

Appendix 1: Exception Report

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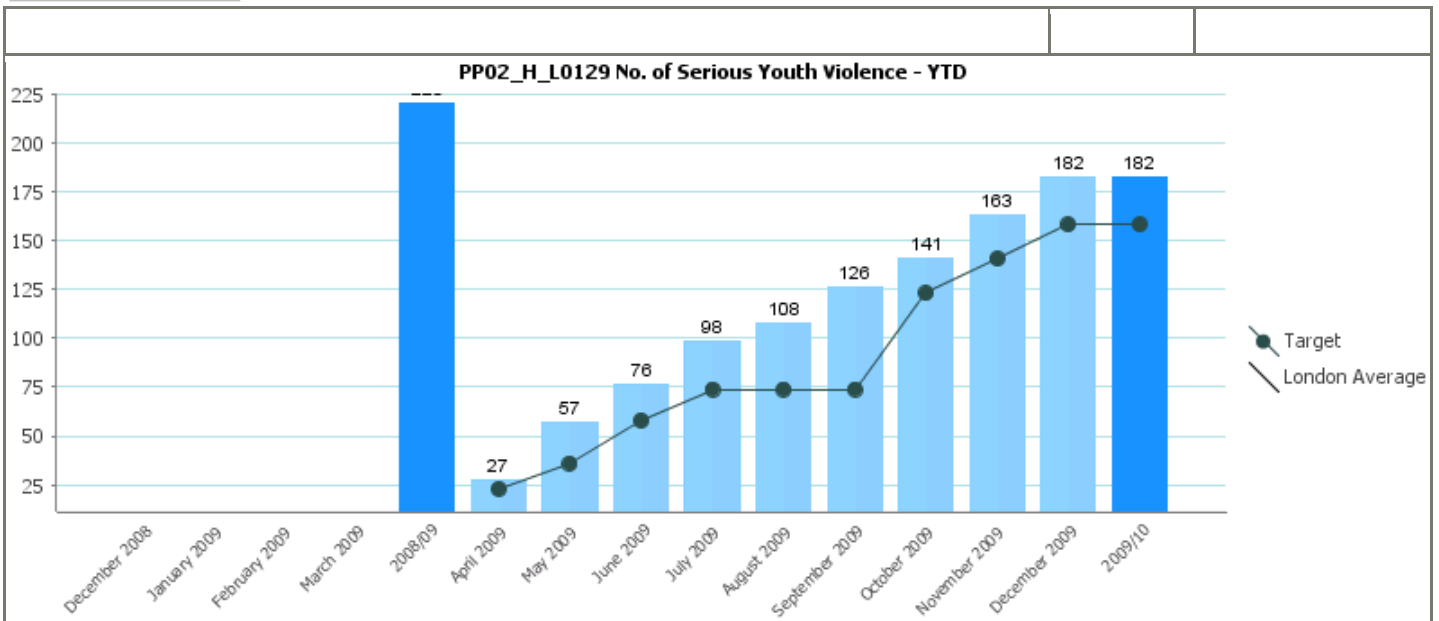
Avoidable contact: the proportion of customer contact that is of low or no value to the customer.
Council wide.....36

Time taken to process Housing Benefit/Council Tax Benefit new claims and change events (days)
.....37

A Better Haringey

L0129	No. of Serious Youth Violence - YTD		
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	Value	Target	Status
November 2009	163	141	●
December 2009	182	158	●
2009/10	182	158	●



Comment

See most serious violence update - serious youth violence is directly affected by most serious violence.

**NATIONAL INDICATOR
15 N**

No. of recorded most serious violent crimes

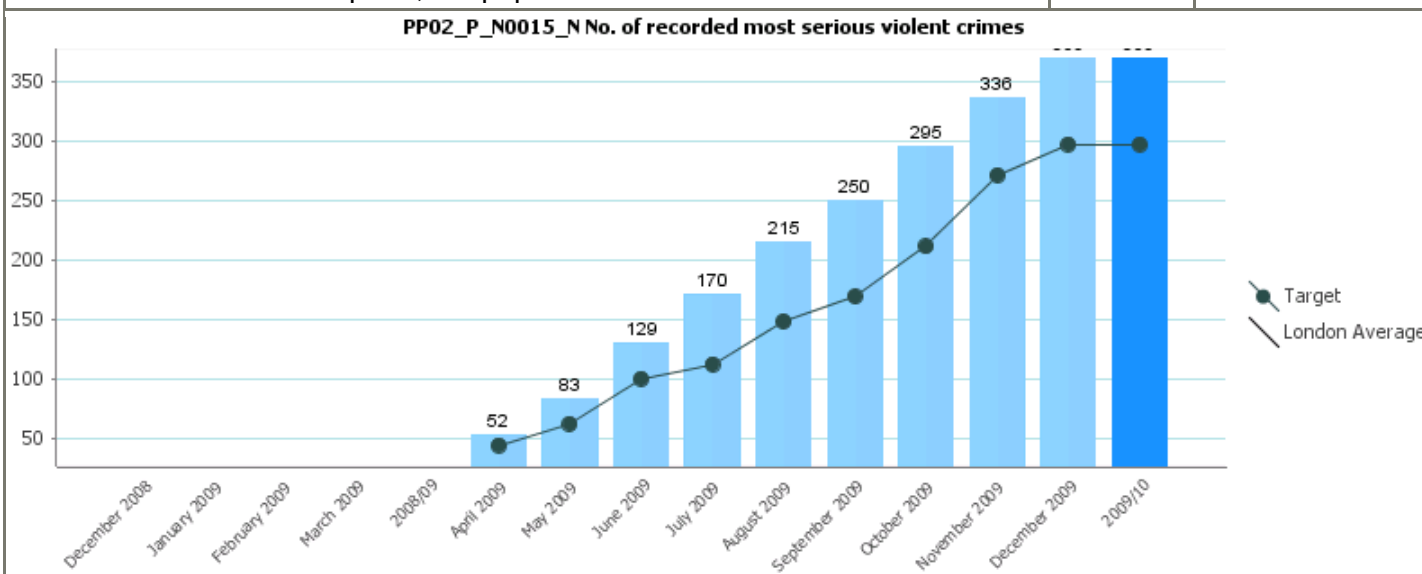
Rationale

Serious violent crime is defined as the following:

Attempted Murder; Wounding or other act endangering life, and Grievous Bodily Harm without intent, (Including racially and religiously aggravated); Causing Death by Dangerous Driving, Causing death by Careless Driving when under the influence of drink or drugs, and Causing Death by Careless or Inconsiderate Driving; Causing Death by Aggravated Vehicle Taking.

	Value	Target	Status
November 2009	336	271	●
December 2009	369	297	●
2009/10	369	297	●

Serious violent crime rate per 1,000 population	2009/10	1.63
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Comment

The work to address serious violence is on-going. The projects funded as part of the TKAP are underway:

- the police are providing additional operations through the robbery Q Cars Team. This rapid response team have a good knowledge of individuals involved in street crime and violent offences and are able to provide both a preventative and enforcement function.
- the Gang Intervention Project (Big Brovaz) a community project engaging gang members in mediation and signposting them to education, employment and training opportunities has started and the project managers are working closely with the Gang Action Group
- the Targeted Youth Inclusion Programme are in the process of recruiting a specialist sessional worker to respond to referrals from the Gang Action Group.

Partners from Haringey and Enfield are working together as part of the Gang Action Group. This work will continue throughout 2010/11.

An increase of 20.6% increase on the number of recorded offences during the same period last year. Although this performance continues to be a key concern for the Partnership it is an improvement from August 2009 when the increase was at its peak 45.3%.

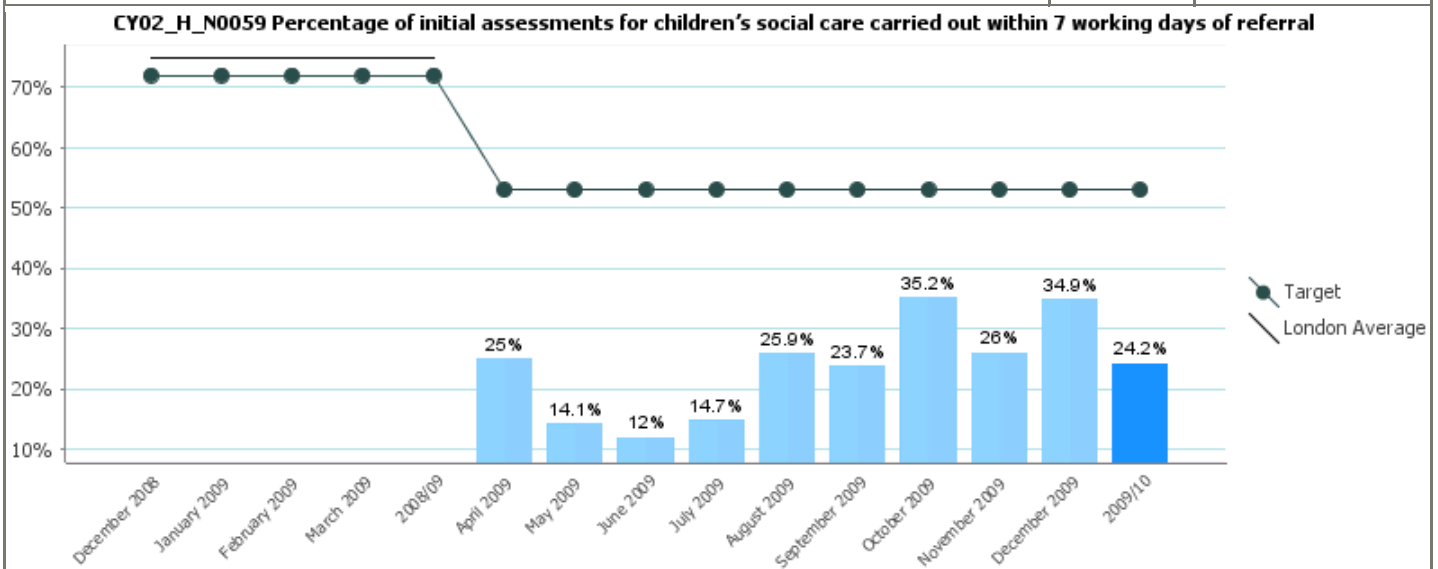
NATIONAL INDICATOR 59	Percentage of initial assessments for children's social care carried out within 7 working days of referral
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Rationale

The number of initial assessments completed in the period between 1 April and 31 March, within seven working days of referral, as a percentage of the number of initial assessments completed in the period between 1 April and 31 March.

	London Boroughs - Average		
2008/09	78.8%		
	Value	Target	Status
November 2009	26%	53%	●
December 2009	34.9%	53%	●
2009/10	24.2%	53%	●

The overall of initial assessments completed in the period between 1 April and 31 March	2009/10	1409
The number of initial assessments completed, in the period between 1 April and 31 March, within seven working days of referral	2009/10	341



Comment

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. However progress is proving slower than anticipated and the declared target for the end of December may not be reached

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. The group of newly qualified social workers (NQSW) are increasingly taking on a full caseload and the American recruits are now in the service and at the very early stages of picking up work after a comprehensive induction period. All managers are now in place and the management team is very

stable - however 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 and from the 165 audits conducted by senior managers since November show that there has been an improvement in the quality of assessments undertaken with appropriate outcomes and recommendations.

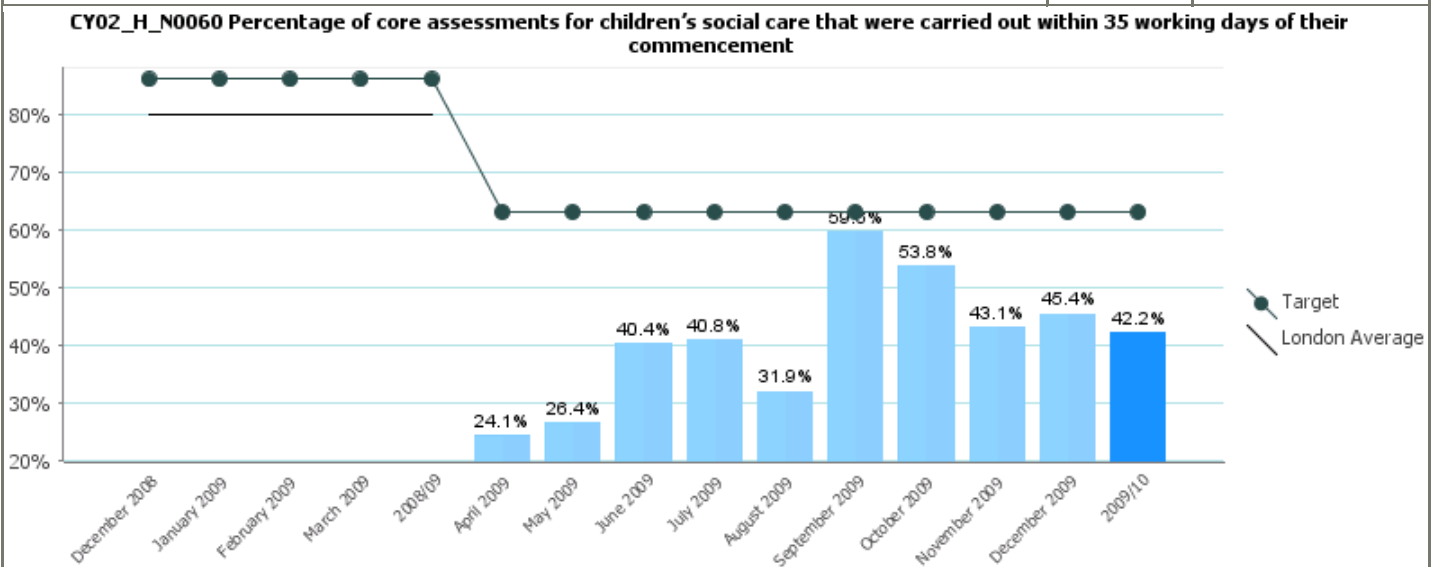
NATIONAL INDICATOR 60	Percentage of core assessments for children’s social care that were carried out within 35 working days of their commencement
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Rationale

This indicator measures the percentage of core assessments which were completed within 35 working days.

		London Boroughs - Average		
2008/09		81.6%		
	Value	Target	Status	
November 2009	43.1%	63%	●	
December 2009	45.4%	63%	●	
2009/10	42.2%	63%	●	

The total number of core assessments completed of children receiving core assessments in the year	2009/10	599
Of the number of core assessments in the denominator, the number that had been completed within 35 working days of their commencement	2009/10	253



Comment

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. However progress is proving slower than anticipated and the declared target for the end of December may not be reached

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Recent audits undertaken by an independent Social Worker and from the 165 audits conducted by senior managers since November show that there has been an improvement in the quality of assessments undertaken with appropriate outcomes and recommendations.

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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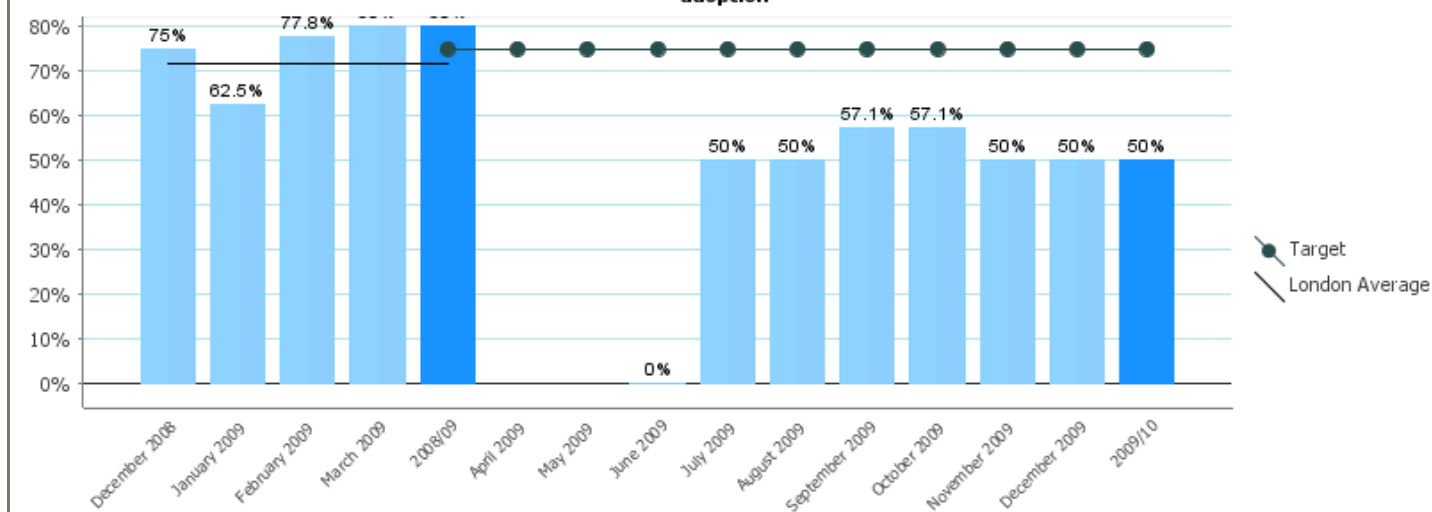
Rationale

The percentage of looked after children adopted during the year who were placed for adoption within 12 months of the decision that they should be placed for adoption, and who remained in that placement on adoption.

	London Boroughs - Average		
2008/09	73.1%		
	Value	Target	Status
November 2009	50%	75%	●
December 2009	50%	75%	●
2009/10	50%	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)...	2009/10	10
Number of children included in the denominator who were placed for adoption (SSDA903 placement codes A3, A4, A5 and A6) within 12 months...	2009/10	5

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



Comment

Explanation of Current Performance

The numbers for this indicator are extremely low, and percentages should be interpreted with care. Two children were adopted this month, which means that so far this year, 10 children have been adopted, and 5 of those were placed for adoption within 12 months of the decision that adoption should be the plan. 5 children were not placed within 12 months. 4 of these were reported last month.

The 5th child falling outside the timescales is the 5th sibling in a troubled group of 6 from a family background of serious neglect, sexual and emotional abuse. Because of his background it was difficult to attract adopters. The initial plan to place him with his older brother had to be changed due to sexualised behaviour between the brothers. With new advertising it took 13 months to find a suitable family for him to be placed on his own.

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 local and national adoption events. We work closely with colleagues in the

North London Adoption Consortium to achieve matches with adoptive families. 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.

NATIONAL INDICATOR 64	Child Protection Plans lasting 2 years or more
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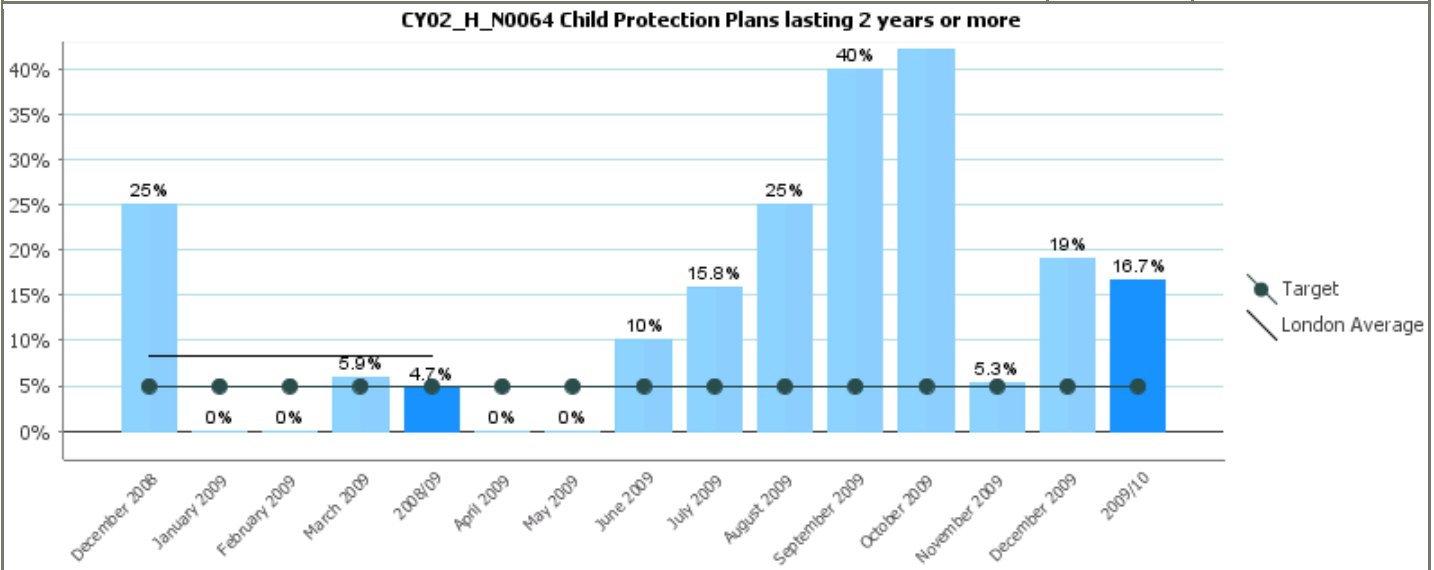
Rationale

The percentage of children ceasing to be the subject of a Child Protection Plan during the year ending 31 March, who had been the subject of a Child Protection Plan continuously for two years or longer.

	London Boroughs - Average		
2008/09	7.8%		
	Value	Target	Status
November 2009	5.3%	5%	●
December 2009	19%	5%	●
2009/10	16.7%	5%	●

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	2009/10	126
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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)	2009/10	21
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Comment

Explanation of Current Performance

This is not an indicator which lends itself to monthly commentary. Changes need to be reviewed over at least a six month period. 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%.

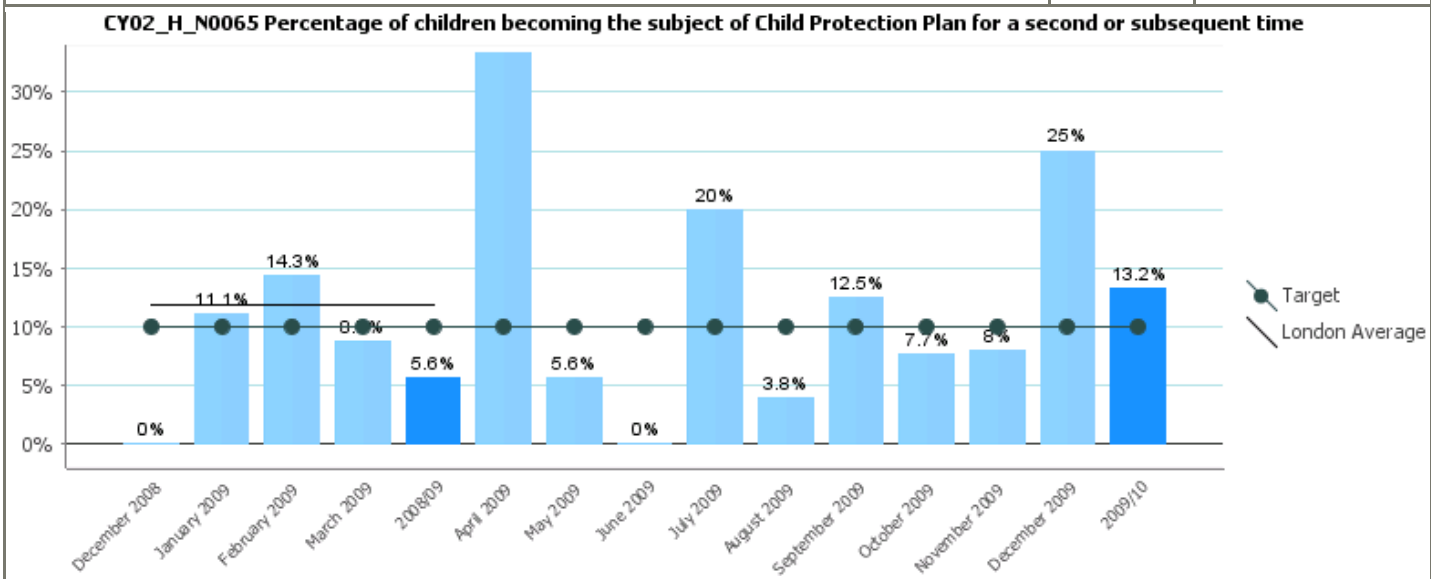
NATIONAL INDICATOR 65	Percentage of children becoming the subject of Child Protection Plan for a second or subsequent time
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Rationale

The percentage of children who became subject to a Child Protection Plan at any time during the year, who had previously been the subject of a Child Protection Plan, or on the Child Protection Register of that council, regardless of how long ago that was.

	London Boroughs - Average		
2008/09	11.7%		
	Value	Target	Status
November 2009	8%	10%	✓
December 2009	25%	10%	✗
2009/10	13.2%	10%	✗

The number of children who became subject to a Child Protection Plan at any time during the year. This is a count of each occasion in the year, and may count the same child more than once	December 2009	56
Of the children in the denominator, the number who had previously been the subject of a Child Protection Plan, or on the Child Protection Register of that council, regardless of how long ago that was	December 2009	14



Comment

As the numbers for this indicator are quite low, percentages will vary considerably on a monthly basis. In the year to date, 220 children have been made subject to a plan, and 29 of those had previously been subject to a plan.

The average for England for 2008/09 was 13%, for London it was 11%, and for our statistical neighbours it was 12%.

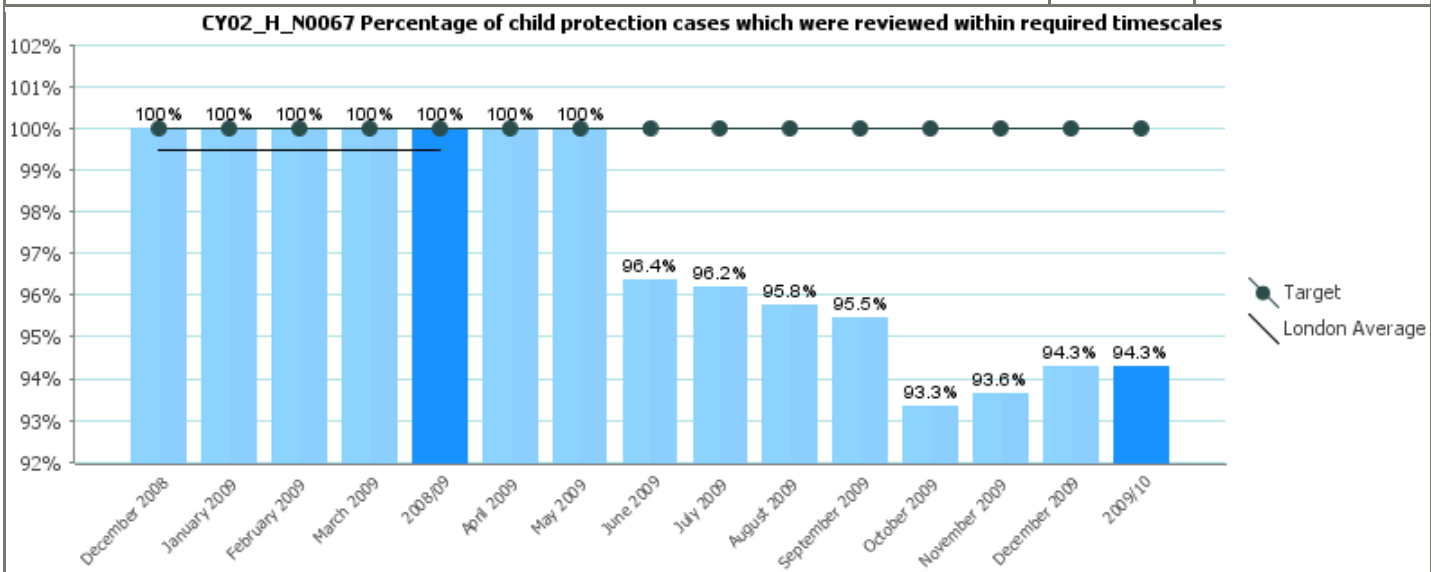
NATIONAL INDICATOR 67	Percentage of child protection cases which were reviewed within required timescales
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Rationale

This indicator is a proxy for the measurement of the effectiveness of the interventions provided to children with a Child Protection 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 Boroughs - Average		
2008/09	99.7%		
	Value	Target	Status
November 2009	93.6%	100%	●
December 2009	94.3%	100%	●
2009/10	94.3%	100%	●

The number of children with a Child Protection Plan who have had a Plan continuously for at least the previous three months	2009/10	157
Of the children with a Child Protection Plan have had a Plan continuously for at least the previous three months and whose cases had been reviewed within the required timescales	2009/10	148



Comment

Explanation of Current Performance

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

Current Activities

The Child Protection Service has introduced a new system to ensure that more reviews are held within timescale. The continuing increase in the numbers of new children becoming subject to plans is putting some pressure onto the reviewing elements of the system.

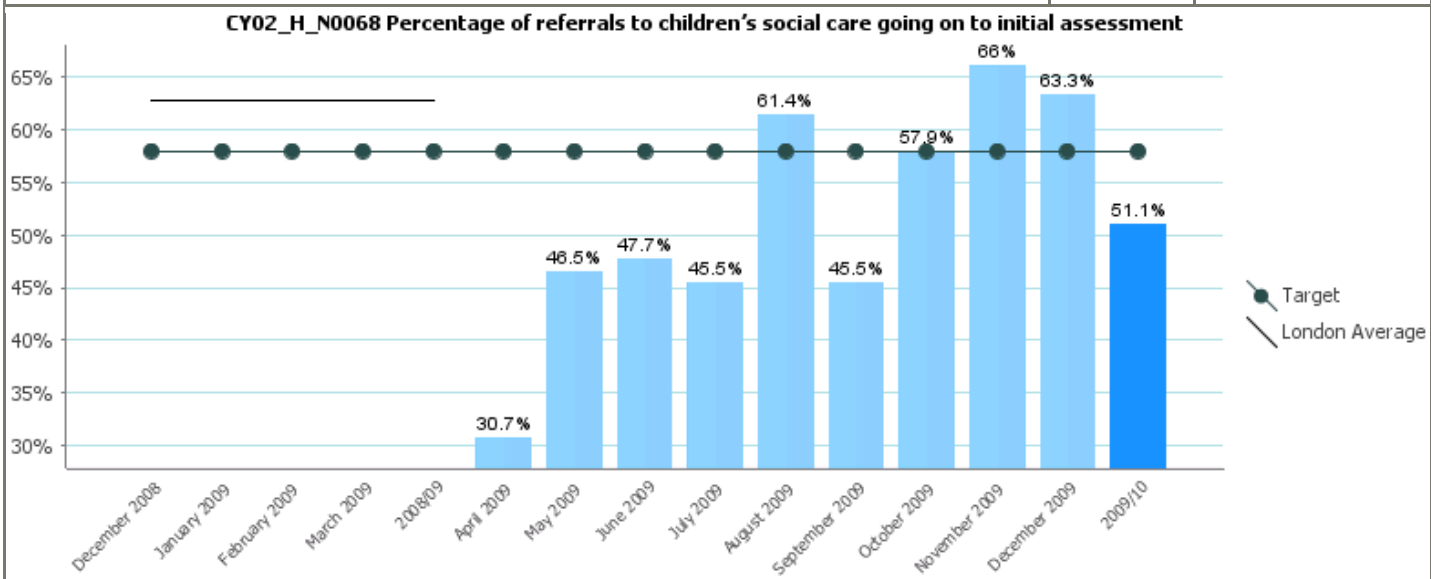
NATIONAL INDICATOR 68	Percentage of referrals to children's social care going on to initial assessment
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Rationale

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 Boroughs - Average		
2008/09		64.7%		
	Value	Target	Status	
November 2009	66%	58%	●	
December 2009	63.3%	58%	▲	
2009/10	51.1%	58%	●	

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	December 2009	240
the number of children whose cases go on to initial assessments	December 2009	152



Comment




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 Thriving Haringey

L0046(LAA Local)	Number of people on incapacity benefits helped into sustained work (2007 -2010 stretch target)
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Rationale

Number of people who have been claiming an incapacity benefit for 6 months or more, helped by the London Borough of Haringey into sustained employment of at least 16 hours per week for 13 consecutive weeks or more

	Value	Status		
2008/09	9			
	Value	Target	Status	Short Trend
2009/10	7	97		

Comment

Explanation of current performance

Achieving this stretch target remains a significant challenge due to the barriers to employment that these people face. An unsuccessful attempt was made to renegotiate this target with Communities and Local Government. However, clarification around the conditions in this stretch target agreement has been provided by the Government Office for London, which means that Haringey Guarantee residents can be referred to Reed in Partnership to receive additional support from Pathways to Work. Despite this positive development, which will help to improve performance, the risk of not meeting the target remains very much on the upside.

Current Activities

The Haringey Guarantee is the main vehicle for delivering this stretch target. Under the Haringey Guarantee there is specific support available for Incapacity Benefit claimants, including a Condition Management Programme (CMP) delivered by NHS Haringey. The CMP will support people affected by a mental or physical disability or long-term illness, and who wish to return to work. They will be assessed and a package of clinical interventions from a holistic range of support within the NHS will be agreed. This can include:

- information on understanding and managing the health condition better, particularly in a working context
- support to reduce unnecessary fears about health and work, and to enable the customer to feel more confident and better able to cope with returning to work
- the chance for customers who return to work to be more 'expert' in managing their health condition and more confident in negotiating adjustments where needed with their employer.

The general support from the Haringey Guarantee is also available to incapacity related benefit claimants including skills training and work placements.

Haringey Guarantee advisers are also now operating and taking referrals from Job Centre Plus, as well as a number of GP surgeries across the borough. A SLA with Reed in Partnership, the Pathways to Work provider, has been agreed, which will help to increase the support available to this client group.

Best Practice

We are aware of the following boroughs that have a similar stretch target

- Bromley
- Hackney
- Islington

Islington failed to achieve their target, which ended in March 2009. Bromley's target ends in March 2010 and they are unlikely to achieve this.

Emerging Risk

The recession, which has seen claimant count unemployment in Haringey increase by 40% since November 2008, will make it even more challenging to support our residents into sustained employment.

Performance discussion date:




UE DMT - 12 January 2010

Equality Impact

The challenge in relation to meeting this target means that less people with a health condition claiming incapacity related benefits will be supported into employment than expected. However, due to the SLA with Reed the package of support available to the client group will be more comprehensive to recognise their greater need.

L0047a LAA Local	Number of lone parents in the worst wards helped into sustained work. (2007-2010 stretch target)
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Rationale

	Value	Status		
2008/09	20			
	Value	Target	Status	Short Trend
2009/10	18	32		

Comment

Explanation of current performance

Delivery was limited in quarter 1 and 2 due to the re-commissioning of the Haringey Guarantee. The commissioned set of employment and skills provider are now all delivering, which has resulted in improved performance in quarter 3 and we expect further improvement in quarter 4. Although the quarter 3 target has not been achieved it should be noted that 60% threshold upon which reward grant is payable has been met.

Current Activities:

The Haringey Guarantee is the main vehicle for delivering this target with a range. Under the Guarantee there is a range of provision available to participants including: basic skills (numeracy and literacy); vocational training (social care, security and fashion); work placements; and a Condition Management Programme (for people with a health condition or disability).

Best Practice: (about what we are doing and what is happening in other boroughs)

Similar programmes are delivered across the Upper Lee Valley with Jobsnet in Enfield and Worknet in Waltham Forest. All three programmes (Haringey Guarantee, Jobsnet and Worknet) came together from April 2008 to collaboratively deliver the North London Pledge - a LDA funded sub-regional employment and skills programme.

Emerging Risk:

The recession, which has seen claimant count unemployment in Haringey increase by 40% since November 2008, will make it even more challenging to support our residents into sustained employment.

Performance discussion date:

UE DMT - 12 January 2010




Equality Impact:

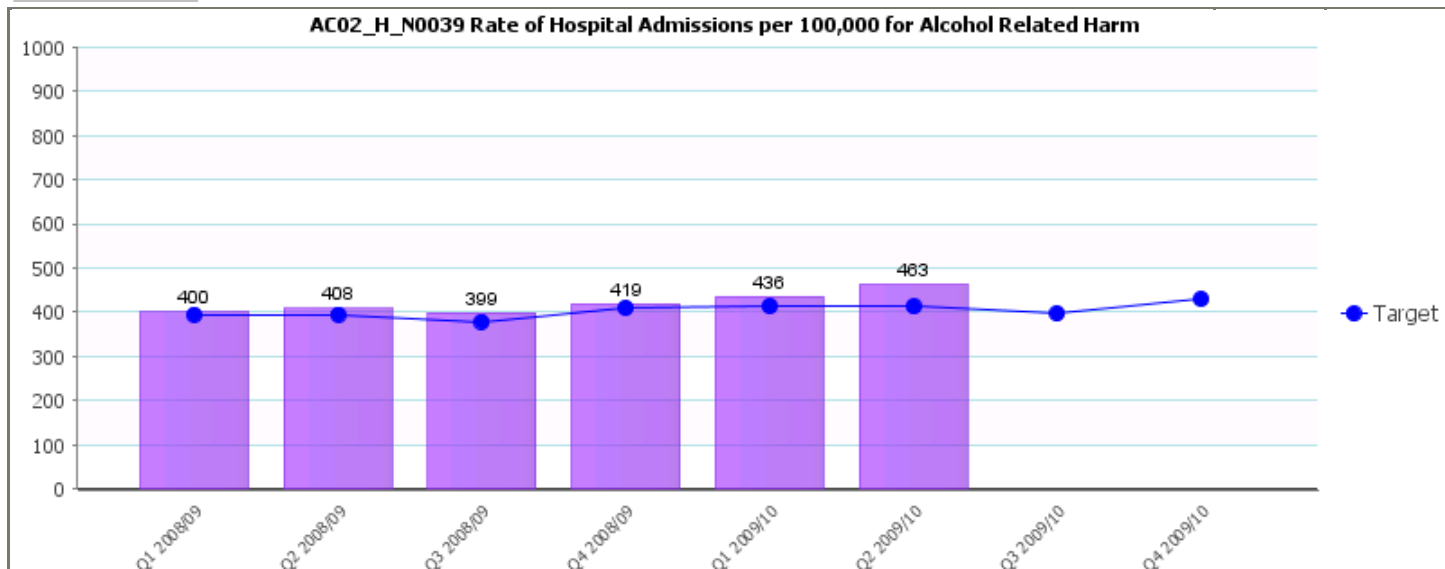
There is a heightened risk that that less lone parents will be supported into employment through the Haringey Guarantee than expected. However, this will not reduce the focus on supporting lone parents into employment.

NATIONAL INDICATOR 39	Rate of Hospital Admissions per 100,000 for Alcohol Related Harm
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Rationale

This indicator measures the rate of alcohol related admissions using Hospital Episode Statistics.

	Value	Status	London Boroughs - Average	
2008/09	1626		375	
	Value	Target	Status	Short Trend
2009/10	899	827		



Comment

The latest provisional figures from North West Public Health Observatory are available for Q1 in 2009 financial year (Published in December 09 and available from: <http://www.nwph.net/alcohol/lape/download.htm>). Figures for Q2 are not yet available from the NWPHO but the local estimate derived from PCT SUS data for the Q2 09-10 showed admissions at 463 per 100,000. Both figures are higher than any quarter in 2008/09 and unless there is a significant reduction in admissions it is unlikely that the target is met.

It should be noted however that outcomes from the new investment and the local actions are likely to be seen long term as a large number of admissions are a result of long term drinking. This target also includes partially attributed conditions like falls and hypertensive diseases that can be linked to alcohol but may have other causes.

There is £100k new investment from the Area Based Grant for 2009/10 and further £60k from the Primary Care Trust. The Drug and Alcohol Action Team was also successful in the application for the migrant impact funds (MIF) and have set up a steering group to both research and set in place a strategy to deal with street drinking with a particular focus on migrants.

Local analysis has shown that the main causes for alcohol related hospital admissions are mental and behavioural disorders and cardiovascular disease. Accordingly we have put the following in place:

- Extension of alcohol brief interventions at A&E and on the wards of North Middlesex Hospital
- Commissioning of new detoxification places for people with alcohol related complex needs
- Commissioning of new peripatetic detox nurse
- Enhancement of an existing service (COSMIC) meeting the needs of children and families affected by substance misuse
- Following a detailed hospital admissions analysis a targeted social marketing campaign will be implemented
- NHS Haringey are looking at the possibilities for introducing a directed enhanced service (DES) to screen for alcohol use by GPs
- NHS Haringey is completing an Alcohol Needs Assessment which will inform any further commissioning

**NATIONAL INDICATOR
40**

Number of drug users recorded as being in effective treatment against

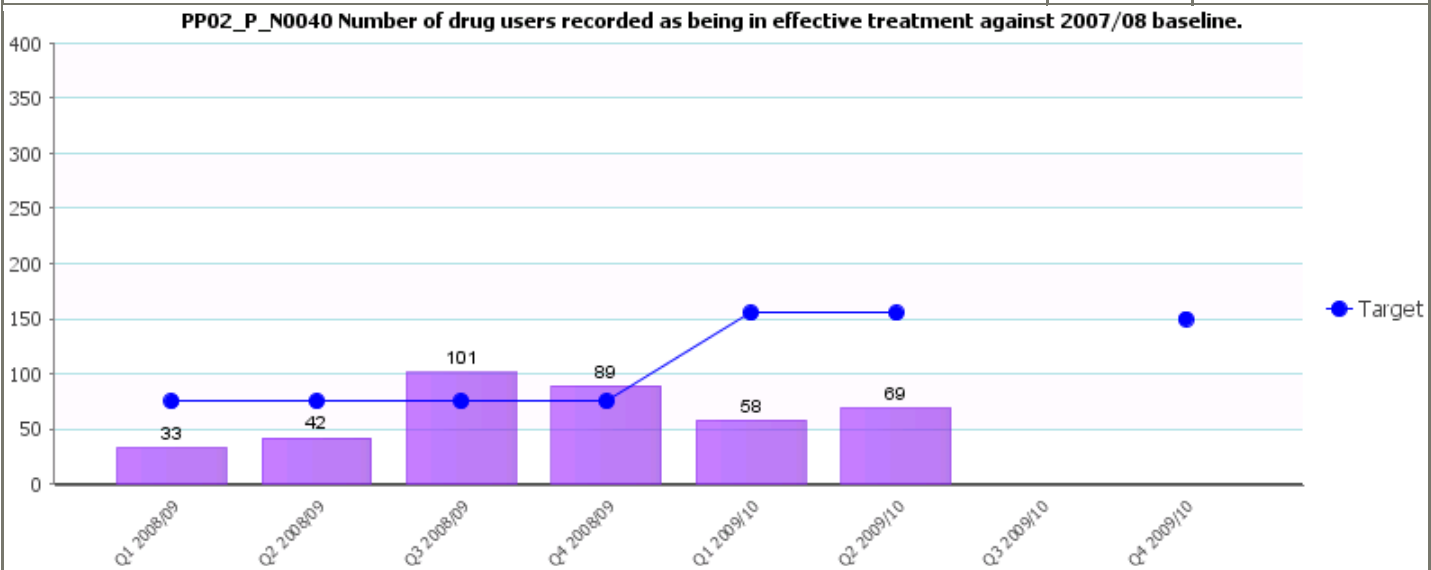
2007/08 baseline.

Rationale

This indicator shows the change in the total number of drug users, using crack and/or opiates recorded as being in effective treatment, when compared with the number of drug users using crack and/or opiates recorded as being in effective treatment in the baseline year of 2007/8.

	Value	Status	London Boroughs - Average	
2008/09	89	✔	61	
	Value	Target	Status	Short Trend
2009/10	69	155	✘	↓

Number of drug users recorded as being in effective treatment - rolling year figure	Q2 2009/10	1002
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Comment

This figure relates to the 12 month rolling period where data is available, Sept 08-Aug 09 (as per the target definition there is a three month delay as we need to establish whether the clients in the cohort remain in treatment for 3 months).

NATIONAL INDICATOR 112

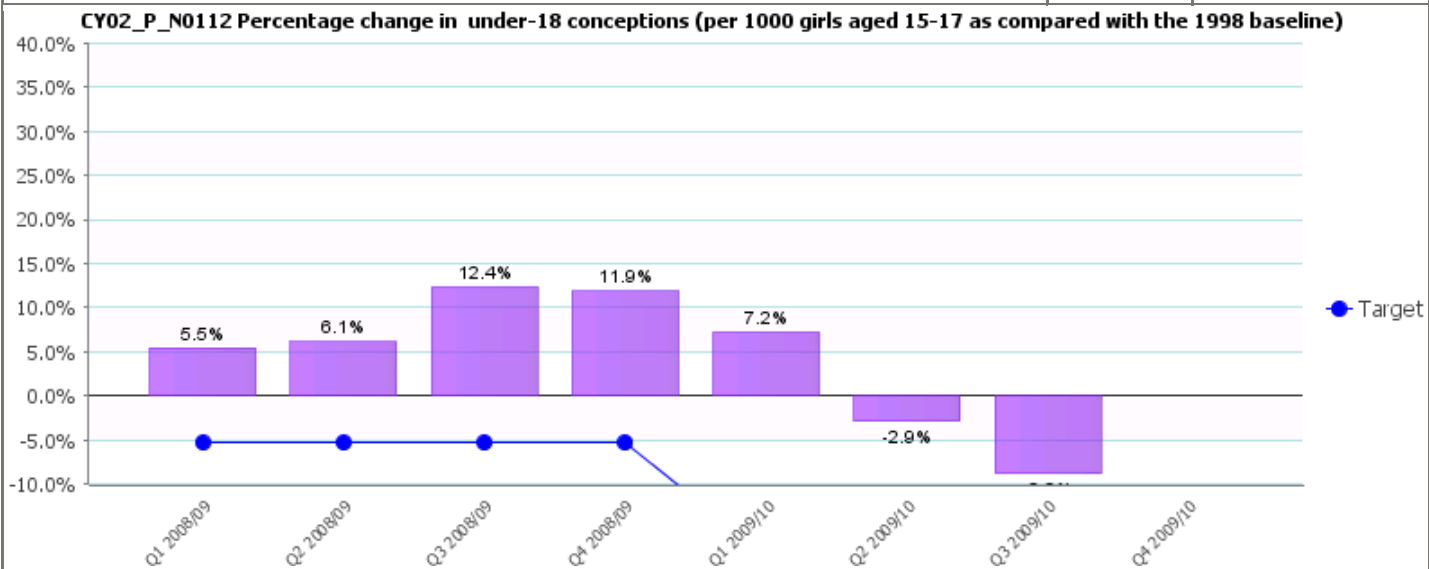
Percentage change in under-18 conceptions (per 1000 girls aged 15-17 as compared with the 1998 baseline)

Rationale

The change in the rate of under-18 conceptions per 1,000 girls aged 15-17 years resident in the area for the current calendar year, as compared with the 1998 baseline rate, shown as a percentage of the 1998 rate.

	Value			
2008/09	11.9%			
	Value	Target	Status	Short Trend
2009/10	-8.8%	-18.1%	●	↑

Under 18 conception rate per 1000 (rolling 4 quarters)	Q3 2009/10	56.8
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Comment

This covers the rolling quarterly period Oct 2007-Sept 2008 (44 actual number of conceptions for July - Sept 2008, 196 actual numbers for the rolling year)

The rolling year rate stands at 56.8 per 1000 to Sept 2008. The 3rd quarter rate reduced to 50.2 per 1000 (44 actual conceptions), with a rolling figure of 56.8 per 1000. There has been a steady decrease of the rolling year figure for each of the last 4 quarters. Last September reported 70.0 per 1000, so there has been a significant improvement in the past year.

The last 4 quarters of actual conception rates stands at 62, 45, 49, 44. If the Oct - Dec 2008 records 40 actual conceptions or less, the rolling average would achieve the target of -18.1% change for the next quarter.

2008 Annual rates will be released in Feb 2010.

A Caring Haringey

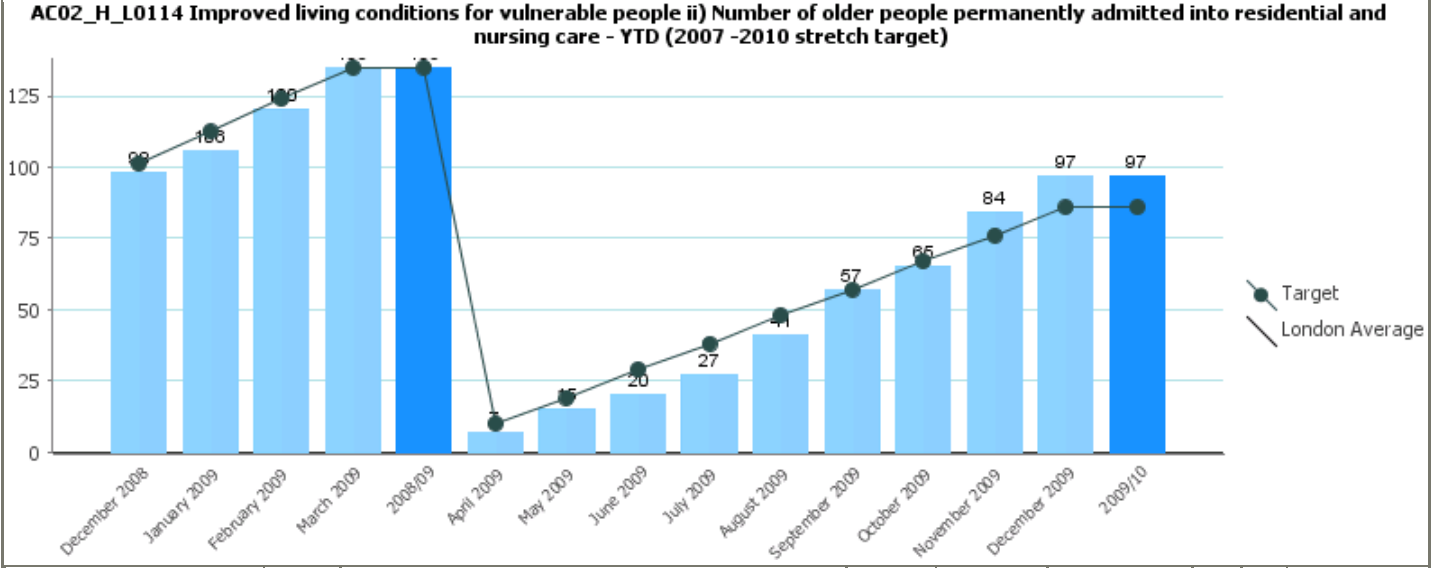
L0114 LAA	Improved living conditions for vulnerable people ii) Number of older people permanently admitted into residential and nursing care - YTD (2007 -2010 stretch target)
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Rationale

Number of older people permanently admitted into residential and nursing care within the year.

	Value	Target	Status
November 2009	84	76	●
December 2009	97	86	●
2009/10	97	86	●

Number of Older people admitted permanently to residential/nursing care per 100,000 pop aged 65+	December 2009	
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Comment

Admissions into residential and nursing care for older people are only undertaken as a last resort when community based options have been exhausted. Please note that the 2009/10 target shown is YTD, the target for 2009/10 is not to exceed 115 admissions.

Initiatives to reduce residential/nursing admissions include;

- Two Extra Care Schemes (direct alternative to Residential care) to be introduced in 2010/11 and 2011/12
- Admissions to residential continue to be scrutinised with Service Managers monthly at Performance Callover.

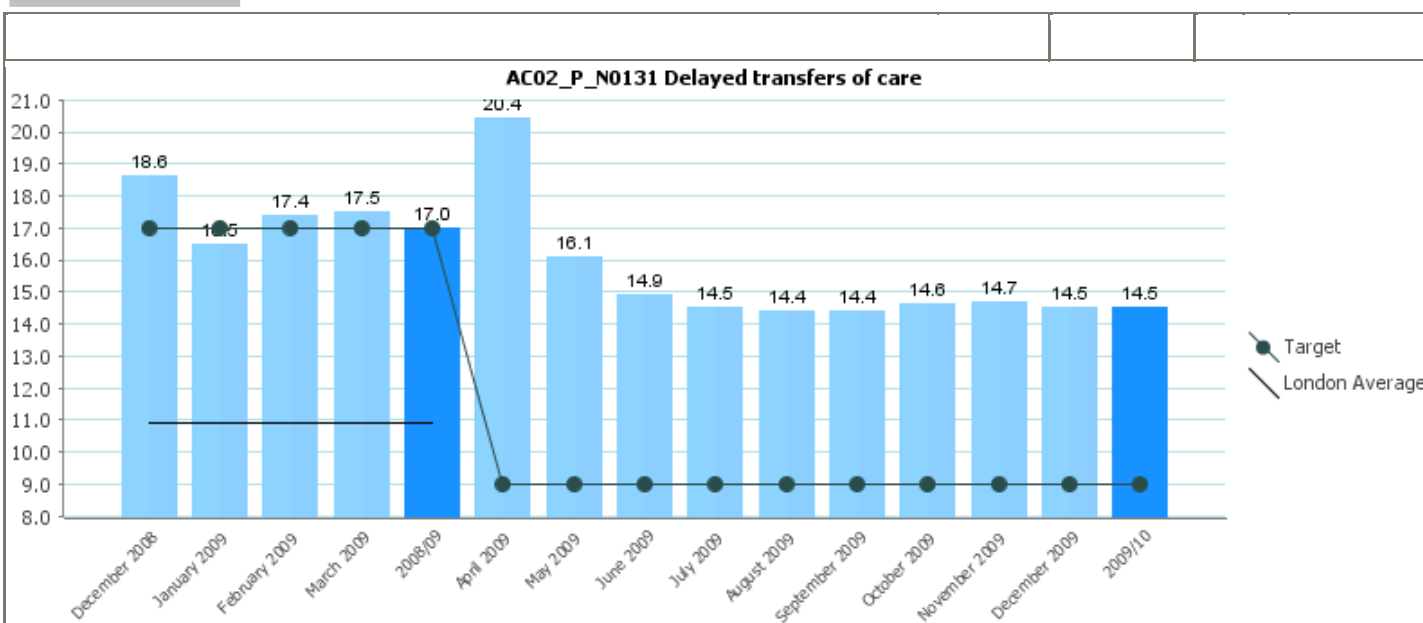
**NATIONAL INDICATOR
131**

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 hospital for adults.

		London Boroughs - Average	
2008/09		10.0	
	Value	Target	Status
November 2009	14.7	9.0	●
December 2009	14.5	9.0	●
2009/10	14.5	9.0	●



Comment

--Actions in place to improve performance include;

- Daily Tele conferencing between Haringey and the Health to assist in problem-solving on discharge cases;
- Procurement of joint LA/NHS step-down beds at Newstead Nursing Home with two week turnaround;
- Home care managers now assess potential new residents within 24hours of receiving notification (in/external);
- Teams now work on case mgt and commission packages to avoid hospital admission where possible;
- Integrated Care Team have been given target to reduce Acute delays by 2 per month;
- Performance team working with PCT to validate DTOC data to ensure reported performance for DTOC for both Social Services and PCT are the same or at least comparable; and
- Variation order with CQC pursued to transfer ordinary residential beds to older people dementia and mental health beds as this is where the identified need is and this will also reduce the under occupancy on in-house beds.

Performance in this area continues to be a challenge although YTD performance is an improvement on same period last year. There are ongoing discussion with our health partners to see how we can improve data collection, validation and performance

A Greener Haringey

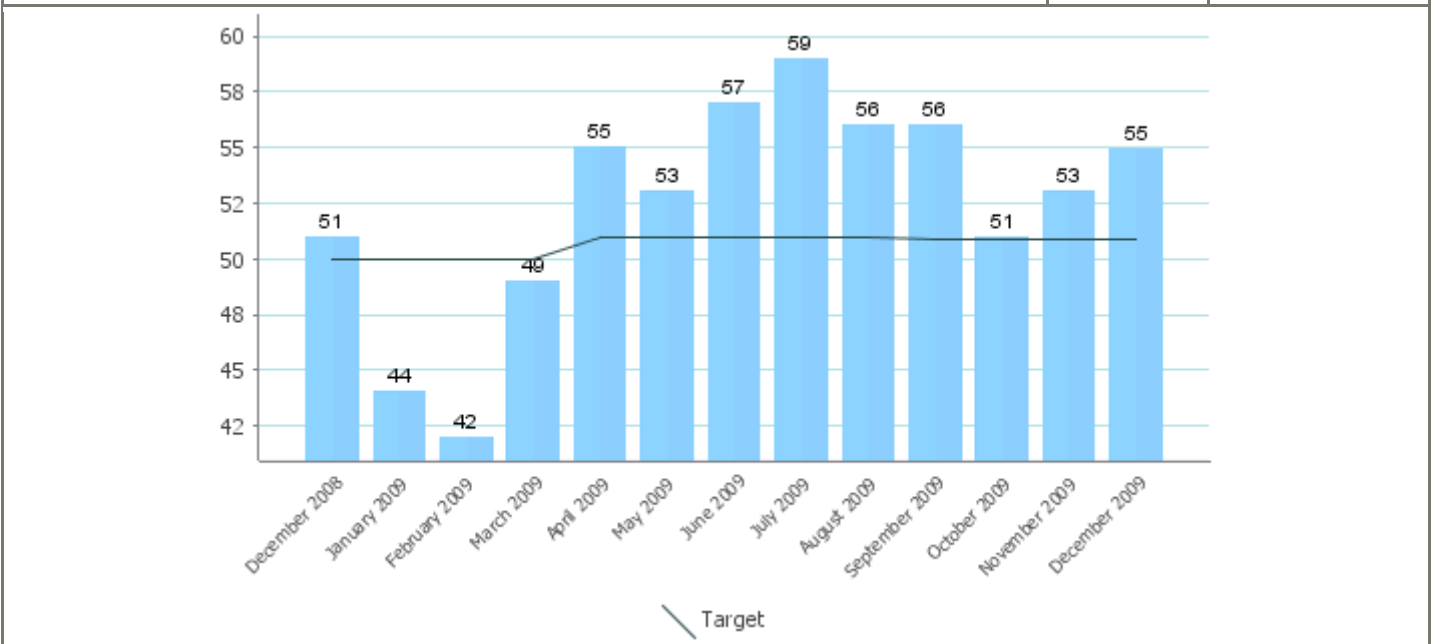
NATIONAL INDICATOR 191	Residual household waste per household
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Rationale

This indicator monitors performance in reducing the amount of waste that is sent to landfill, incineration or energy recovery.

		London Boroughs - Average	
2008/09		651	
	Value	Target	Status
November 2009	53	51	▲
December 2009	55	51	●
2009/10	495	458	●

Total tonnage of household waste minus the tonnage of household waste collected	September 2008	1
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Comment

Explanation of Current performance:

Performance for December, at 57kg, is above the target of 51kg per month required in order to achieve the annual target of 610kg per household. The YTD figure is 510kg against a profiled 457kg required in order to achieve the annual target. This is using the total number of households as of March 2009. An updated figure will be used to calculate final performance against this indicator.

As with the recycling rate, the level of residual waste has been affected by changes to the system for calculating the amount of household waste from 2008/9, summarised below:

1. A new methodology for calculating the amount of household and non-household waste has been applied by North London Waste Authority (NLWA) from 08/9 onwards, resulting in more waste being counted as household waste than previously. We believe this system is flawed and are challenging the NLWA's methodology to establish a more accurate household waste figure.

2. The application of a higher recycling contamination rate by NLWA from 08/9 leading to a reduction in the amount of waste counted for recycling and a commensurate increase in the amount of residual waste.

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

Current Activities:

The actions being delivered to reduce residual waste are broadly the same as those set out in the recycling action plan, focussing on increasing the amount of waste diverted for recycling and composting, and on reducing overall waste arisings. The action to establish a more accurate household waste figure could have significant effect in improving performance against this target.

Key actions within the plan include the following, some of which have now been completed:

- Establishing a more accurate household waste figure, which will draw on a waste composition survey (results have now been finalised) and incorporated in figures.
- Comprehensive data has been gathered on participation and waste composition and is currently being analysed. This will enable a targeted communications plan to be implemented and inform our strategy going forward, for which we are being supported by Waste & Resources Action Programme (WRAP).
- Provision of recycling collection service to flats above shops (started Nov 2009) and additional private blocks (on-going –around 3000 additional households served in 2009 to date).
- 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.
- 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 surveys and actions 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.
- Trial supply of compostable liners for free to residents on selected rounds to encourage participation in food waste recycling service – ongoing since March 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 is an active member of the '50% club' which is a vehicle to share best practice amongst the North London Boroughs. The club share experience of successful initiatives and best practice, and focus on initiatives that would benefit from being implemented across the sub-region/through NLWA. 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.

Emerging Risk

No emerging unmanaged risk.

Performance discussion date:

Performance against 191 and other indicators is regularly reviewed by managers within the service. This indicator will be discussed at the Frontline Services Performance SMT in January and if necessary, the Urban Environment performance DMT in December.

Equalities Impact

Environmental Resources' communications plan for engaging residents on recycling and waste minimisation aims to take into account the diversity within the borough:

- Full translations of key service leaflets into the most widely spoken community languages and maximising 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.

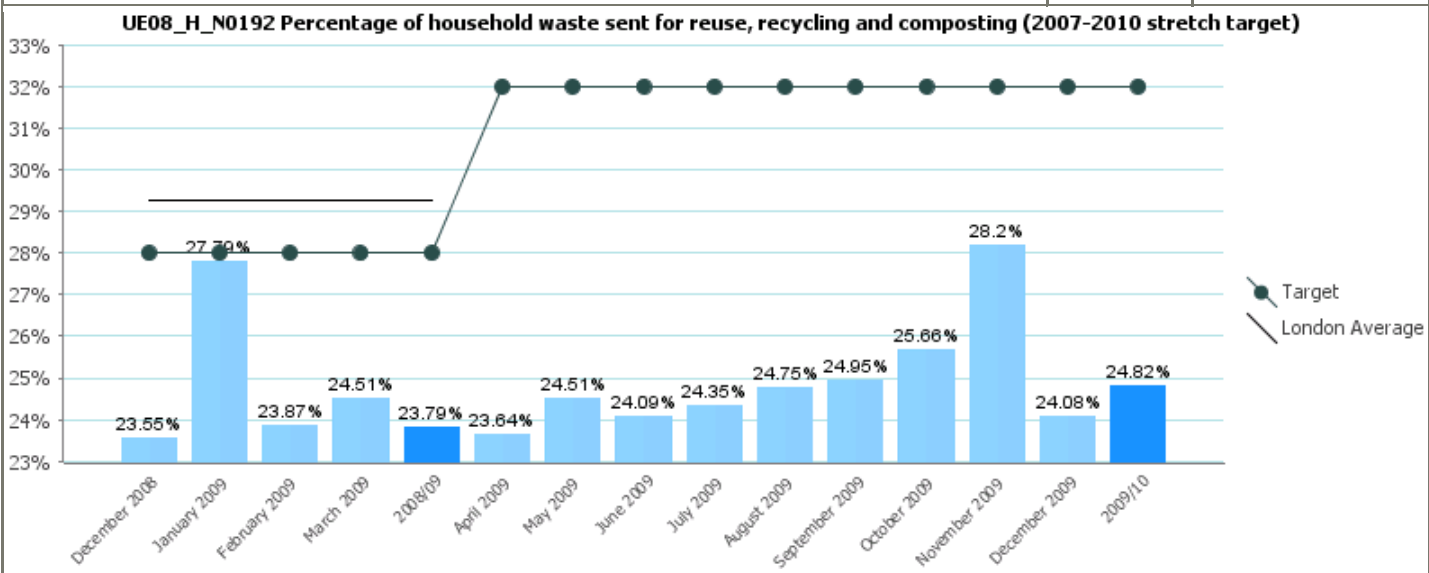
NATIONAL INDICATOR 192	Percentage of household waste sent for reuse, recycling and composting (2007-2010 stretch target)
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Rationale

This indicator measures the percentage of household waste arisings which have been sent by the authority for reuse, recycling, composting or anaerobic digestion.

	London Boroughs - Average		
2008/09	29.43%		
	Value	Target	Status
November 2009	28.2%	32%	●
December 2009	24.08%	32%	●
2009/10	24.82%	32%	●

Tonnage of household waste collected by the WCA (or on behalf of the WCA) which is sent for reuse, recycling, composting or anaerobic digestion



Comment

Explanation of current performance

Performance for December is 24.08%. The year to date recycling rate is below the LAA stretch target of 32% for 2009/10, at 24.82%. Performance is below target due to changes to the system for calculating the recycling rate from 2008/9, which do not reflect that recycling tonnages have risen year on year and are at their highest ever level. The changes, summarised below, have resulted in the rate being around 4-5% lower than could be expected based on the former system, hence current performance could have been expected to be around 29-30%.

1. A new methodology for calculating the amount of household and non-household waste has been applied by North London Waste Authority (NLWA) from 08/9 onwards, resulting in more waste being counted as household waste than previously. We believe this system is flawed and are challenging the NLWA's methodology to establish a more accurate household waste figure.
2. A significant reduction in the recycling contribution from NLWA from 08/9.
3. The application of a higher recycling contamination rate by NLWA from 08/9.

We are in the process of trying to negotiate a revision of the LAA stretch target with GOL to reflect the impact of these changes, which could result in the threshold for receiving an element of the Performance Reward Grant being revised.

The performance for December is lower than the previous month as November benefited from the collection of the majority of leaf fall for composting, which peaks in this month. The results of a flytipping survey which have now been finalised has resulted in a drop in tonnage as flytipped waste is excluded from the calculation of the household waste total.

Note: The monthly figure is based on provisional data from NLWA and is subject to change on receipt of quarterly data.

Current Activities

A detailed Recycling Action Plan is in place to maximise performance in 2009/10, although this remains an extremely challenging target. Actions delivered through the plan have resulted in the YTD recycling rate increasing by around 2% on the 2008/09 rate. Additional actions within the plan are programmed for the remainder of 2009/10 and are also expected to improve performance. Key actions within the plan include the following, some of which have now been completed:

- Establishing a more accurate household waste figure, which will draw on a waste composition survey, the first part of which was completed in Oct 09 with the second part due to be implemented in Feb 2010.
- Comprehensive data has been gathered on participation and waste composition and this is currently being analysed. This will enable a targeted communications plan to be implemented and inform our strategy going forward, for which we are being supported by Waste & Resources Action Programme (WRAP).
- Provision of recycling collection service to flats above shops (started Nov 2009) and additional private blocks (on-going –around 3000 additional households served in 2009 to date).
- 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;
- 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 surveys and actions 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.
- On-the-go recycling bins in public places, recycling of street cleansing waste and additional composting of leaf fall, in place.

Best Practice

Haringey is an active member of the '50% club' which is a vehicle to share best practice amongst the North London Boroughs. The club share experience of successful initiatives and best practice regionally and nationally, and focus on initiatives that would benefit from being implemented jointly across the sub-region/through NLWA. 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.

Emerging Risk

No emerging unmanaged risk.

Performance discussion date

Performance against 192 and other indicators is regularly reviewed by managers within the service and a paper was presented to CEMB in mid-November. This indicator will be discussed at the Frontline Services Performance SMT and the Urban Environment performance DMT in January.

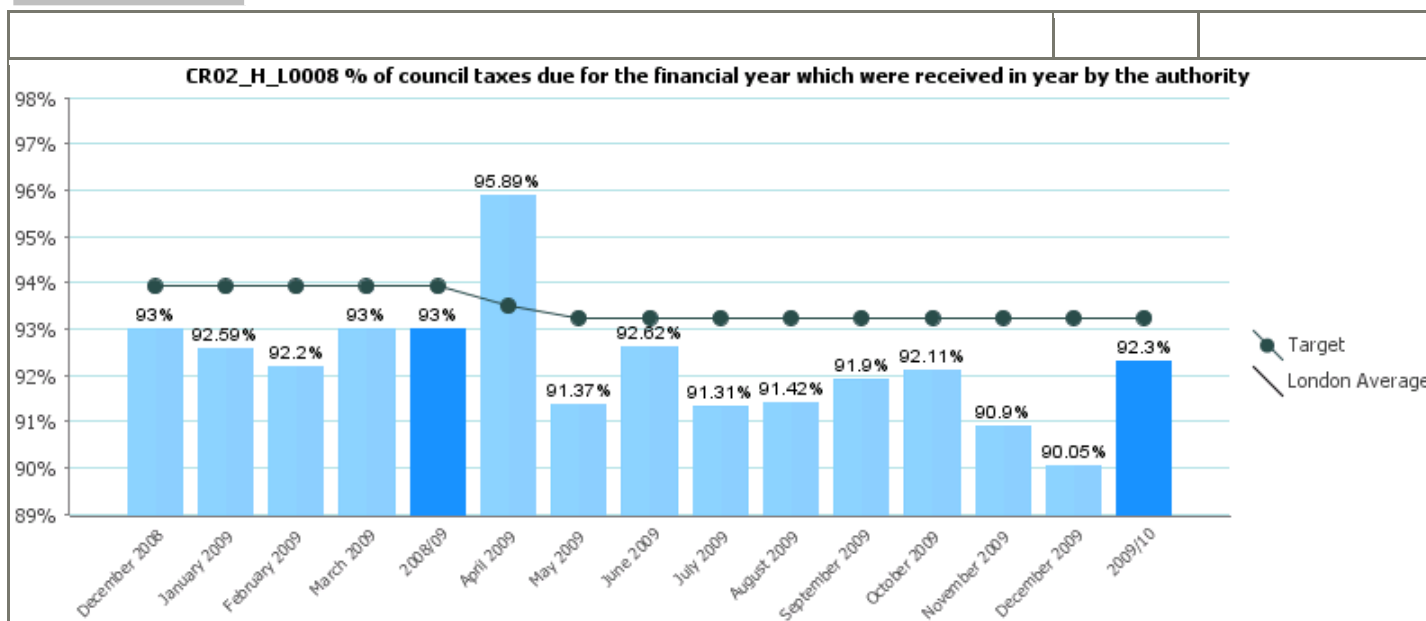
Equalities Impact

Environmental Resources' communications plan for engaging residents on recycling aims to take into account diversity within the borough and overcome barriers to participation in services:

- Full translations of key service leaflets into the most widely spoken community languages and maximising 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.

Driving change, improving quality

BV 9	% of council taxes due for the financial year which were received in year by the authority		
	Value	Target	Status
November 2009	90.9%	93.25%	●
December 2009	90.05%	93.25%	●
2009/10	92.3%	93.25%	●



Comment

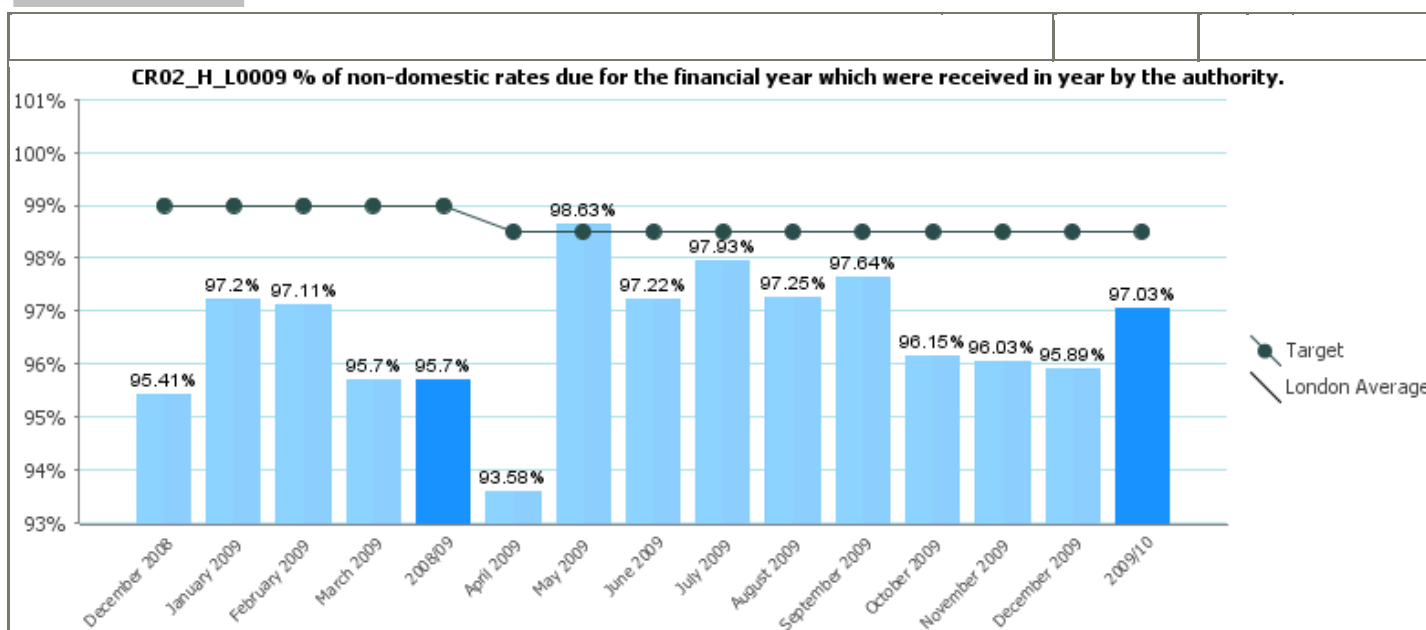
A reduction in income collected in December was predicted due to the current recession and the Christmas period.

A year end collection plan has been put in place and has been communicated to back office and Customer Service staff with the emphasis on increased activity to improve current year collection levels.

The 'Get in touch – not in debt' lamppost banner campaign is being promoted in January 2010 encouraging taxpayers with arrears to contact the service to make realistic payment arrangements.

BV 10	% of non-domestic rates due for the financial year which were received in year by the authority.		
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	Value	Target	Status
November 2009	96.03%	98.5%	●
December 2009	95.89%	98.5%	●
2009/10	97.03%	98.5%	●



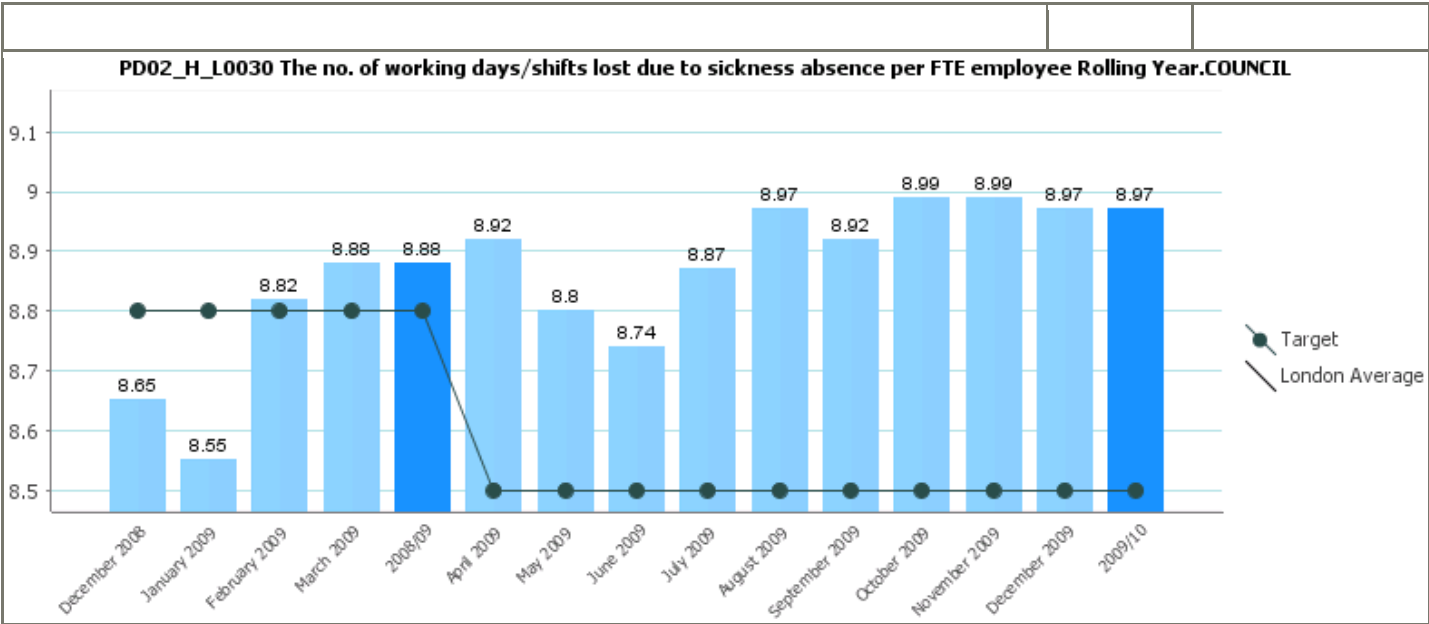
Comment

December saw a reduction in collection; this may be attributed to the Christmas period which historically impacts local taxation collection. This is further impacted by the recession. The majority of London authorities have reported similar issues with NNDR collection this year.

A year end collection plan is in place with the emphasis on increased activity to improve current year collection levels. We will continue to contact business to encourage payment. The promotion of small business rate relief and the offer of extended instalment arrangements up to March continues, so we will receive more payments in February and March this year, which will boost the collection rates in the last two months of the year.

BV 12-rollingyr	The no. of working days/shifts lost due to sickness absence per FTE employee Rolling Year. COUNCIL
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	Value	Target	Status
November 2009	8.99	8.5	●
December 2009	8.97	8.5	●
2009/10	8.97	8.5	●



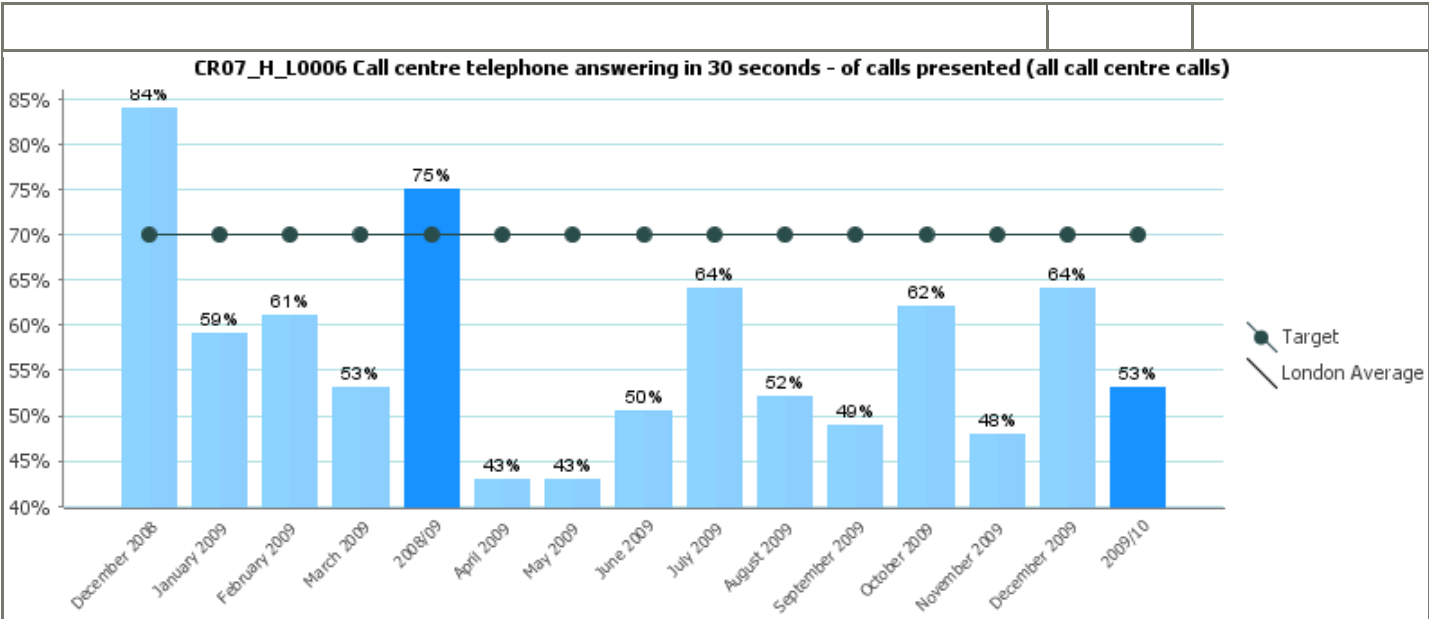
Comment

Explanation of Current performance:

The December figure is an improvement on November and further improvement is expected in coming months as the flu season ends.

CS2	Call centre telephone answering in 30 seconds - of calls presented (all call centre calls)
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	Value	Target	Status
November 2009	48%	70%	●
December 2009	64%	70%	●
2009/10	53%	70%	●

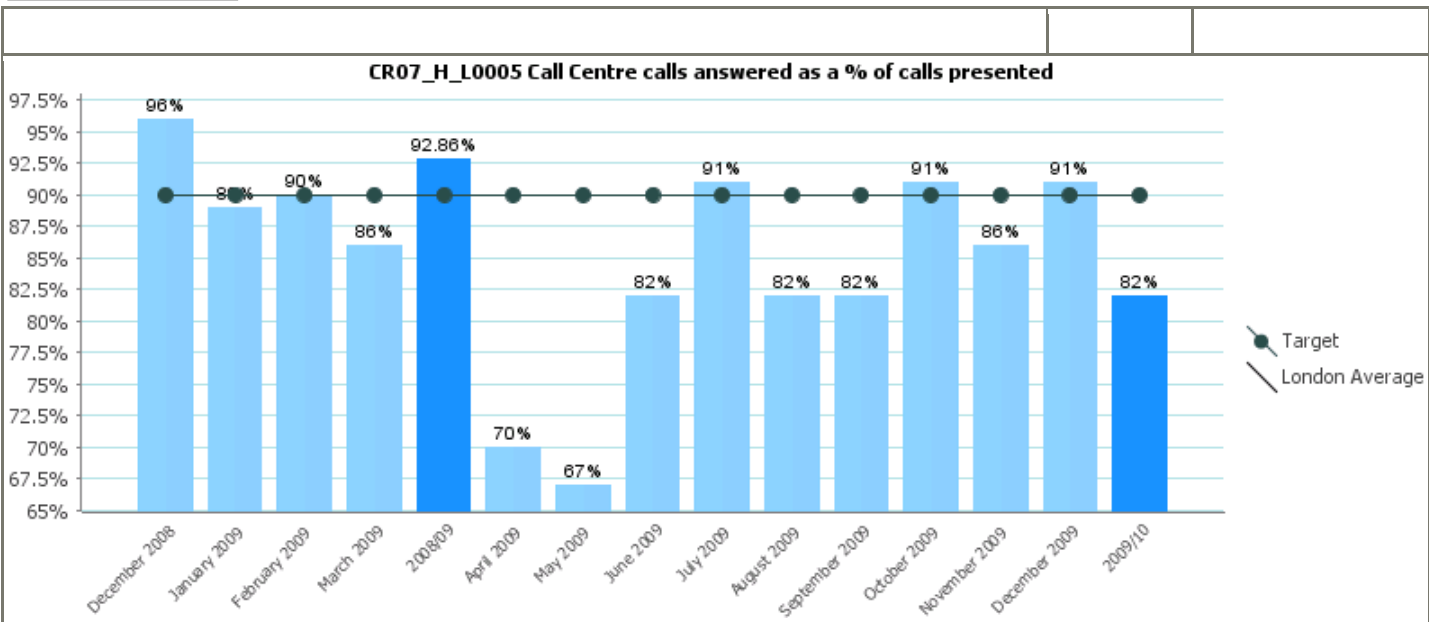


Comment

The performance for December 2009 (64%) has improved by 16 percentage points in comparison to the previous month (48%). Call volumes were slightly higher than the same period last year. The backlog in the benefits service for “new claims” and “changes in circumstances” continues to impact on performance, increasing both call levels and the length of calls. In December, the call centre was also relocated as part of a planned office move. Management action is focused on driving up productivity and increasing capacity, with individual performance reports discussed weekly with staff. Investigation has been completed into the slow speed of core systems in the Contact Centre and further work is being commissioned to fix the problem areas. This will help reduce transaction times and further increase capacity.

CS3	Call Centre calls answered as a % of calls presented		
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	Value	Target	Status
November 2009	86%	90%	⚠
December 2009	91%	90%	✅
2009/10	82%	90%	🛑

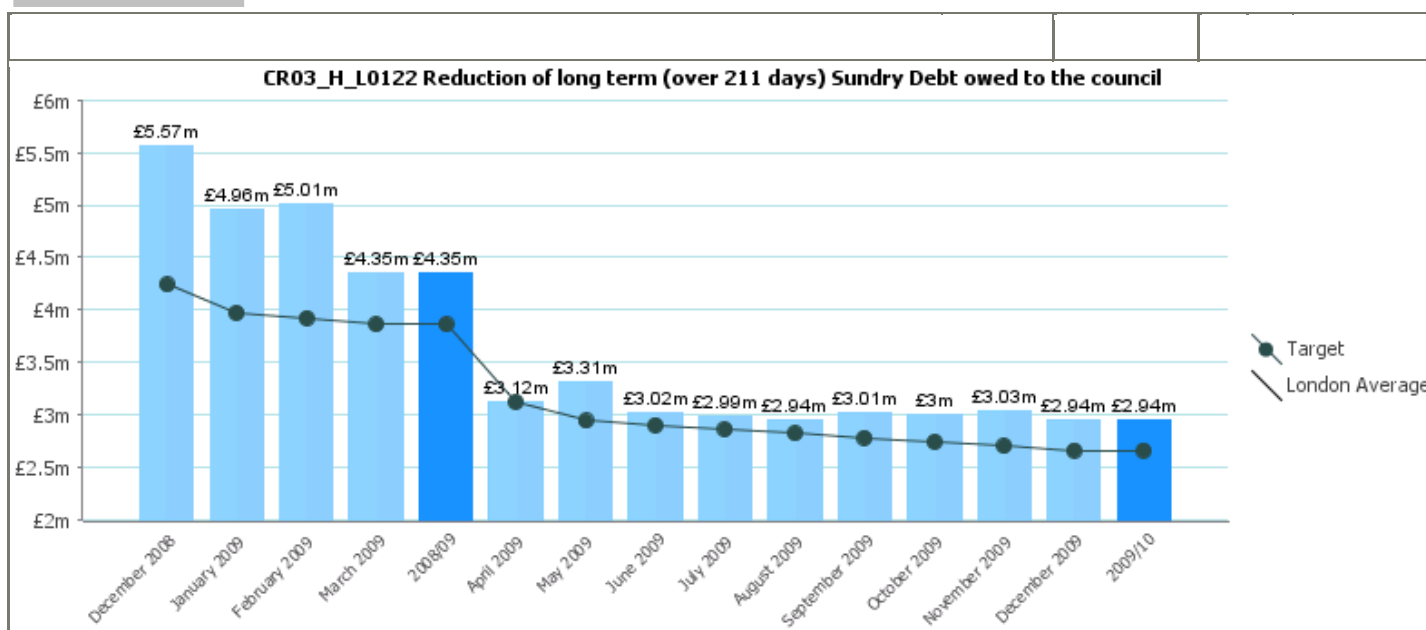


Comment

The performance for December 2009 (91%) has improved by 5% points in comparison to the previous month (86%). Analysis of the abandonment rates shows that a high proportion of callers – around 75-80% - abandon their call within 2 minutes. Management action is focused on driving up productivity and increasing capacity, with individual performance reports discussed weekly with staff. Investigation has been completed into the slow speed of core systems in the Contact Centre and further work is being commissioned to fix the problem areas. This will help reduce transaction times and further increase capacity.

Fin 5b	Reduction of long term (over 211 days) Sundry Debt owed to the council
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	Value	Target	Status
November 2009	£3.03m	£2.7m	●
December 2009	£2.94m	£2.66m	●
2009/10	£2.94m	£2.66m	●



Comment

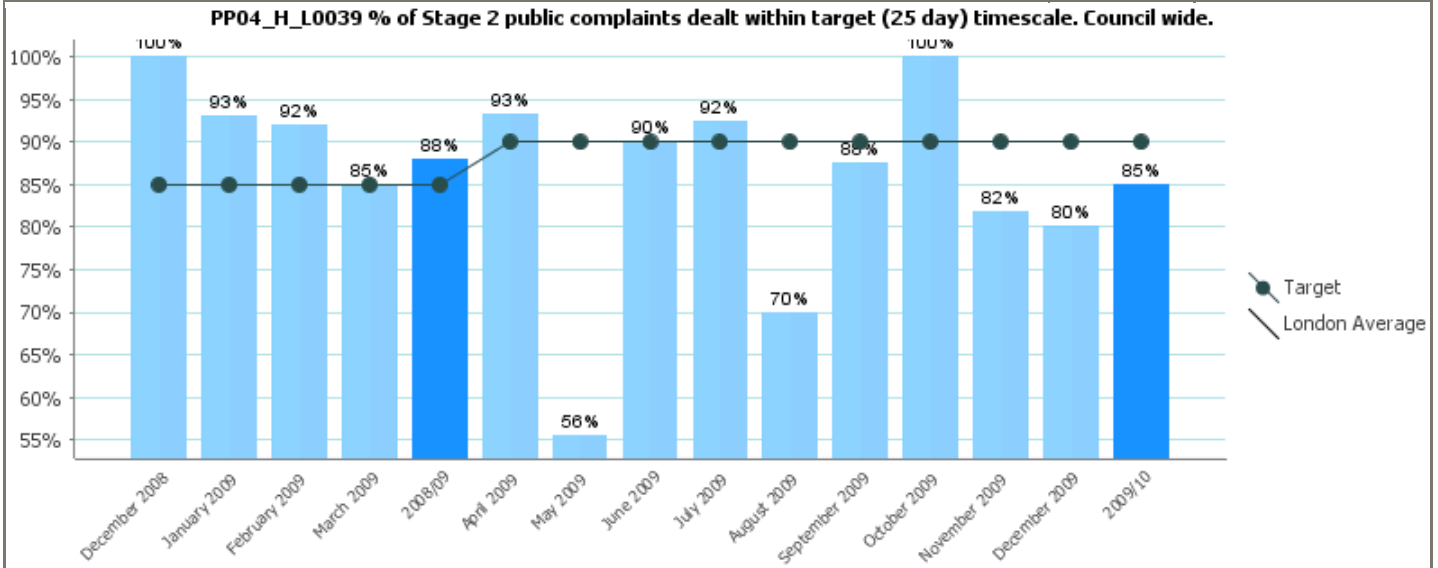
The shortfall on the Aged Debt reduction target at the end of P7 is £264k, this is an increase of £29k on the shortfall reported in Period 6 and P&OD and PPP&C are the only directorate’s currently achieving target.

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.

L0039	% of Stage 2 public complaints dealt within target (25 day) timescale.
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Council wide.			
	Value	Target	Status
November 2009	82%	90%	●
December 2009	80%	90%	●
2009/10	85%	90%	●

Total number of Stage 2 public complaints dealt with. Council wide.	2009/10	110
Number of Stage 2 public complaints dealt within target (25 day) timescale. Council wide.	2009/10	93



Comment

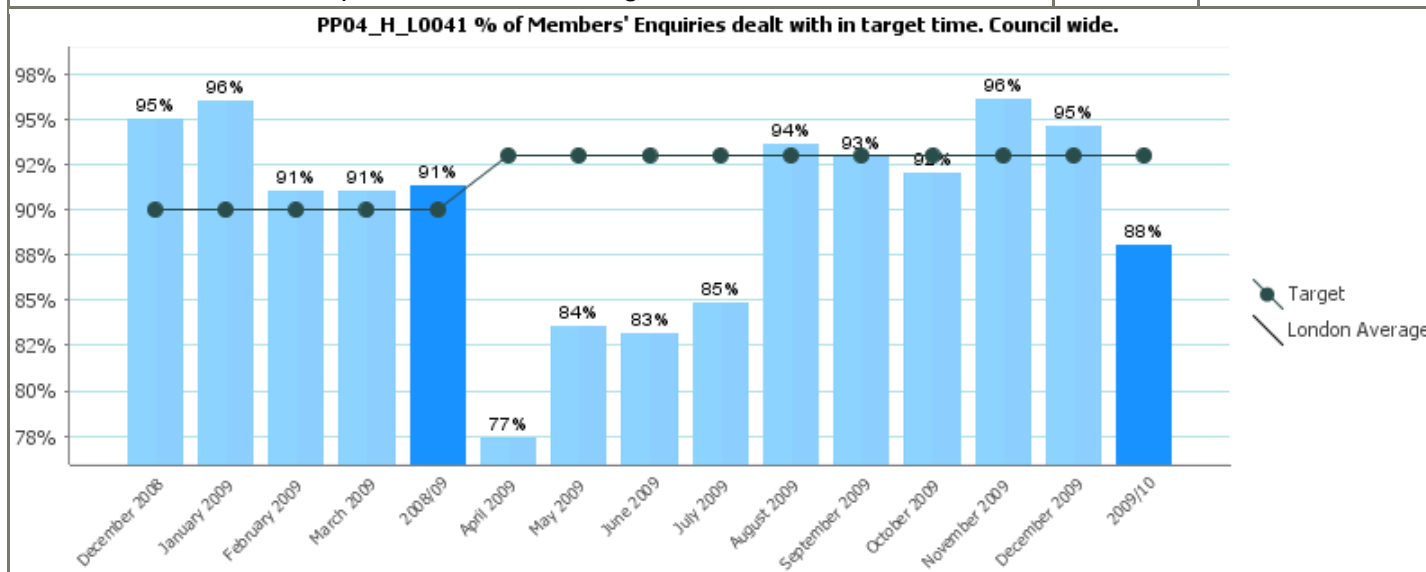
12 out of 15 cases were on time in December, all 3 late cases were in Urban Environment. The target now unlikely to be met due to the number of cases expected in the last quarter of the year.

L0041	% of Members' Enquiries dealt with in target time. Council wide.		
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	Value	Target	Status
November 2009	96%	93%	✓
December 2009	95%	93%	✓
2009/10	88%	93%	✗

Total Number of Members' Enquiries dealt with. Council wide.	2009/10	2491
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Number of Members' Enquiries dealt with in target time. Council wide.	2009/10	2193
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Comment

The shortfall is largely due to Urban Environment's (UE) poor performance in the First quarter of the year, 86% year to date but over 90% for each of the last five months. This is in addition to dealing with a large number of MP information and service requests.

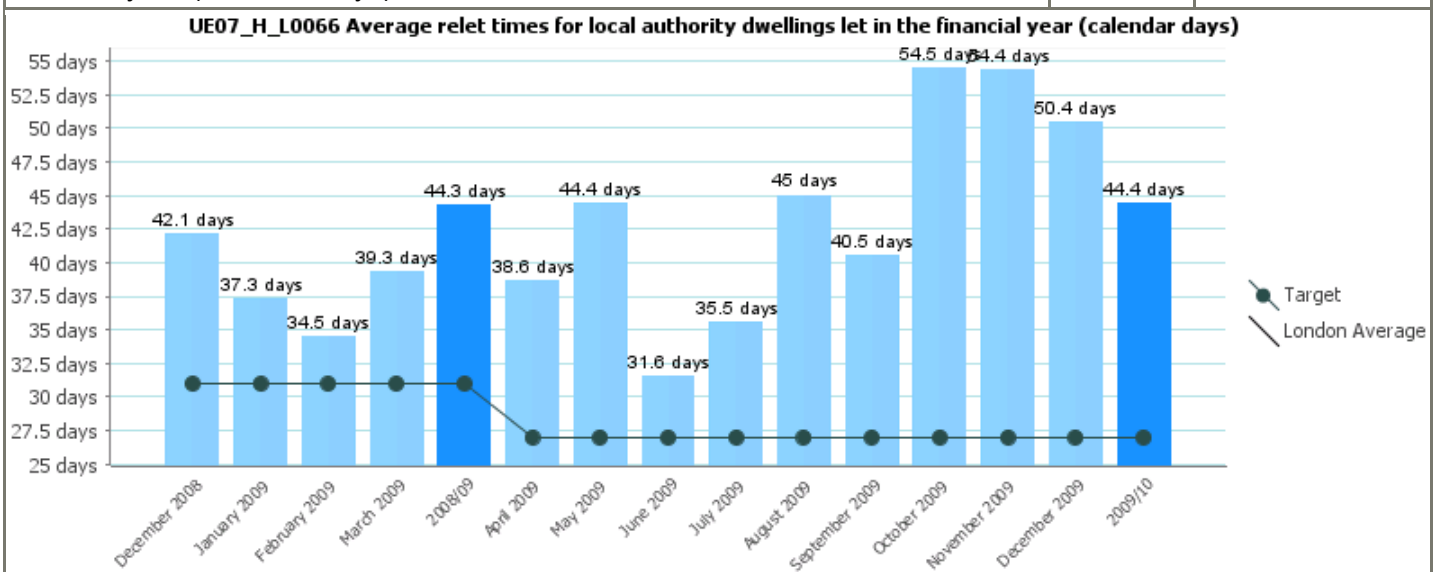
Current Activities:

Activity is ongoing in delivering the action plan, which the above performance is showing is proving successful. In addition we are continuing to review previous administration issues that have shown a number of discrepancies and this has improved the previous months performance.

L0066 BV 212	Average relet times for local authority dwellings let in the financial year (calendar days)
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	Value	Target	Status
November 2009	54.4 days	27 days	●
December 2009	50.4 days	27 days	●
2009/10	44.4 days	27 days	●

Average general needs relet times for local authority dwellings let in the financial year (calendar days)	2009/10	32.3 days
Average supported housing relet times for local authority dwellings let in the financial year (calendar days)	2009/10	90.4 days



Explanation of current performance

In 09/10 so far, we are averaging making 17 voids ready for let as against an average of 15 in the previous financial year.

Current Activities

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.

Best Practice (about what we are doing and what is happening in other boroughs)

We are current members of the London Voids Club.

Performance discussion date

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.

A detailed analysis of void figures is carried out weekly.

Equality Impact

No specific equalities impacts have been identified.

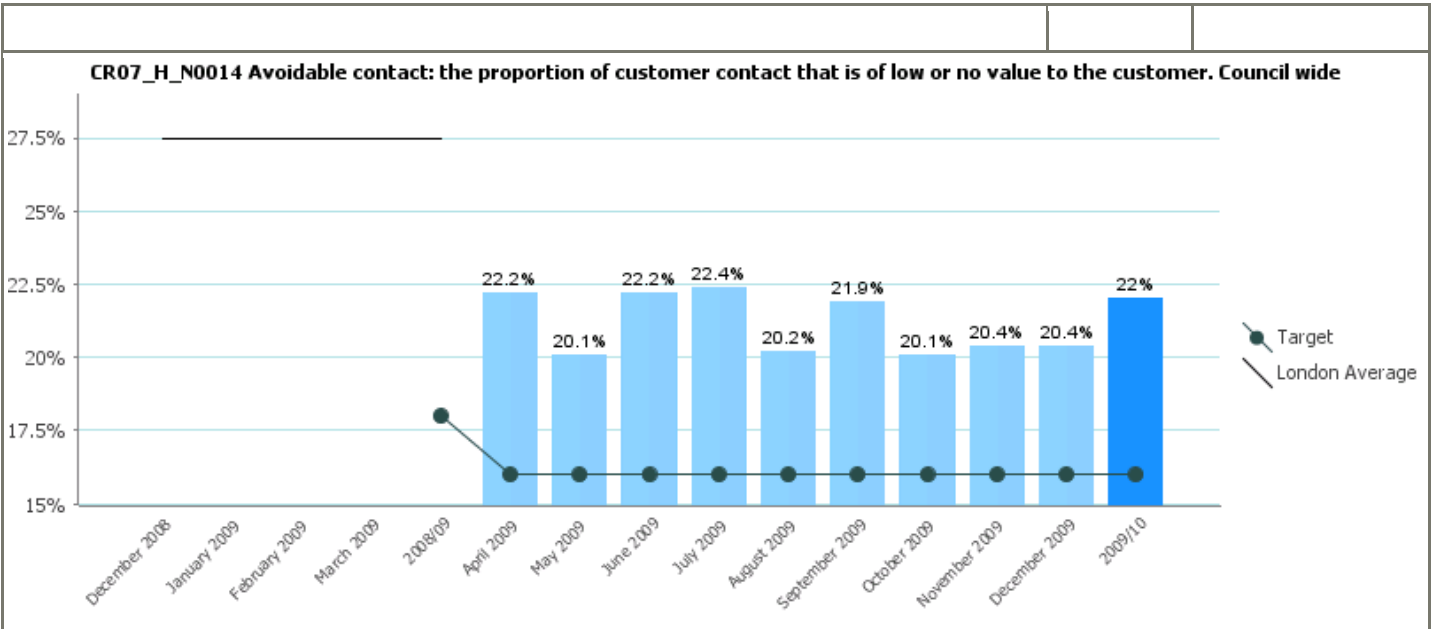
NATIONAL INDICATOR 14

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.

		London Boroughs - Average		
2008/09		27.48%		
	Value	Target	Status	
November 2009	20.4%	16%	●	
December 2009	20.4%	16%	●	
2009/10	22%	16%	●	



Comment

The avoidable contact for December 2009 (20.4) has remained static in comparison to the previous month (20.4%). The key enquiries driving avoidable contact relate to 'penalty charge notices', 'progress chasing on HB/CTB 'new claims', HB/CTB 'change of circumstances', HB/CTB 'claim status enquiry', 'payment enquiries', 'council tax payments', council tax 'balance enquiries' and council tax 'summons'. Customer Services continue to liaise with directorate(s) and are working to identify process improvement to reduce 'avoidable contact'.

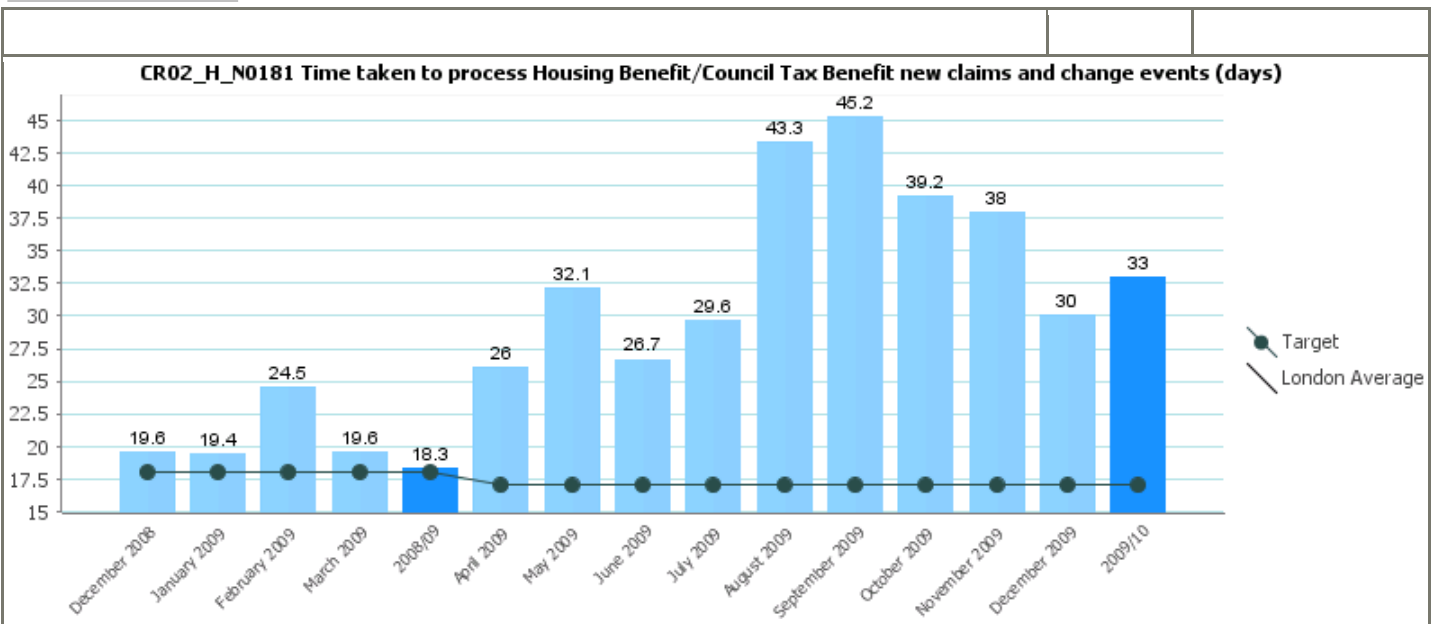
NATIONAL INDICATOR 181

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 change of circumstances reported by customers receiving those benefits.

	Value	Target	Status
November 2009	38	17	●
December 2009	30	17	●
2009/10	33	17	●



Comment

December's performance has improved by 8 days when compared with November and it is expected that improvement will continue now that the ring fenced backlog is virtually cleared and will be clear by the end of January.

There have been various factors that have contributed to this PI being short of target. A new computer system, I world (V6), was implemented in November which is still currently running slow. According to software suppliers Northgate, V6 should be much faster once the old version is discontinued at the end of January. In addition all staff have required training on the new version and are still getting to grips with it.

The economic downturn has also continued to put a strain on the service. Reported changes of circumstances have increased by 70% and new claims submitted have increased by 15%. We have also seen a 15% increase in other work that is outside of this PI.

The service has implemented and continues to implement new processes and working practices following review, which should ensure that the service is in a good position to further improve in the final quarter. . Another factor that will improve this PI is e-benefits, which goes live in Customer Services on 21st Jan 2009

In December 1,311 new claims were assessed, compared to 961 last December. From April 2009 – December 2009 we have also processed 3100 more claims than in the period April 2008 – December 2008.