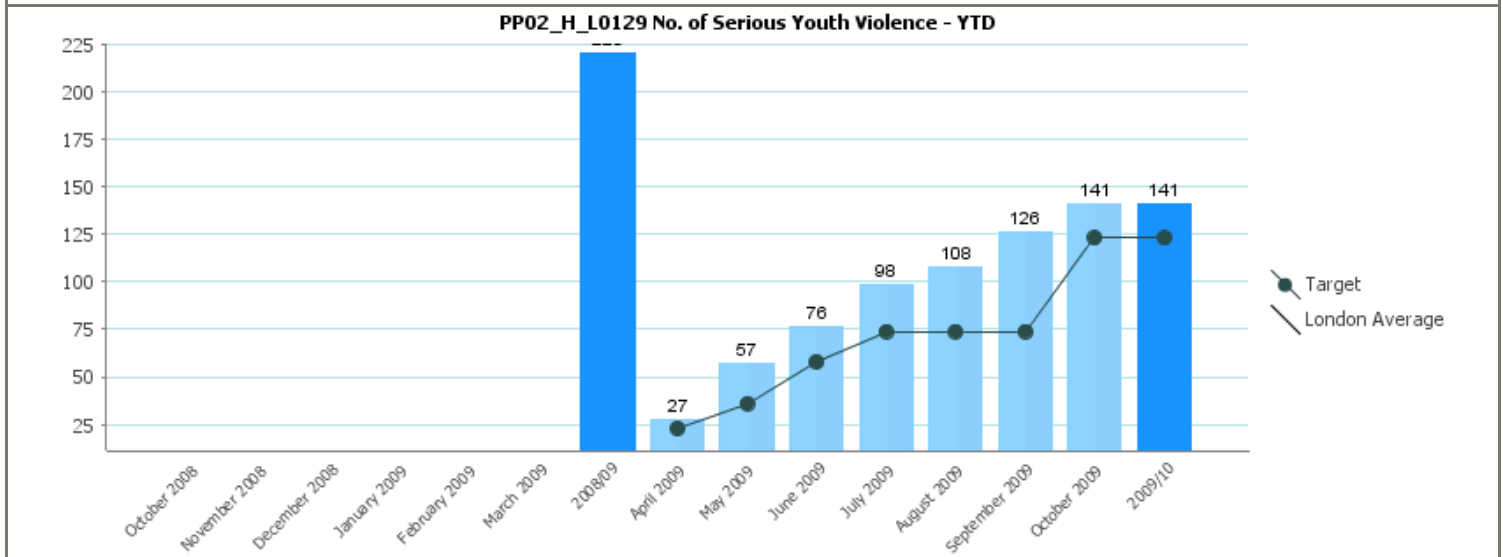
This figure of 295 is taken from the most recent Metropolitan Police Service Territorial Policing (MPS TP) Scorecard covering the period 1st April - 25th October 2009 and is used as a proxy for October 2009. Currently showing a 34.1% increase compared to the same period last year.

A proposal is being submitted to the Home Office for £25,000 Tackling Knives Action Programme funding (TKAP). If successful this funding will be used to support both police operations and partnership interventions to address serious violence among 13-24 year olds.






Local Indicator L0129	No. of Serious Youth Violence - YTD		
			Target
2008/09			
	Value	Status	
September 2009	126	🔴 Red	
October 2009	141	🔴 Red	
2009/10	141	🔴 Red	123

See comment under most serious violent crimes



National Indicator 59	NI 59 Percentage of initial assessments for children's social care carried out within 7 working days of referral
-----------------------	---

Rationale:
This process 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 would also show how well multi-agency working arrangements are established in local authority areas.

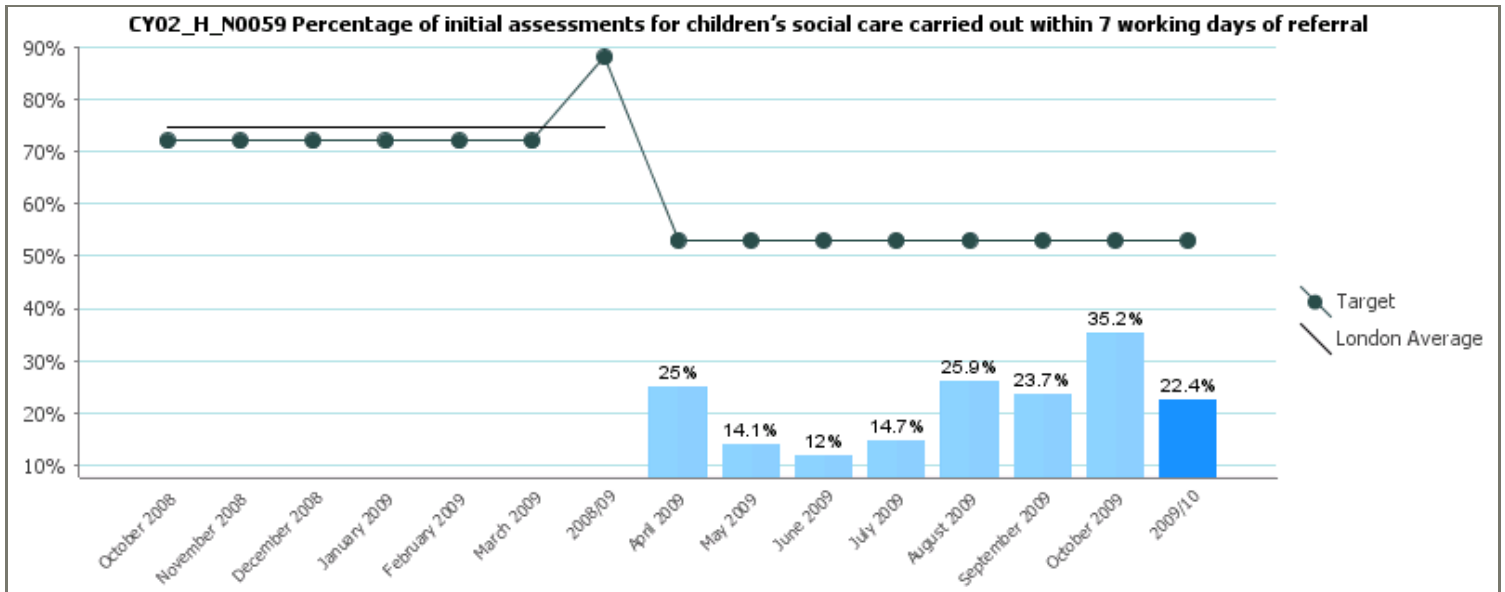
		London Average	Target
2008/09		74.8%	53%
	Value	Status	
September 2009	23.7%	 Red	
October 2009	35.2%	 Red	
2009/10	22.4%	 Red	
The overall of initial assessments completed in the period between 1 April and 31 March			1080 (Year to date)
The number of initial assessments completed, in the period between 1 April and 31 March, within seven working days of referral			242 (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. We anticipate that performance will be poor as we continue the work to deal with all outstanding work in the service. We expect that thereafter a more accurate measure of future performance will be arrived at – recent trends are beginning to show some cautious improvements and we believe we remain on track to reach the declared target of 53% 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 our 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. All managers are now in place although all but 2 remain agency staff so there remains a need to create a permanent management structure.

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 Common Assessment Framework (CAF) coordinator to ensure that appropriate cases are going through the CAF process rather than First Response, and there are now 3 times a week meetings with the Police and Health colleagues to ensure a more holistic initial response to referrals. We are creating a dedicated Screening Team to ensure a consistency of response and currently the Team Manager and Senior Practitioner are in place. Combined, these measures will improve our performance in assessments.

Recent audits undertaken by an independent Social Worker show that there has been an improvement in the quality of initial assessments undertaken with appropriate outcomes and recommendations.



National Indicator 60 **NI 60 Percentage of core assessments for children's social care that were carried out within 35 working days of their commencement**

Rationale:
The Assessment Framework specifies that core assessments should be completed within 35 working days. It is important that local authorities should investigate and address concerns in a timely and efficient way, and that those in receipt of an assessment have a clear idea of how quickly this should be completed. Successful meeting of the timescales can also indicate effective joint working where multi-agency assessment is required.

		London Average	Target
2008/09		80%	
	Value	Status	
September 2009	59.6%	Red	
October 2009	53.8%	Red	
2009/10	44.6%	Red	63%

The total number of core assessments completed of children receiving core assessments in the year	419 (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	187 (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. We anticipate that performance will be poor as we continue the work to deal with all outstanding work in the service. We expect that thereafter a more accurate measure of future performance will be arrived at – recent trends are beginning to show some cautious improvements and we believe we remain on track to reach the declared target of 63% by end of December 2009.

Current Activities

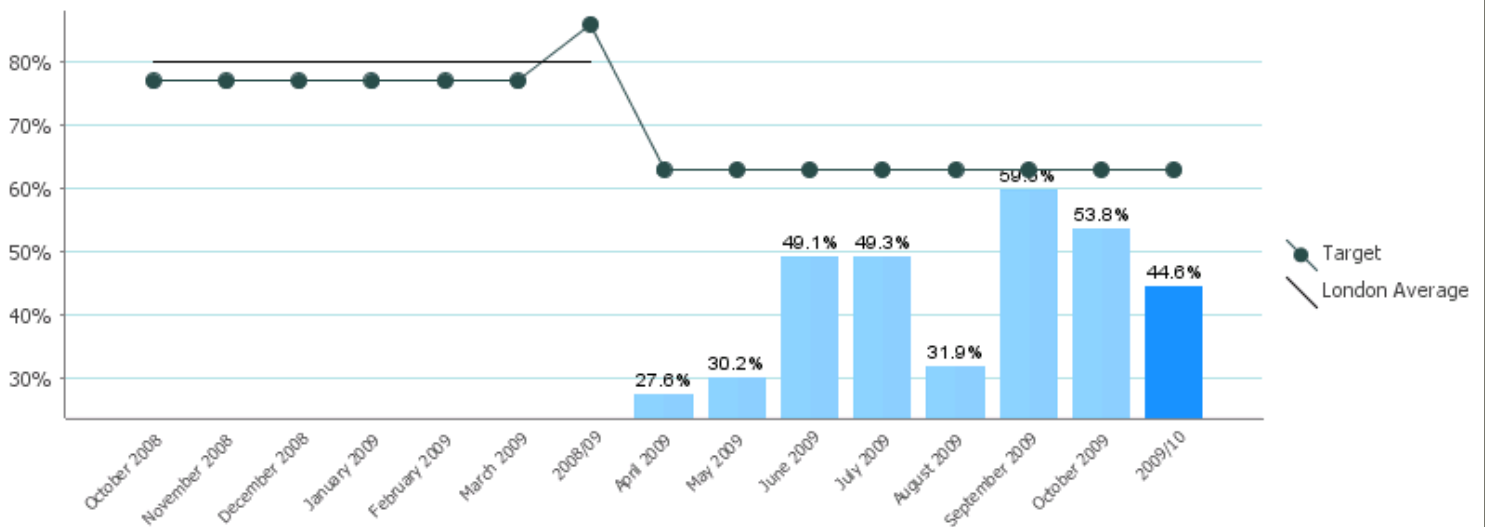
There continues to be a high volume of cases referred to the service, which is overall 50% more than the previous two years. This, together with continued difficulties recruiting suitably qualified staff, has impacted on our performance. 6 newly qualified social workers (NQSW) have joined the First Response 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. All managers are now in place although all but 2 remain agency staff so there remains a need to create a permanent management structure.

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 First Response, and there are now 3 times a week meetings with the Police and Health colleagues to ensure a more holistic initial response to referrals. We are creating a dedicated Screening Team to ensure a consistency of response and currently the Team Manager and Senior Practitioner are in place. Combined, these measures will improve our performance in assessments.

Recent audits undertaken by an independent Social Worker show that there has been an improvement in the quality of core assessments undertaken with appropriate outcomes and recommendations.

CY02_H_N0060 Percentage of core assessments for children's social care that were carried out within 35 working days of their commencement



National Indicator 61	NI 61 Timeliness of placements of looked after children for adoption following an agency decision that the child should be placed for adoption
-----------------------	---

Rationale: This indicator will provide an indication of how quickly children are placed with an approved prospective adopter(s) following the decision that they should be placed for adoption, but will exclude cases where a child was placed for adoption but then adopted in a different placement (i.e. disrupted placements) and so avoid the risk of rewarding poor decision making by a local authority.

2008/09 London Average		71.5%		Target
	Value		Status	
September 2009	57.1%		Red	75%
October 2009	57.1%		Red	
2009/10	57.1%		Red	

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	7 (Year to date)
---	------------------

Number of children included in the denominator who were placed for adoption	4 (Year to date)
---	------------------

Explanation of Current Performance

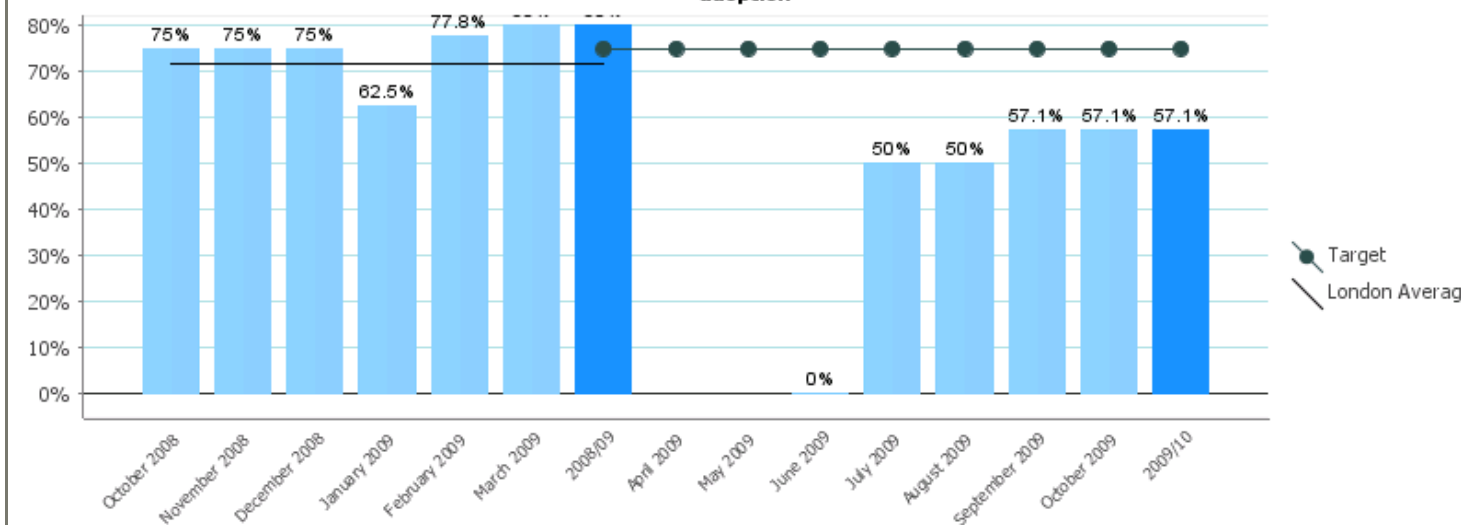
The numbers for this indicator are extremely low, and percentages should be interpreted with caution. In the year to date, 7 children have been adopted, and 4 of those were placed for adoption within 12 months of the decision that adoption should be the plan.

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 adoptors off, and when a match was finally made, the adoptors needed complete details about the child's health before committing themselves.

The current projection for the end of the year is 50%.




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	NI 63 Stability of placements of looked after children: length of placement
-----------------------	--


Rationale:
Placement breakdown has a significant impact on children’s wellbeing and their friendships, as well as disrupting their education and the continuity of access to other key services.

		London Average	Target
2008/09		66.2%	70%
	Value	Status	
September 2009	65.1%	 Red	
October 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 the above, all 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 in the right direction towards our year end target. We are currently at 65% which is an improvement on our 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	NI 64 Child Protection Plans lasting 2 years or more
-----------------------	---

Rationale:

This indicator reflects the underlying principle that professionals should be working towards specified outcomes which, if implemented effectively, should lead to no child needing to be the subject of a Child Protection (CP) Plan for more than 2 years.

		London Average	Target
2008/09		8.3%	5%
	Value	Status	
September 2009	40%	 Red	
October 2009	42.1%	 Red	
2009/10	18.6%	 Red	
The number of children ceasing to be the subject of a Child Protection Plan during the year ending 31 March. This may count a child more than once if they ceased to be the subject of a Child Protection Plan more than once during the year			86 (Year to date)
Of the children in the denominator, the number who had been the subject of a Child Protection Plan continuously for two years or longer (i.e. for more than 729 calendar days including days of cessation)			16 (Year to date)

Explanation of Current Performance

19 children ceased to be the subject of a child protection plan in October, and of these, 8 (from 3 families) 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 86 children who ceased to be subject to a plan, and 16 who had been subject for 2 years or more. Further analysis shows that 62% of children who stopped being subject to a plan moved into the care system.

Current Activities

The Child Protection Service will undertake further auditing of those children who have been subject to a child protection plan for 18 months or more (to anticipate the 2-year period) to ensure that work is progressing satisfactorily and there is no drift in casework.

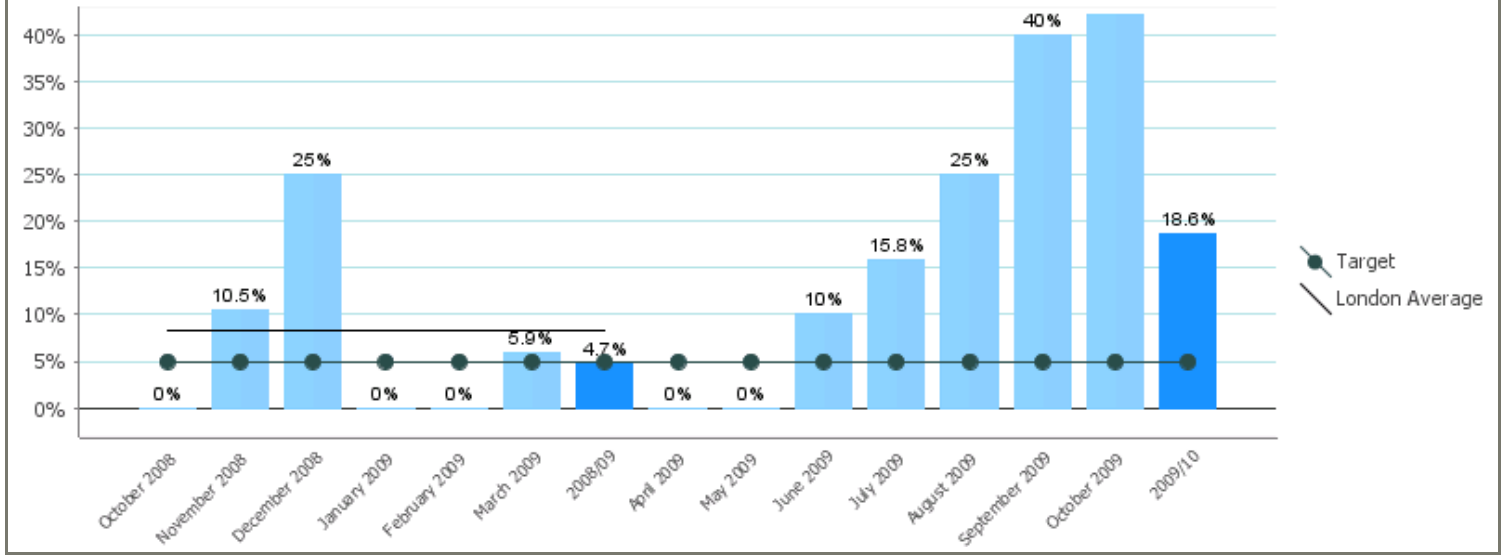
Those children who are both in care and subject to a plan can be caught up in a court timetable not of our making, as the policy is to retain them in the child protection system until a care order is made.

We will investigate 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%.

CY02_H_N0064 Child Protection Plans lasting 2 years or more



National Indicator 67	NI 67 Percentage of child protection cases which were reviewed within required timescales
-----------------------	--

Rationale:
 This indicator is a proxy for the measurement of the effectiveness of the interventions provided to children with a Child Protection (CP) Plan. Working Together to Safeguard Children guidance requires that the first child protection review should have been held within three months of the initial child protection conference and thereafter at intervals of no more than six months.

		London Average	Target
2008/09		99.5%	100%
	Value	Status	
September 2009	95.5%	Amber	
October 2009	93.3%	Red	
2009/10	93.3%	Red	

The number of children with a Child Protection Plan who have had a Plan continuously for at least the previous three months 150 (October)

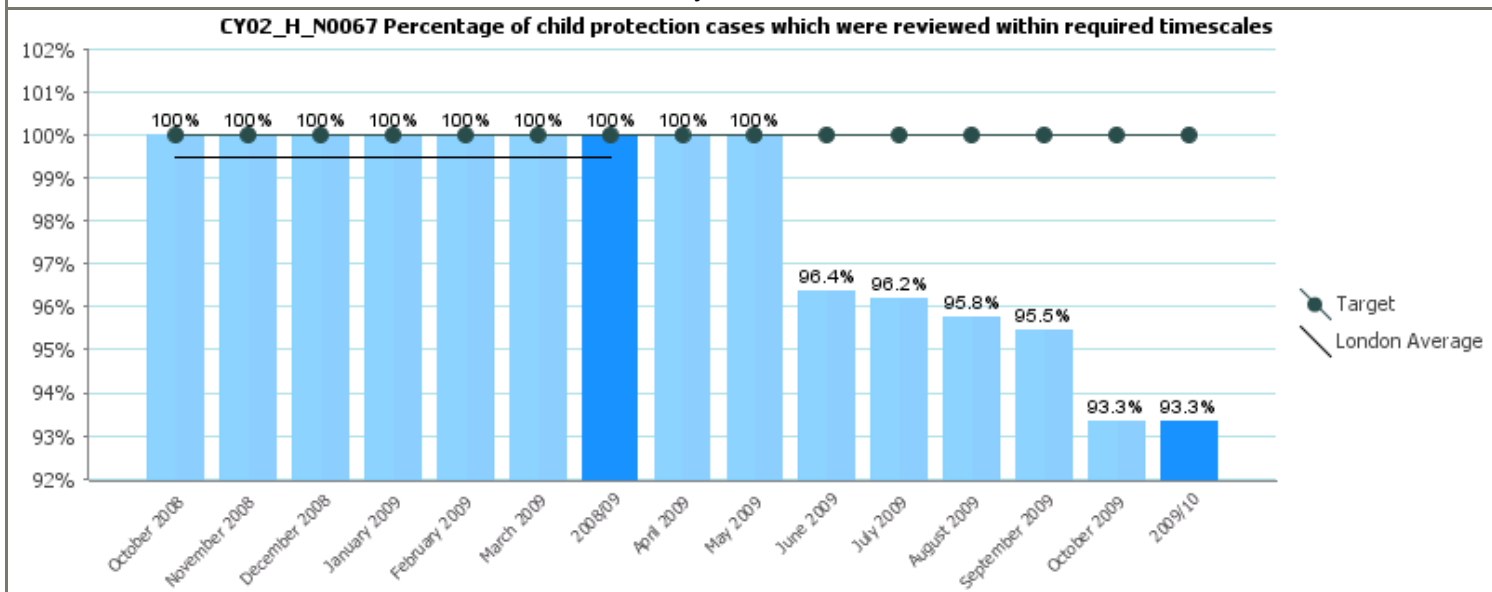
Of the children with a Child Protection Plan who have had a Plan continuously for at least the previous three months and whose cases had been reviewed within the required timescales 140 (October)

Explanation of Current Performance

10 CP reviews have been late in the year to date. All reviews have subsequently been held. No reviews were late in October.

Current Activities

The Child Protection Service has introduced a new system to ensure that more reviews are held within timescale.



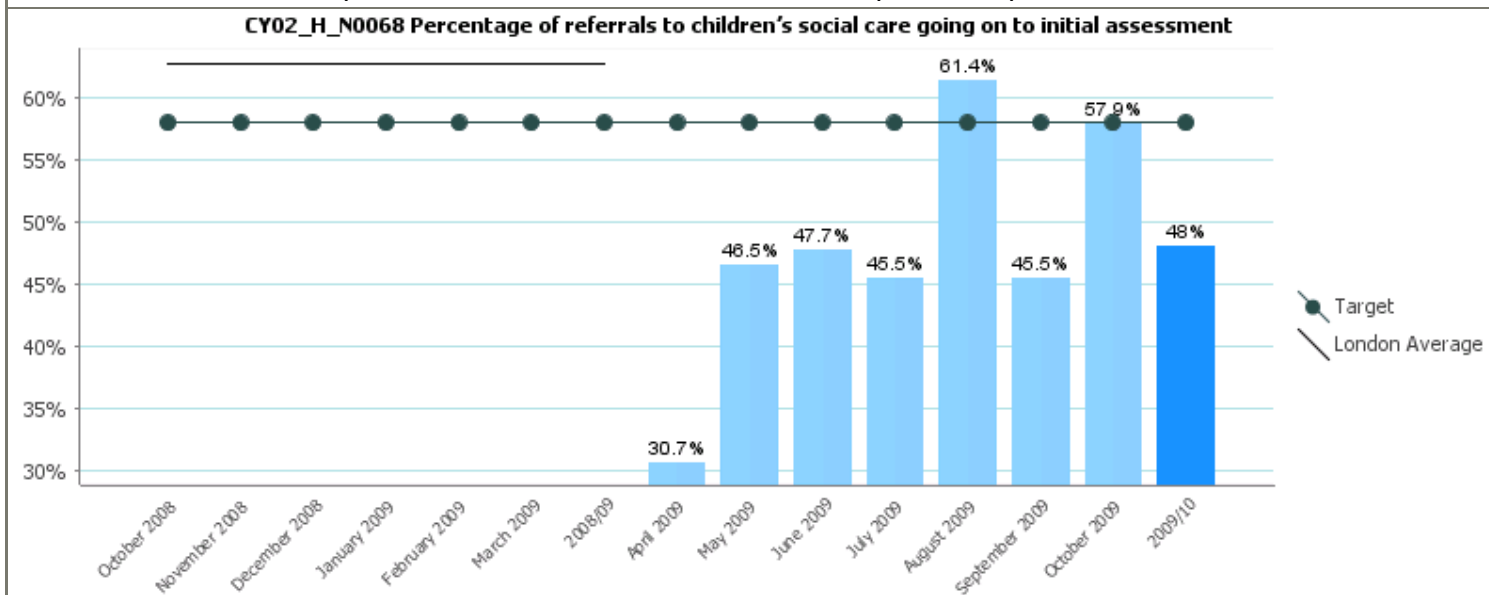
National Indicator 68	NI 68 Percentage of referrals to children's social care going on to initial assessment
-----------------------	---

Rationale:

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%	58%
	Value	Status	
September 2009	45.5%	Red	
October 2009	57.9%	Green	
2009/10	48%	Red	
The number of children referred to children's social services departments during the year. If one child was the subject of more than one referral or assessment during the year, then each referral or assessment should be counted			378 (Year to date)
The number of children whose cases go on to initial assessments			219 (Year to date)

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 First Response, and there are now 3 times a week meetings with the Police and Health colleagues to ensure a more holistic initial response to referrals. We are creating a dedicated Screening Team to ensure a consistency of response and currently the Team Manager and Senior Practitioner are in place. Combined, these measures will improve our performance in assessments.



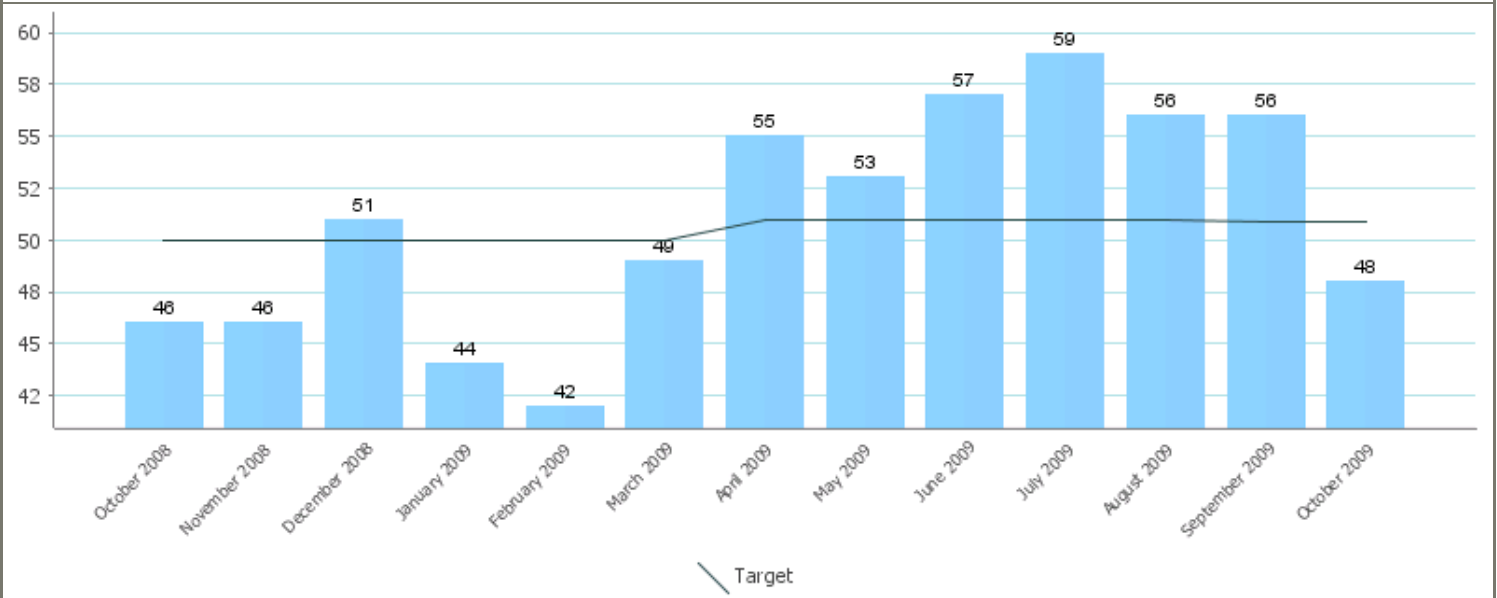
A Greener Haringey

National Indicator 191	NI 191 Residual household waste per household		
Rationale: This indicator monitors performance in reducing the amount of waste that is sent to landfill, incineration or energy recovery.			
			Target
London Average			
2008/09	654		
	Value	Status	
September 2009	56	Red	
October 2009	48	Green	
2009/10	384	Red	
			357

Performance for October, at 48kg, meets the target of 51kg per month required in order to achieve the annual target of 610kg per household. Average monthly performance to date is 56kg.

The level of residual waste is affected by the same factors outlined in the comments for NI 192, including the change in methodology used by NLWA for boroughs to calculate the household/non household split. Actions outlined in the recycling action plan will help address performance on this indicator as well as NI 192.




Note: The monthly figure is based on provisional data and is subject to change.



National Indicator 192	NI 192 Percentage of household waste sent for reuse, recycling and composting (2007-2010 stretch target)
------------------------	---

Rationale:

This 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	
September 2009	25.2%	 Red	
October 2009	26.5%	 Red	
2009/10	24.3%	 Red	32%

Explanation of current performance

Performance for October is 26.5%. The year to date recycling rate is below the stretch target of 32% for 2009/10, at 24.33%. 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:

- 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 (NLWA).
- 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. The YTD recycling rate is around 2% higher than the 2008/09 rate. Additional actions within the plan are programmed for the latter half of 2009/10 and are also expected to improve performance. Key actions within the plan include:

- Establishing a more accurate household waste figure, including engaging consultants to carry out a new survey (Nov 09) and conducting a revised flytipping survey (Oct 09).
- Comprehensive data gathered on participation and waste composition which will enable a targeted communications strategy to be produced and inform a service review to be conducted with support from Waste & Resources Action Programme (WRAP) from Nov 09.
- Provision of recycling collection service to flats above shops (Nov 09) and additional private blocks (on-going).
- 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 (up to 1500 hh per day), from July-Oct 09.
- 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 from Sept 09, and new policies to reduce the amount of trade waste into sites being initiated from Nov 09.
- 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 and a large number of community and faith centres, including food waste collections at 12 schools to date.
- 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 from Aug 09 to reduce amount of uncontracted/flytipped trade waste being collected with household waste.
- Working with ReStore Community Projects to improve capture of recyclables or reusable bulky items at interface with Haringey Enterprise – 3 month trial project implemented from Nov 09.
- On-the-go recycling bins in public places, recycling of street cleansing waste and additional composting of leaf fall, in place.

Best Practice

Haringey has become an active member 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.

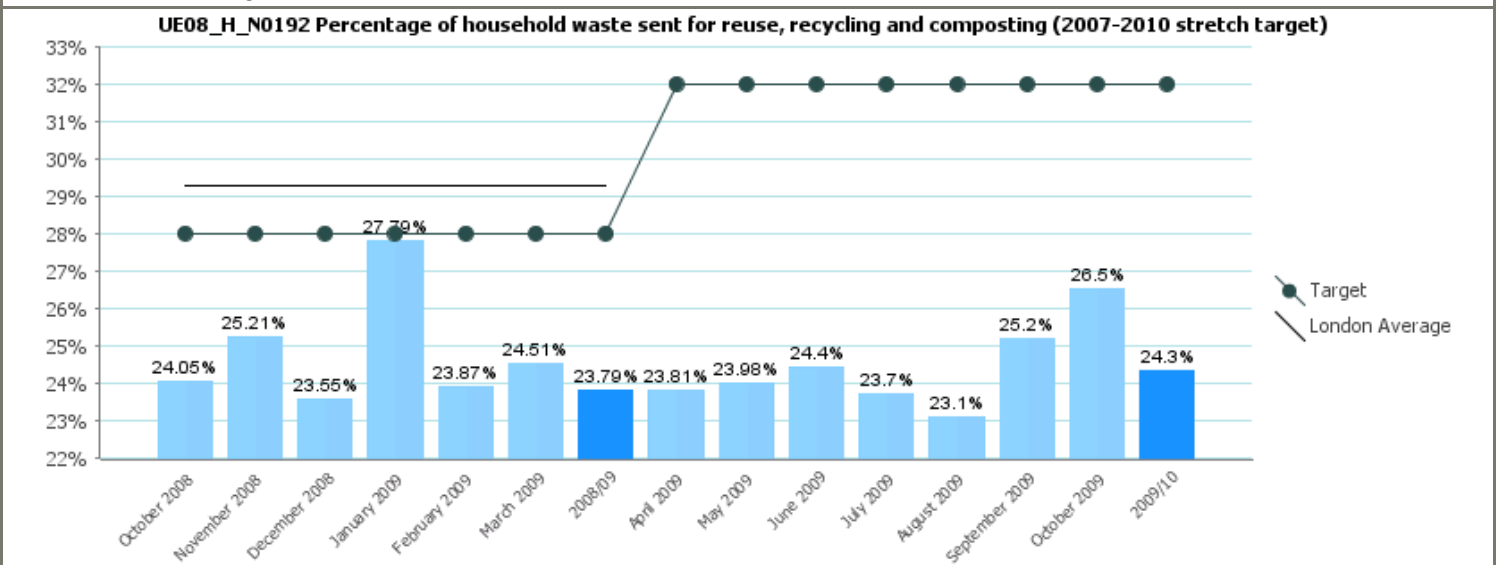
Equalities Impact

Environmental Resources’ communications plan for engaging residents on recycling aims to take into account of the diverse range of languages and communities within Haringey and overcome barriers to residents participating in services:

- Full translations of key service leaflets into the most widely spoken community languages.
- Maximising the use of imagery and clear, easily understood guidance in all communications materials.
- Face-to-face engagement through door-knocking and attendance at public and community events, using staff with community languages wherever possible such as on weekend ‘blitz’ engagement campaigns.
- Workshops delivered in schools (allowing key messages to be taken home to households that may not speak English as a first language) and to community and faith groups.
- Assisted recycling collections provided to residents who require this service.

The percentage of people who think recycling services are excellent or very good:-

White British 68%, Other White 65%, Asian 67%, Caribbean 59%, African 64%, Mixed and Other 70%, Women 69%, Men 63%, Age 18-34 66%, 35-59 66%, 60+ 65%



A Caring Haringey

National Indicator 131	NI 131 Delayed transfers of care
------------------------	---

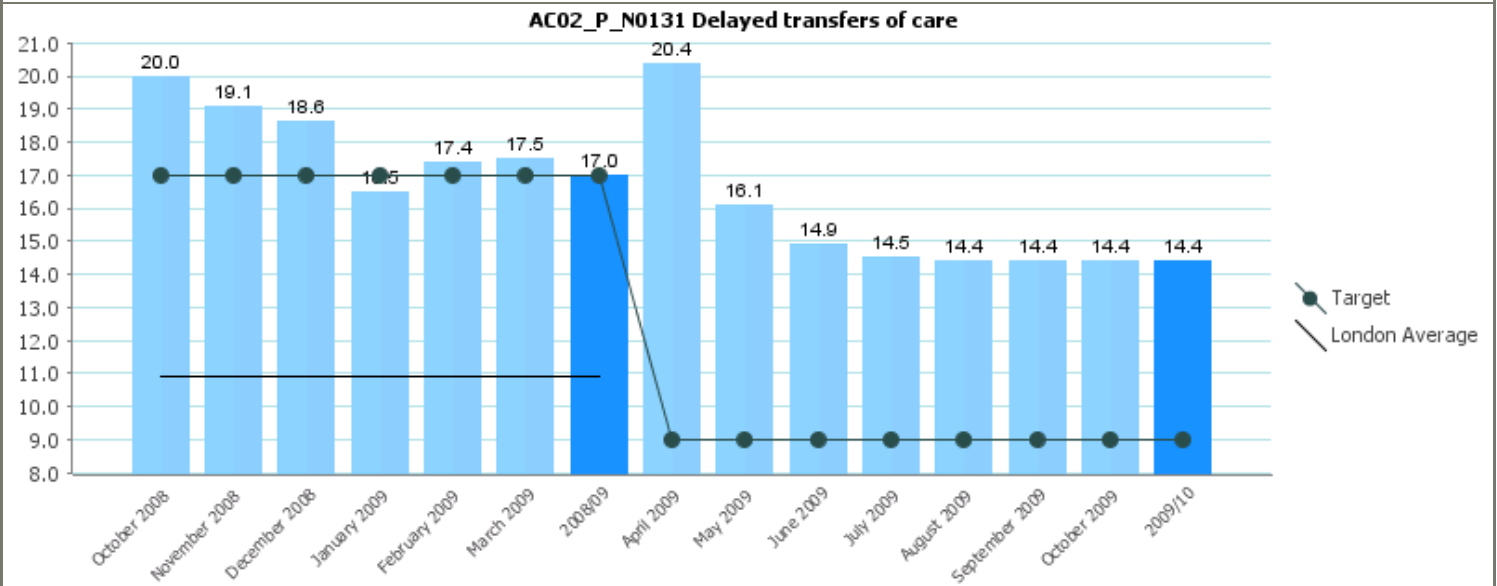
Rationale:

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

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

Performance in this area continues to be a challenge although the year to date figure is an improvement on the same period last year. There are ongoing discussion with our health partners to see how we can improve data collection, validation and performance. In addition the service is proactively working on the following actions:

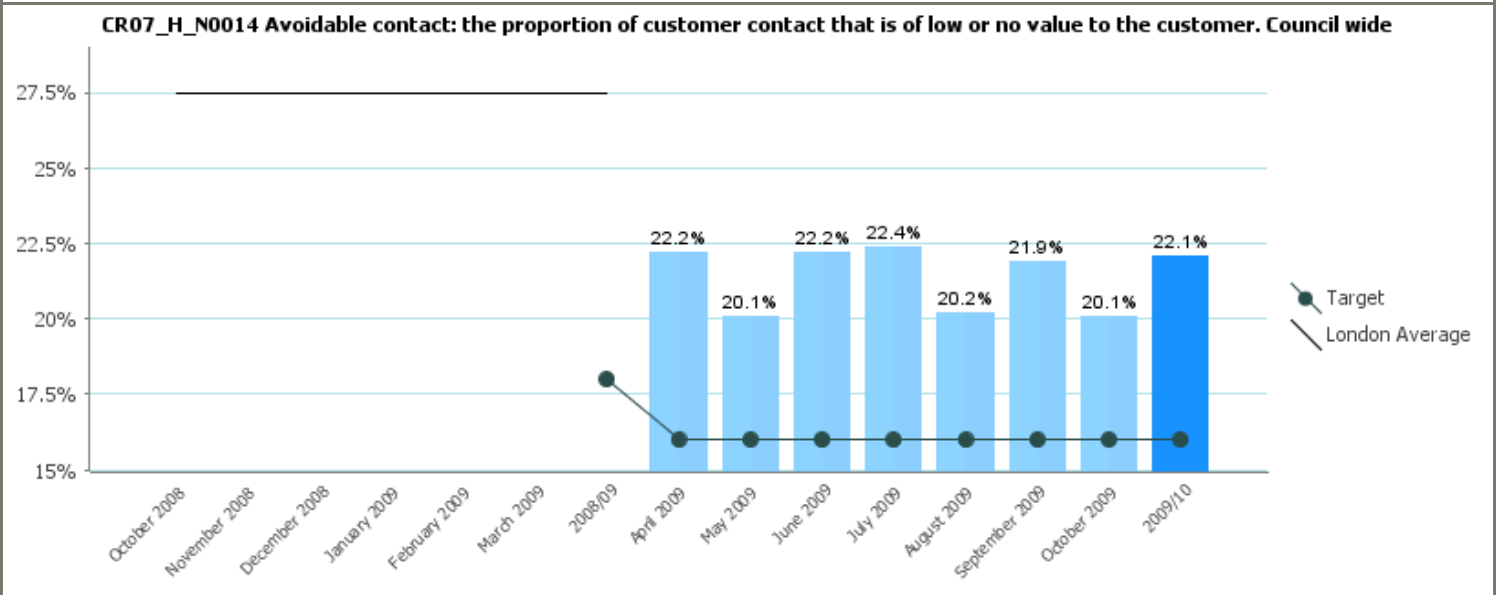
- Elderly, mentally ill (EMI) step-down/up and Rehab beds- identify some beds which can be jointly commissioned with health
- Empty beds awaiting permanent placements used for step-down in the interim
- Re-registering in-house beds as EMI
- All residential home managers to assess potential new residents within 24 hours
- Daily 'teleconferencing' between key health and social care discharge staff to improve communication and 'unblock' inpatient beds, this will speed up the process



Driving change, improving quality

National Indicator 14	NI 14 Avoidable contact: the proportion of customer contact that is of low or no value to the customer. Council wide		
Rationale: By identifying customer contact that is 'avoidable', the local authority and its partners are better placed to redesign the way services and information are made more accessible for their customers, so they do not have to make unnecessary, valueless contacts which are both frustrating for the customer and inefficient for the provider.			
			Target
		London Average	
2008/09		27.5%	
	Value	Status	
September 2009	21.9%	Red	
October 2009	20.1%	Red	
2009/10	22.1%	Red	16%

The avoidable contact for October 2009 (20.1%) has decreased by 1.8 percentage points in comparison to September 2009 (21.9%). The three key enquiries driving repeat and avoidable contact relate to penalty charge notices, progress chasing on Housing benefit/Council Tax Benefit new claims, progress chasing on Housing benefit/Council tax benefit change of circumstances. Customer Services continue to liaise with Directorates and are working to identify process improvements to reduce avoidable contact. A specific project is underway as part of the Leaders of the Future programme to identify and redesign key processes, using customer experience data to drive the process.



National Indicator 181	NI 181 Time taken to process Housing Benefit/Council Tax Benefit new claims and change events (days)
------------------------	---

Rationale:

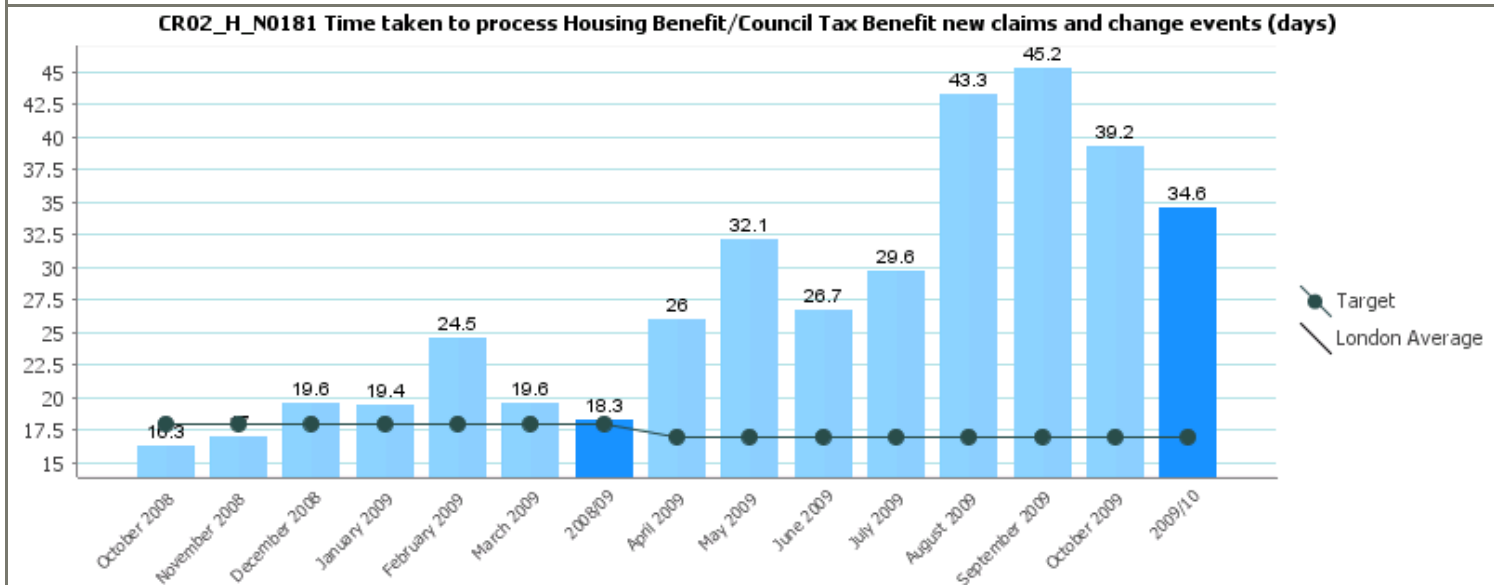
This indicator is designed to ensure that local authorities deal promptly with both new claims to HB and CTB and changes of circumstances reported by customers receiving those benefits. The indicator is complemented by the Right Benefit indicator (165) which is designed to ensure that the benefit in payment is correct.

2008/09			Target
	Value	Status	
September 2009	45.2	Red	17
October 2009	39.2	Red	
2009/10	34.6	Red	

Increases in processing during October and additional resources allocated to this area are beginning to bring about significant improvements in performance. We have managed to reduce the days taken to process new claims and change events by six days since last month. The main area of improvement has been in the processing of change events. In total 7,066 assessments were made during October, which is 1,143 more than September's performance - a 19% increase in assessments.

A backlog team is being arranged and all outstanding work in this area will be cleared by the end of December.

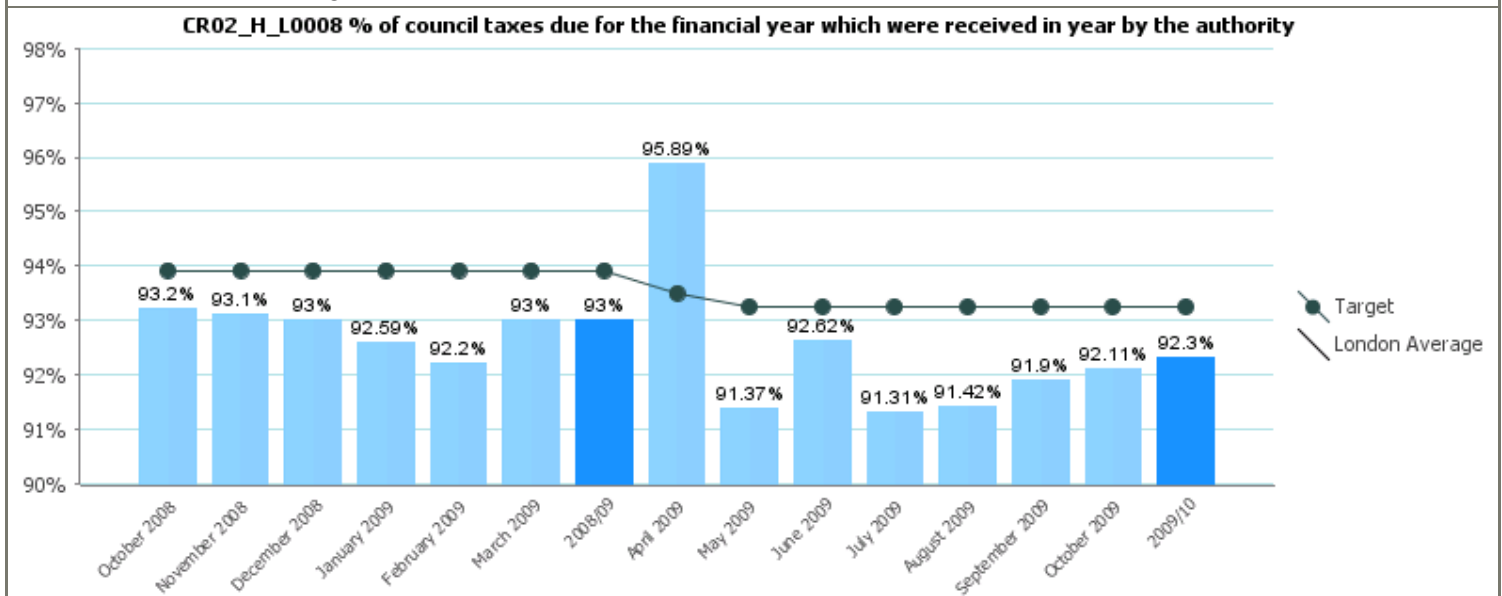
A review of current processes is also underway to ensure that our performance is maximised and to ensure that we have the capacity to keep up with increases in workload due to the economic downturn once the backlog has been cleared – thus ensuring that a new backlog is not created.



Local Indicator BV 9	Percentage of council tax due for the financial year which were received in year by the authority		Target
2008/09			
	Value	Status	
September 2009	91.9%	Red	
October 2009	92.11%	Red	
2009/10	92.3%	Red	93.25%

A number of initiatives are underway to improve the collection of Council Tax. The collectable debit has also increased due to a increases in discounts being applied to accounts. Publicity on the collection of Council Tax commenced in November (Haringey People) and this will continue into the December and January. The publicity focuses on successes we have achieved in collecting debts from persistent non-payers – including insolvency and charging orders

In light of the current economic downturn and residents finding it difficult to pay their Council Tax, a new campaign has been launched in November – ‘Get in touch-not in debt’. This campaign advises residents not to ignore their Council Tax if they are having difficulty and also promotes available discounts, exemptions and Council Tax Benefit. This publicity has been distributed as leaflets in strategic positions and will appear across the borough on lamp post banners during December.



Local Indicator Fin 5b	Reduction of long term (over 211 days) Sundry Debt owed to the council		Target
2008/09			
	Value	Status	
September 2009	£3.01m	Red	
October 2009	£3m	Red	
2009/10	£3m	Red	£2.74m

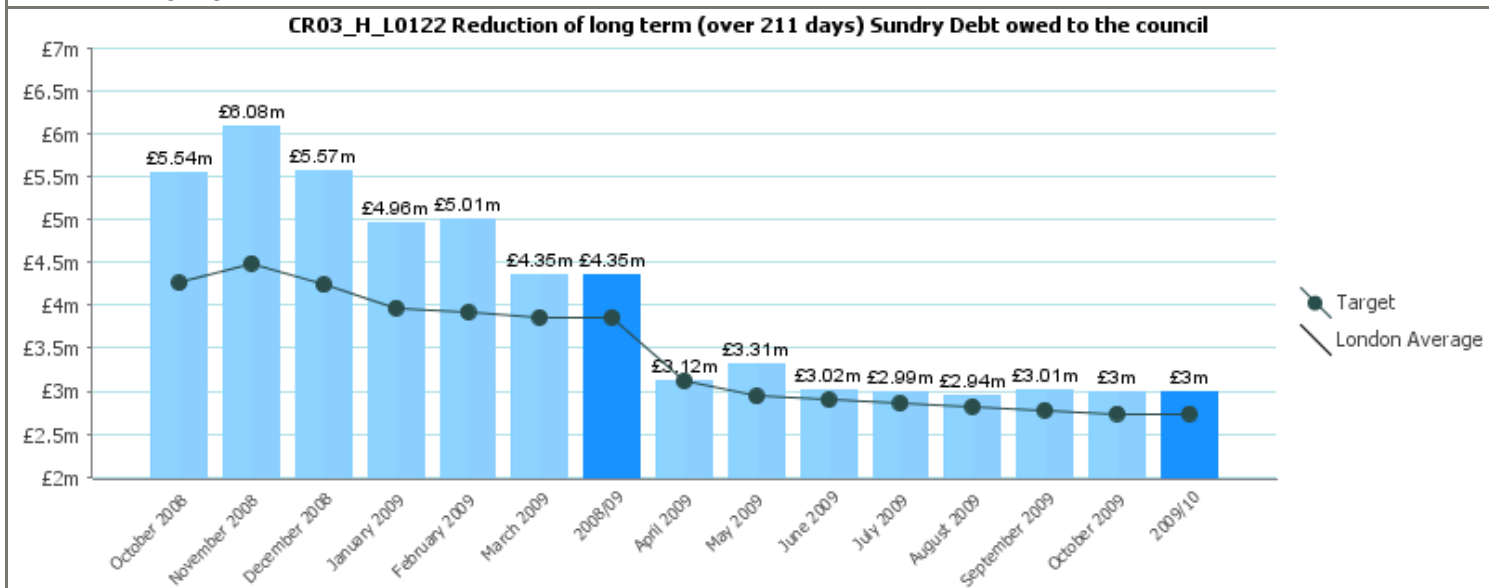
The shortfall on the Aged Debt reduction target at the end of P7 is £264k, this is an increase of £29k on the shortfall reported in Period 6 and P&OD and PPP&C are the only directorate's currently achieving target.

1. Adults - the shortfall is £40k, this is a £17k improvement on the shortfall reported at the end of period 6. £67k of write-offs have been authorised and processed in period 8, these would bring the directorate into line with target however there are £595k of unpaid debts, £435k of which relates to PCT, that unless resolved will adversely affect the period 8 end position. Ongoing discussions are being held with the PCT to bring the resolution of debt queries to a conclusion. Corporate Debt Management and ACCS are taking proactive action on the collection of debt on Commercial accounts to mitigate this rise and action plans have been put in place.

2. Corporate Resources position has improved £5k on the period 6 results and are now £176k short of target. The shortfall is due to the continued disputed energy billing on 3 accounts, action plans are in place on each account.

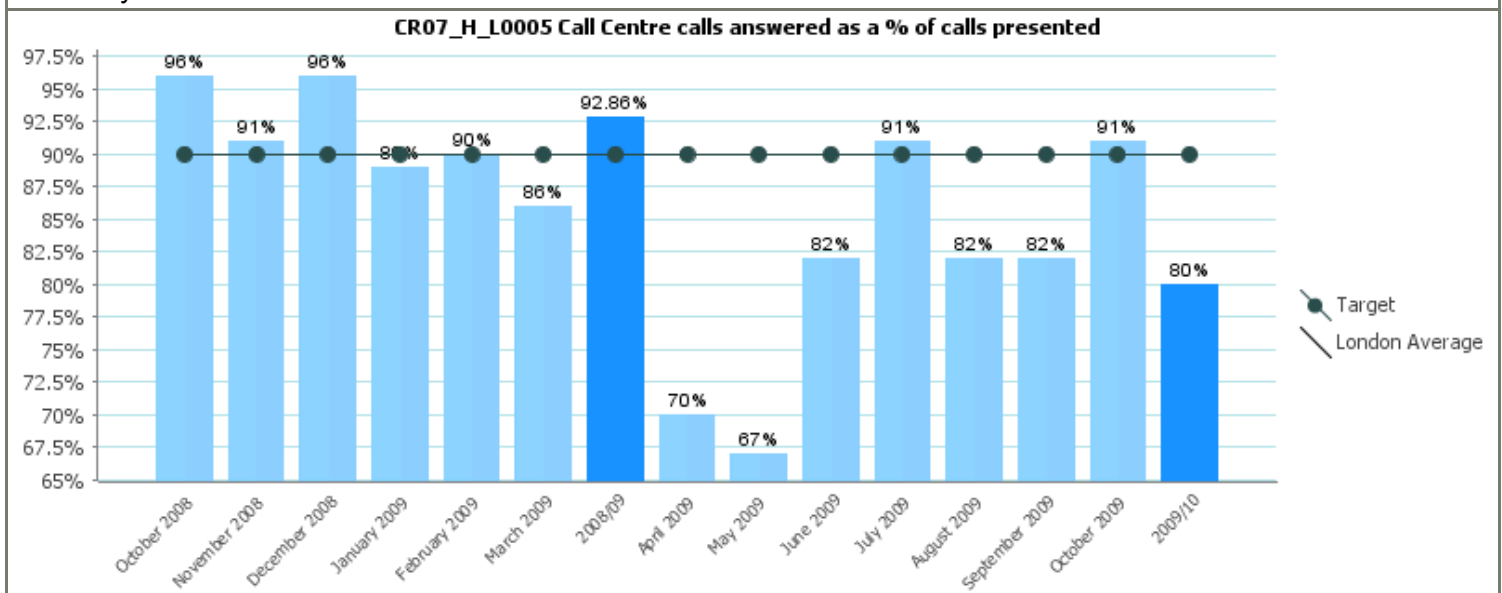
3. Children's have moved from Green to Red against target and are £17k short of target, however approximately £50k of write-offs have been prepared for write-off and when processed will move the directorate back into Green against target.

4. Urban – non-collection of a single £37k debt has moved Urban into shortfall against target, the relevant debt has been highlighted for resolution with the business unit.



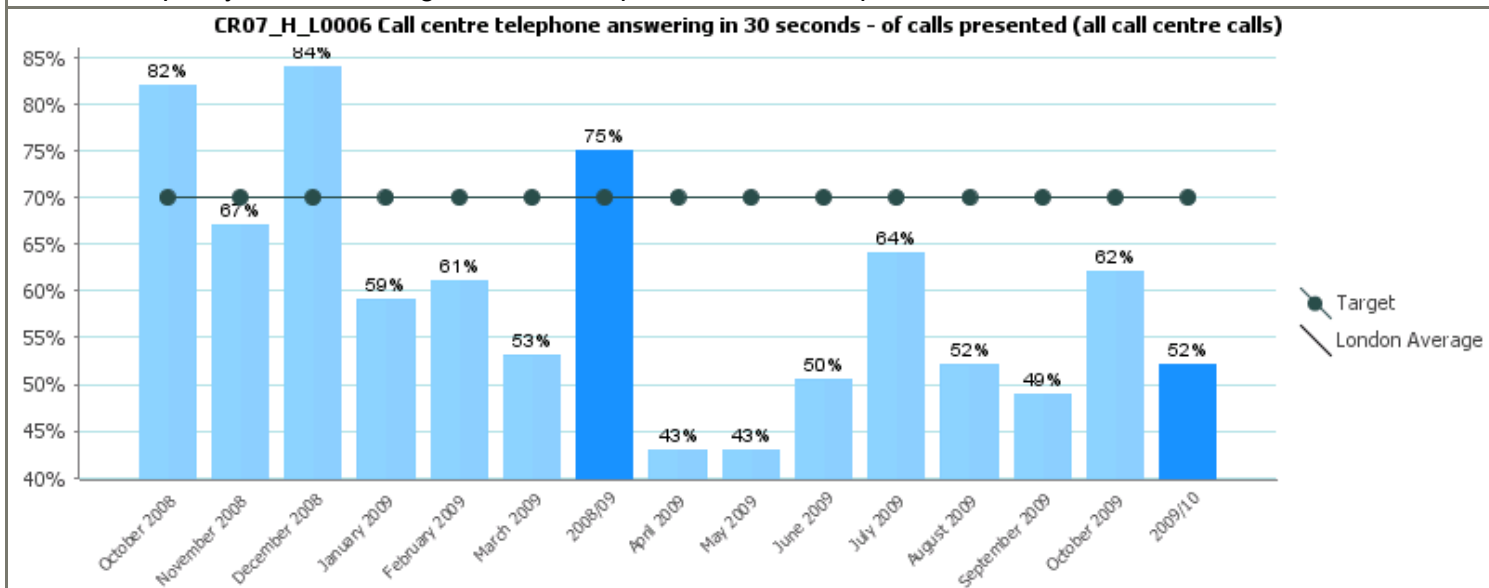
Local Indicator CS3	Call Centre calls answered as a % of calls presented	
		Target
2008/09		
	Value	Status
September 2009	82%	Red
October 2009	91%	Green
2009/10	80%	Red
		90%

The performance in relation to the number of calls answered as a percentage of calls offered for October 2009 has improved by 9 percentage points in comparison to the previous month. Customer Services continue to deploy a number of measures to improve the speed of telephone answering and reduce abandonment rates including management action to drive up productivity, the transfer of tasks from the contact centre to the Customer Services Centres to increase capacity and closer alignment of shift patterns to known peaks of demand. In the longer term, sustained performance will depend on a reduction in customer contacts through channel shift and reduced back office back logs, together with improvements in systems integration to reduce transaction times and improve efficiency.



Local Indicator CS2	Call centre telephone answering in 30 seconds - of calls presented (all call centre calls)		
2008/09			Target
	Value	Status	
September 2009	49%	Red	
October 2009	62%	Red	
2009/10	52%	Red	70%

The performance for October 2009 has improved by 13 percentage points in comparison to the previous month, although the service level of 70% was not reached. The improved performance was a combination of steadier call volumes and lower levels of staff training during the month. Customer Services continue to deploy a number of measures to improve the speed of telephone answering and reduce abandonment rates including management action to drive up productivity, the transfer of tasks from the contact centre to the Customer Services Centres to increase capacity and closer alignment of shift patterns to known peaks of demand.



Local Indicator L0041	Percentage of Members' Enquiries dealt with in target time. Council wide.
-----------------------	--

2008/09			Target
	Value	Status	
September 2009	93%	Green	93%
October 2009	92%	Amber	
2009/10	86%	Red	

Total Number of Members' Enquiries dealt with.	2026 (Year to date)
--	---------------------

Number of Members' Enquiries dealt with in target time.	1749 (Year to date)
---	---------------------

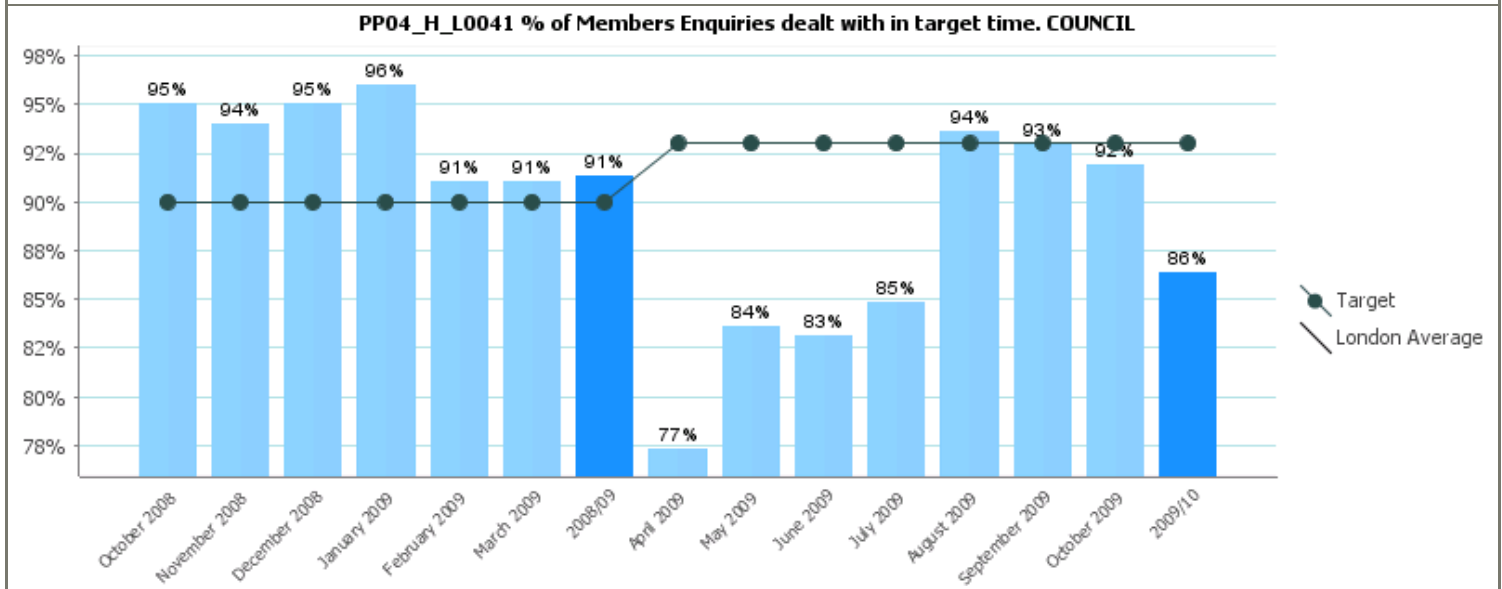
The shortfall is largely due to Urban Environment (89% this month and 83% in the year to date).

Explanation of Current performance:

There have been further issues identified within the administration of the new Urban Environment team and links to the Housing Service.

Current Activities:

As reported last month actions are in place within Urban Environment and progress is on track. The improvement action plan includes actions to better understand procedures and areas of responsibilities, recruitment and structure; training and development; and data capture and cleansing,



Local Indicator L0066	Average relet times for local authority dwellings let in the financial year (calendar days)		Target
2008/09			27 days
	Value	Status	
September 2009	40.5 days	Red	
October 2009	54.5 days	Red	
2009/10	41.5 days	Red	

Average general needs relet times for local authority dwellings let in the financial year (calendar days) 33.1 days

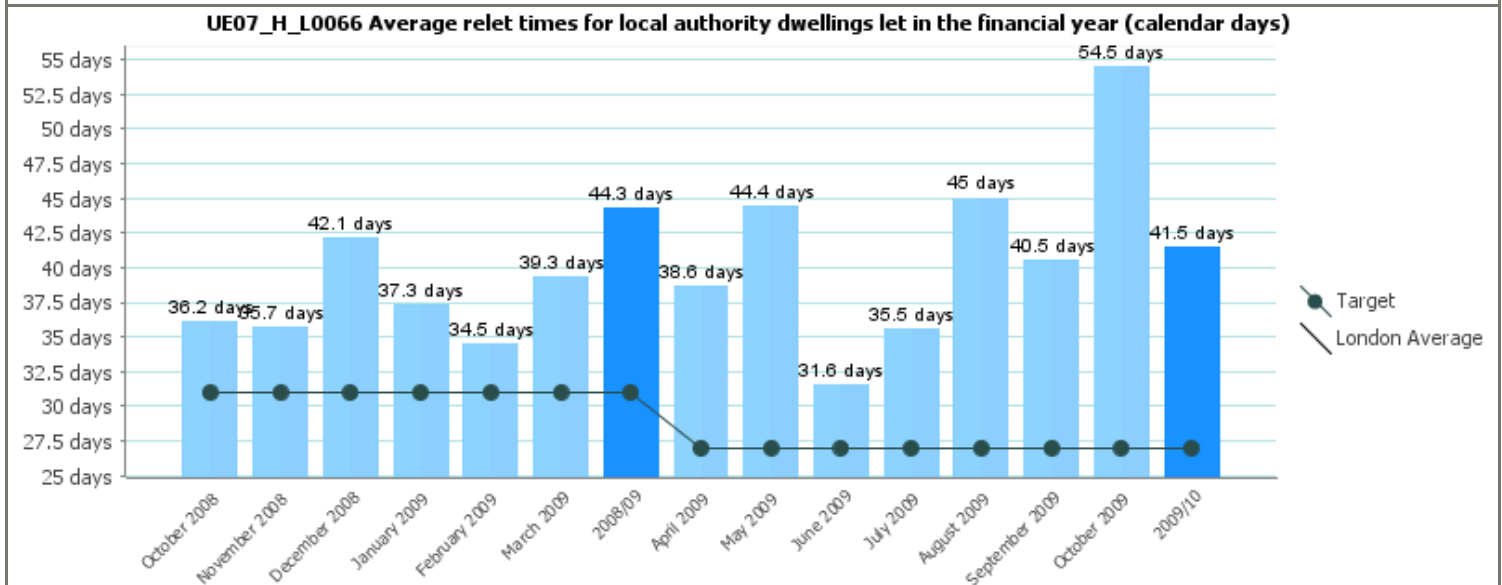
Average supported housing relet times for local authority dwellings let in the financial year (calendar days) 77.1 days

The figure provided for October is only provisional until approved by HfH's EMT Board. HfH will provide a commentary following the EMT Board meeting. The commentary below relates to Septembers performance.

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.

We currently meet weekly to discuss performance 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.



BV 12- The no. of working days/shifts lost due to sickness absence per FTE employee Rolling Year.

rolling year	Council wide.		
2008/09			Target
	Value	Status	
September 2009	8.92	▲	
October 2009	8.99	●	
2009/10	8.99	●	8.5

Explanation of Current performance:

The sickness rate is affected by seasonal factors and is below the 9.05 days for the same period last year

