

Agenda item:

| Cabinet                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                          | 23 March 2010 |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|---------------|
| Report Title. The Council's Performance: January 2010 (Period 10)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                          |               |
| Report of The Chief Executive and Chief Financial Officer                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                          |               |
| Signed :                                                                                                                                                                                                                                                                                                                                                                                              |                          |               |
| Contact Officer : Eve Pelekanos/ Margaret Gallagher- Policy and Performance<br>Telephone 020 8489 2508/2971<br>Kevin Bartle – Corporate Finance<br>Telephone 020 8489 3743                                                                                                                                                                                                                                                                                                                                                                                               |                          |               |
| Wards(s) affected: All                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Report for: Key Decision |               |
| 1. Purpose of the report<br>1.1. To report on an exception basis financial and performance information for the year to January 2010.<br>1.2. To agree the budget virements in accordance with financial regulations.                                                                                                                                                                                                                                                                                                                                                     |                          |               |
| 2. Introduction by Cabinet Member for Performance Management (Cllr Claire Kober)<br>2.1. This report highlights improvements in several key areas. I am delighted to see that we are continuing to improve our performance on initial and core assessments in the Children and Young Peoples Service. We will continue to focus our efforts on continuing this positive trend over the coming year.<br>2.2. We are committed to improving the life chances of Haringey's young people and have reduced the number of 16- 18 year olds who are Not in Education, Training |                          |               |

or Employment to 303. This is a fantastic result and highlights our commitment to work in this area.

2.3. We have significantly reduced the number of Families who are living in temporary and emergency accommodation. Strategic and Community Housing have been working hard to support families in securing more stable and suitable accommodation in the private rented sector. I recognise that there is still much work to do in this area but am confident about our progress to date. However, average relet times have increased and officers are working to bring this figure down to the target of 27 days.

2.4. Introduction by Cabinet Member for Resources (Cllr Bob Harris)

2.5. I draw attention to the finance section and to Appendix 2 of the report and note that the pressure on front line Directorate budgets continues to increase and I would again stress the need for full adherence to the freeze on discretionary spend and urge Directors to focus on bringing the forecast position down as far as possible.

### 3. State links with Council Plan Priorities and actions and /or other Strategies:

3.1. This report sets out performance against a number of indicators that measure progress against the Council priorities and the Local Area Agreement targets.

### 4. Recommendations

4.1. To note the report and the progress being made against Council's priorities.

4.2. To agree the proposals in Paragraph 17 for allocations of Area Based Grant and contingencies.

4.3. To agree the budget changes (virements) set out in Appendix 2.

4.4. To agree the proposed changes to the capital highways budget for planned maintenance for 2010-11 as set out in paragraph 16.15 including a £0.5m contribution from general reserves.

### 5. Reason for recommendations

5.1. Proposed budget changes (virements) are set out in Appendix 2 for approval in accordance with financial regulations.

### 6. Summary (Performance)

6.1. Overall performance on the monthly basket of indicators shows that of the 76 indicators, 53% are on target with a further 17% close to target and 24% not currently achieving target (For the remaining 5 indicators (6%) data or targets are unavailable therefore status cannot be allocated at this time).

6.2. Paragraph 15 of this report provides a summary of performance for the year to January 2010.

## **7. Chief Financial Officer Comments**

- 7.1. The overall general fund revenue budget, based on the January position maintains the forecast over spend at £2.1m above budget as reported last period although there has been some movement within Directorate budgets. The Children & Young Peoples Service (CYPS) have seen a further increase in client numbers which has increased their reported over spend. The reported over spend in Urban Environment (UE) has also increased this period due to a combination of the severe weather conditions, falling parking income and pressure around the emergency accommodation project in Housing. The budget pressures being felt by the front line service Directorates continue to be offset by compensatory savings within Non Service Revenue (NSR) plus forecast under spends within People & Organisational Development (POD) and Policy, Performance, Partnerships & Communications (PPP&C).
- 7.2. The dedicated schools budget (DSB) element of the overall Children & Young People's Service budget continues to be projected to spend at budget.
- 7.3. The net revenue projection with respect to the Housing Revenue Account (HRA) is now to achieve an overall budget surplus of £1.0m which is £0.4m above the budgeted figure. The main reason for this is the result of energy price reductions and an increased surplus on rental income, albeit this period offset by some additional costs on gas maintenance.
- 7.4. The aggregate capital projected position for 2009/10 is an under spend of £21.7m, an increase over last period of £3m; the forecast under spend equates to 11% of the approved budget. The reasons for this projected variation are detailed later in the report with the majority of the under spends within the Children & Young People's Service, Urban Environment and Adults, Culture and Community Services.

## **8. Head of Legal Services Comments**

- 8.1. There are no specific legal implications in this report, but there is likely to be a need for legal advice in future on certain of the specific projects mentioned.

## **9. Equalities & Community Cohesion Comments**

- 9.1. Equalities are a central thread throughout the Council's performance and many of the indicators have equalities implications. Equality impact is considered alongside performance by services.

## **10. Consultation**

- 10.1. Throughout the year the report will show the results of consultation with residents, service users and staff.

## 11. Use of appendices /Tables and photographs

- 11.1. Appendix 1: Exception reports for areas of under performance as at January, shows in detail indicators where targets are not being met along with an explanation of the performance, current activities, and best practice.
- 11.2. Appendix 2: Financial tables shows the aggregate projected positions for revenue and capital, proposed budget changes (virements) for approval in accordance with financial regulations, and the Red, Amber Green (RAG) status of planned savings and planned investments.
- 11.3. The full scorecard can be accessed at:  
[http://www.haringey.gov.uk/index/council/performance and finance/council inspections/performance-reports.htm](http://www.haringey.gov.uk/index/council/performance%20and%20finance/council%20inspections/performance-reports.htm)

## 12. Local Government (Access to Information) Act 1985

- 12.1. Budget management papers
- 12.2. Service PI returns including unit cost data

## 13. Background

- 13.1 This report details an update on the Council's performance against agreed targets for 2009/10. Financial and performance information is based on the financial monitoring reports prepared for the budget and performance review meetings for period 10.
- 13.2 The full scorecard details performance against monthly reported indicators all linked to the Council's priorities:
  - A Greener Haringey
  - A Better Haringey
  - A Thriving Haringey
  - A Caring Haringey
  - Driving change, improving quality
- 13.3 Six indicators are shown in the full scorecard as proxy measures of quality and improvement for safeguarding children. These are reported on the scorecard under the 'Better Haringey' priority. They are also included in the service dashboard and reported through the various channels in accordance with the council's performance management framework.
- 13.4 A significant number of the new national indicators lend themselves to quarterly or annual monitoring rather than monthly. These are included in the quarterly reports throughout the year.

## 14. Performance Overview

14.1 The tables below shows overall progress against the monthly basket of indicators.

| Table 1.<br>Progress against the indicators reported monthly   |                                            |       |
|----------------------------------------------------------------|--------------------------------------------|-------|
|                                                                | Latest status based on<br>YTD January 2010 |       |
| Number of indicators that are on target                        | 40                                         | Green |
| Number of indicators that are just off target                  | 13                                         | Amber |
| Number of indicators that are off target                       | 18                                         | Red   |
| Number of indicators with data not yet available/no target set | 5                                          |       |

| Table 2<br>Progress against the indicators reported monthly                                                            |                                                          |                                                                                     |
|------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------|-------------------------------------------------------------------------------------|
|                                                                                                                        | Improvement based on<br>YTD January 2010<br>against 2009 |                                                                                     |
| Number of indicators that have improved                                                                                | 32                                                       |  |
| Number of indicators where performance has declined                                                                    | 26                                                       |                                                                                     |
| Number of indicators that have stayed the same including unit costs increasing but within inflation rate based targets | 6                                                        |                                                                                     |
| Number of indicators where comparison data not available                                                               | 12                                                       |                                                                                     |

## 15. Key Performance Messages

- 15.1 The following are performance highlights grouped by Council priority extracted from the full scorecard. Progress against Local Area Agreement (LAA) targets, particularly those where the Council is the lead agency, is highlighted.
- 15.2 Exception reports (Appendix 1) have been provided for the areas where targets are not currently being met.

### A Greener Haringey

- 15.3 The percentage of household waste recycled was 26.2% in January. Whilst this is below the 32% stretch target, it masks a significant improvement in tonnage recycled owing to changes in the methodology and calculation of this indicator since the target was agreed in late 2006. North London Waste Authority has written to Government Office for London supporting Haringey's case for re-negotiation of the target. (NI192).

### **A Better Haringey: Cleaner, Greener and Safer**

- 15.4 Children's initial assessments carried out in 7 days from referral have improved from 26% in November to 41.4%. Whilst this is the highest level achieved this year it remains below the 53% target (NI 59).
- 15.5 The percentage of core assessments carried out in 35 working days of commencement was 43.7% in January, below the 63% target (NI 60).
- 15.6 There have been 392 violent crimes in the year to January against a target of 316 for that period, a 19.1% increase on the same period last year. This is an LAA improvement target with an aim to reduce serious violent crime by 4% in 2009/10 (NI15).
- 15.7 However targets are being achieved on a number of other community safety areas including; domestic burglaries, personal robbery, knife crime and acquisitive crimes.
- 15.8 Performance on cleanliness targets has been good with targets exceeded in all areas but our in house monitoring for January shows a significant increase in the proportion of highways with unacceptable levels of litter and detritus. This was due to adverse weather conditions which meant that scheduled cleaning was disrupted and all the monitoring took place in the last week of January. The service have been working hard to bring the streets back to an acceptable level of cleanliness and performance in the year to date remains above target.

### **A Thriving Haringey**

- 15.9 The NEET (16-18 year olds Not in Education, Training or Employment) in January is 303 or 6.7% of the cohort. As the period measured for this indicator is the average of November to January, it can now be confirmed that subject to audit, this stretch target has been achieved and should receive the full reward grant as the percentage of status not known is down to only 4.1%.
- 15.10 Although visits to our sports and leisure centres dipped below target in January, the number of active card members continues to increase and is exceeding target.

### **A Caring Haringey**

- 15.11 The number of older people permanently admitted into residential and nursing care reduced in January to 76. The LAA stretch target for 2009/10 is not to exceed 115 admissions in the year so with 95 admissions in the year to date, if there are no more than 10 admissions in each of the remaining two months, the target will be achieved.
- 15.12 98.7% of social care packages following assessment were delivered in 4 weeks, a significant improvement and placing Haringey amongst the best in London as well as exceeding the 93% target (NI 133).
- 15.13 Delayed transfers of care from hospital decreased slightly at 14.2 per hundred thousand population in January. This figure remains comparatively high and above the target of 9 (NI 131) but within the NHS Haringey target of 15.

- 15.14 Good performance has been maintained on self-directed support for social care clients and carers receiving needs assessment or review and a specific carer's service (NI130 and NI 135).

#### Driving change, improving quality

- 15.15 Average relet times for local authority dwellings let in the financial year have increased slightly at a provisional 56.3 days in January against a 2009/10 target of 27 days. The increase in the average re-let time in January relates to an increased void time in supported housing (102.8 days) and general needs (38.6 days).
- 15.16 The number of households in temporary accommodation has continued to reduce and stands at 3,734 at the end of January slightly short of the 3,712 January target but still on track to meet the 2,603 target by the end of 2010 (NI156).
- 15.17 92.35% of council tax due has been received in the year to January against a target of 93.25%. Collection of business rates (NNDR) at 97.05% is also below the 98.5% target.
- 15.18 Reduction of long term sundry debt owed to the council has remained below target since September. Although it is unlikely that the £2.62m target will be met, the shortfall is significantly less than anticipated as proactive action by corporate debt management has seen some good progress on recovering outstanding debt. Efforts continue to bring the performance closer to target.
- 15.19 The average time taken to process new benefits claims and change events increased slightly to 34 days in January, and the year to date position at 33 days is still short of the 17 day target set for 2009/10.
- 15.20 The number of working days lost to sickness increased to 9.08 days in the rolling year to January against a target of 8.5 days for 2009/10.
- 15.21 The timely handling of Stage 1 complaints dipped to 83% in January after two months exceeding the 93% target. The year to date position of 90% is just short of target. Performance on handling the more complex Stage 2 remains short of target with 84% in time in the year to January.
- 15.22 In January 85% of calls presented in the Call Centre were answered against a 90% target and performance dipped to 55% within 30 seconds against a 70% target. A number of factors affected performance including an increase in the overall call volume in comparison to January 2009 - mainly due to Council Tax recovery action and the impact of the backlogs in Benefits for 'new claims' and 'change of circumstances'.

## 16. Finance

- 16.1 The overall general fund revenue budget monitoring, based on the January position maintains the net outturn variance of £2.1m above budget, the same as that reported in period 9. Within that figure there has been some movement with an increase in the service forecast overspend by £0.6m compared to last period the details of which are set out in the following paragraphs. Previous

reports have shown a £3.1m saving from within the non service revenue budget made up of £1m contribution from the general contingency, a £1.5m saving on the inflation budget plus a forecast saving of £0.6m on energy costs since the Council has moved onto the new energy contract. This period an additional £0.6m has been added to the variance due to the successful settlement of a VAT claim. This relates to the Fleming case which contested HMRC's introduction of a time limit on the ability to reclaim VAT. This is a one-off benefit to the Council as HMRC have now re-introduced the time limit. The freeze on non-essential discretionary spend and control of agency staff usage introduced to bring the budget back in line continues.

- 16.2 In Adults, Culture and Community Services the projected overspend remains at £0.5m as reported previously. The key pressure is still within Adult services where the impact of 34 additional older people clients during 2008/09 and a further 45 since April this year is creating a significant impact on budgets. There remains a shortfall in income budgets within Recreation Services including under achieved income at Finsbury Park and a reduction in income at cemeteries and the crematorium.
- 16.3 In the Children and Young People's Service the projected year end position has worsened further and now stands at an over spend of £3.9m. The main area for over spend remains looked after children (LAC) which, despite the additional resources allocated during the 2009/10 budget process, remains under pressure to operate within the agreed resource. Progress has been made in implementing a range of actions targeted at reducing the cost pressures in this area, however these actions have, alongside an increase in the number of LAC, been offset by increasing numbers of 16-17 year olds arising from the Southwark Judgement. The past month has seen a further increase of 9 children being placed into care. Since the beginning of the financial year the numbers of LAC has increased by 50 which is also putting significant pressure on the legal budget, contributing to the forecast over spend. The Director continues to focus management activity on reducing expenditure in LAC.
- 16.4 The Urban Environment directorate is forecasting a year end overspend of £1.3m; an increase of £0.5m over Period 9. Although efficiencies have been identified since last month to offset most of the impact of the severe weather conditions, the projected level of parking income has continued to fall. Further, as highlighted last period, the project to reduce temporary accommodation ahead of the new subsidy regime, which will be in place from 1 April 2010, is creating a further budget pressure where, in particular, a higher volume of Assured Short-hold Tenancies have been provided. Work continues to mitigate the impact, however not all will be contained by the additional resources agreed by Cabinet in July 2009.
- 16.5 The HRA budget projection is now showing a surplus of £0.4m above the budgeted figure; the key drivers are reduced energy costs and an increased

surplus on rent income, although there is a budget pressure around gas maintenance.

- 16.6 Corporate Resources continue to forecast a year end position of £0.3m over budget. The main pressure remains under achievement of income within the commercial portfolio as reported previously, plus the impact of the recession which is creating higher case loads particularly within Benefits & Local Taxation. As reported last period, the Directorate has identified cost savings in other areas of the Directorate which partly offset these costs and work to identify measures to bring this figure down further by the year-end continues.
- 16.7 Policy, Performance, Partnerships & Communications (PPP&C) and People & Organisational Development (POD) are forecasting small under spends of £0.1m each. The contributory factors are largely redesigning one of the corporate development programmes and the impact of delayed recruitment particularly following the spending freeze.
- 16.8 Non-service revenue (NSR), which largely consists of budgets for levies and contingencies, is now forecasting a year end under spend of £3.7m, £0.6m higher than last period. The additional saving is due to a recently awarded successful VAT claim, as set out in paragraph 16.1 above, which had not been budgeted for. The other under spends remain also as outlined in paragraph 16.1. The pressure on budgets within Alexandra Palace Park and Trust continues, largely driven by the impact of the adverse market conditions on income. The trust continues to restrict discretionary and non-essential expenditure however, the year end position remains as a deficit of £2.29m.
- 16.9 The RAG status of agreed 2009/10 revenue savings and investments is shown in Appendix 2 and remain as per period 9 with the majority of the 'red' classified savings within Urban Environment caused by delays in revising street cleansing contracts and pressures on realising trade waste income benefits; the balance in Corporate Resources relates to planned increased commercial income within the Property Services business unit which is under achieving.

## **Treasury Management**

- 16.10 The Treasury Management Strategy Statement (TMSS) and Investment Strategy 2010/11 to 2012/13 and the Treasury Management 3rd Quarter Performance update for the period ended 31 December 2009 was considered by the General Purposes Committee on 12 January 2010. In accordance with changes set out in the Revised CIPFA Code of Practice on Treasury Management 2009, the TMSS was scrutinised by the Audit Committee prior to its approval by the Council, which took place on 22 February 2010. The adoption by the Council of the revised CIPFA Code of Practice on Treasury Management 2009 has also necessitated changes to the Council's Constitution. These changes have also now been made and approved by both the Constitution Review Working Group and subsequently by the Council.

16.11 The Council continues to adopt a restricted lending list to those UK institutions covered by the government's Credit Guarantee Scheme (CGS), the government's Debt Management Office and approved AAA rated Money Market Funds. Existing Treasury Management practices continue to concentrate on the security of the Council's investments and this impacts, along with the current bank base rate, on returns. Investment income has a projected outturn of £1.3m this financial year. In terms of recovery of Icelandic deposits, an improved position has been reported by the Heritable Bank (UK) administrators and their base case return has been increased from 80p to 85p. This equates to an additional £1m for Haringey. The government has issued a regulation to allow authorities to defer accounting for the impairment until 2010/11. However CLG subsequently advised that Authorities could request permission to capitalise potential impairments that may result from the Icelandic investments by mid-December. The Council's application for permission to capitalise was successful which means that the impairment may now be financed over a period of 20 years from 2009/10.

#### Capital

16.12 The aggregate capital projected position in 2009/10 is as shown in Appendix 2 and is projected to underspend by £21.7m which equates to 11% of the approved budget, an increase of £3m since last period. The explanations for this variance are set out by Directorate in the following paragraphs. The main variation this month is in respect of GAF funded projects within Urban Environment.

16.13 There has been a small increase in the forecast year end under spend within Adults, Culture and Community Services of £0.4m to £4.155m primarily due to delays in the completion of works at Coombes Croft Library. The reasons for the previously reported under spend of £3.7m remain the following: The sale of land adjacent to Muswell Hill Library has been deferred until 2010/11 impacting on the proposed capital spend; feasibility work is still taking place on the Enfield cemetery project which pushes the majority of spend into next financial year; external grant funding for the tennis courts refurbishment has yet to be confirmed, again delaying start on the scheme and planned investment in the Sport and Leisure programme has been deferred until 2010/11 in order to lever in additional external funding for a more comprehensive investment package.

16.14 The Director of Urban Environment is now forecasting an under spend of £3.4m against General Fund capital schemes, an increase over the last period. An under spend is still forecast against the re-provision of the Hornsey recycling centre (£0.3m) where any facilities will be built in future years. Investment on developing the new site at Marsh Lane (£1.2m) remains behind the original plans as do a number of small schemes funded by GAF; all will be fully spent although not in this financial year. The HRA capital programme overall is now

forecasting an over spend of £0.5m mainly due to high volumes of work relating to boiler replacements.

- 16.15 Due to the impact of the recent severe weather on the quality of Haringey roads it is recommended that the capital budget for planned road maintenance for 2010/11 is increased by £1.3m. This is recommended to be funded by bringing forward £475,000 from each of the 2011/12 and 2012/13 capital highways' budgets, plus a further £350,000 contribution from General Reserves. A contribution will also be made to the Highways revenue budget from reserves of £150,000 for 2009/10 expenditure, making a total contribution from General Reserves for this initiative of £500,000.
- 16.16 The Corporate Resources year end forecast under spend remains at £1.4m as per P9. This figure is made up of a number of variances across a range of projects within Property and IT. Full spend is still expected on the property projects although expenditure will not all be achieved this financial year. Sound business cases are required before IT projects are committed and this is having an impact on the level of spend in the last few months of the year.
- 16.17 The 2009/10 BSF planned expenditure is now showing a year-end under spend of £12.2m, compared to the previously reported under spend of £11.4m. The additional under spend is made up of £0.5m projected under spend related to construction site delays generally associated with the exceptional weather conditions over the winter period, £0.1m projected less spending from contingency owing to clarification of timing and £0.2m under spend relating to re-profiling of Programme Management costs to ensure that management resources are available to deliver the entirety of the BSF Programme. The projected under spend on project and programme contingency reported previously remains and will be committed in due course. It should be noted that the BSF Programme is currently projected to be completed within its agreed whole life budget totals. The projected under spend in 2009/10 relates to progress on the 12 construction sites and is not expected to materially affect final project delivery dates for individual schools.
- 16.18 The non-BSF CYPS capital programme is now forecast to under spend by £1.1m, an increase of £0.5m over last period. Key areas of under spend remain slippage on the Early Years Quality and Access project (£0.4m), Coleridge school expansion (£0.23m), and general contingency for the primary capital programme not expected to be required this financial year (£0.5m).
- 16.19 A significant proportion of the 2009/10 capital programme is funded by the generation of capital receipts from the Council's disposal programme. The target level of receipts assumed for this financial year is £9.1m. The latest forecast of in year receipts as at period 10 remains similar to that reported last month at £4.50m. However, despite receiving planning approval on the 8 March 2010, there remains a risk that completion for the disposal of Aneurin Bevan House may not be achieved by the 31 March 2010.

- 16.20 The overall shortfall is mainly as a result of very difficult property market conditions currently prevailing and impacting on valuations and hence the deferral of some disposals into later years. Measures to mitigate the shortfall have been previously reported and include the use of DCSF non-ring fenced capital funding of £2.283m (which will be repaid to CYPS for schools use in 2012/13), some genuine under spend now emerging against capital receipts projects and utilising any flexibility within the capital financing reserve towards meeting the net projected shortfall.

### Virements

- 16.21 Proposed budget changes (virements) are set out in Appendix 2 for approval in accordance with financial regulations.

### 17. Area Based Grant

- 17.1 Haringey's indicative Area Base Grant (ABG) allocation for 2010/11 is £43,041,711. A number of specific grants within the ABG fund statutory duties which the council needs to protect. Former grant terms and conditions have been reviewed to identify areas where there is a statutory duty to deliver services and these grants will be passported to the associated directorates in full. This affords greater stability for statutory services.
- 17.2 The value of specific grants funding statutory duties to be passported is £31,817,516; this represents 74% of the overall ABG allocation. The remaining ABG allocation (non statutory grants) is £11,224,195.
- 17.3 The ABG underpins Haringey's Local Area Agreement; contributing funding to the delivery of key priority outcomes alongside the core funding of the strategic partners. It is envisaged that the government will announce reductions to the overall 3-year ABG allocations awarded to local areas for 2011/12-2013/14, as part of a new Government's spending review.
- 17.4 In preparation for this, directorates have reviewed their current programmes and identified up to 10% contingences on the 2010/11 ABG theme board allocations. These savings apply only to non statutory grants as any savings across the statutory grants will be picked up via the council's pre business planning route. The savings identified for 2010/11 will be held as contingency to mitigate against potential short fall in future ABG allocations. Once the governments spending plans are confirmed theme boards will be better informed about how to plan for future investment programmes. The savings may then be used by thematic areas to commission specific interventions that deliver against Local Area Agreement targets and or other high priority partnership priorities at risk.
- 17.5 Additional funds can be released during 2010/11 to address specific performance issues to achieve key LAA outcomes.

- 17.6 The total value of savings identified across the remaining (non statutory) allocation of £11,224,195 is £709,918; representing 6.3%.
- 17.7 The table below lists the indicative allocations to theme boards for 2010/11, the value of grants to be passported to directorates and the value of allocation to be retained as a contingency.

17.8 Table 3.

| ABG – theme board allocations     | 2010/11<br>(£000s) | ABG to be<br>passport<br>(£000s) | ABG<br>contingency<br>(£000s) |
|-----------------------------------|--------------------|----------------------------------|-------------------------------|
| Better Places Partnership         | 2,019              | 0                                | 112                           |
| Children's Trust                  | 11,405             | 8,342                            | 138                           |
| Enterprise Partnership            | 1,561              | 0                                | 156                           |
| Integrated Housing Board          | 223                | 0                                | 0                             |
| Safer Communities Executive Board | 2,230              | 0                                | 161                           |
| Neighbourhoods and Capacity       | 1,795              | 606                              | 50                            |
| Well Being Partnership Board      | 5,143              | 4,204                            | 93                            |
| Supporting People Programme       | 18,666             | 18,666                           | 0                             |
| Total                             | 43,042             | 31,818                           | 710                           |

## Appendix 1: Exception Report

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| <b>A Better Haringey - Exceptions</b>                                                                                        | <b>2</b>  |
| No. of recorded most serious violent crimes                                                                                  | 2         |
| Percentage of initial assessments for children's social care carried out within 7 working days of referral                   | 3         |
| Percentage of core assessments for children's social care that were carried out within 35 working days of their commencement | 4         |
| Timeliness of placements of looked after children for adoption following an agency decision that the child should be placed  | 6         |
| Child Protection Plans lasting 2 years or more                                                                               | 7         |
| Children in care cases which were reviewed within required timescales                                                        | 9         |
| Percentage of child protection cases which were reviewed within required timescales                                          | 10        |
| <b>A Caring Haringey – Exceptions</b>                                                                                        | <b>12</b> |
| Delayed transfers of care                                                                                                    | 12        |
| <b>A Greener Haringey - Exceptions</b>                                                                                       | <b>13</b> |
| Residual household waste per household                                                                                       | 13        |
| Percentage of household waste sent for reuse, recycling and composting (2007-2010 stretch target)                            | 15        |
| <b>Driving change, improving quality - Exceptions</b>                                                                        | <b>17</b> |
| % of non-domestic rates due for the financial year which were received in year by the authority                              | 17        |
| The no. of working days/shifts lost due to sickness absence per FTE employee Rolling Year                                    | 18        |
| Call centre telephone answering in 30 seconds - of calls presented (all call centre calls)                                   | 19        |
| Call Centre calls answered as a % of calls presented                                                                         | 20        |
| Reduction of long term (over 211 days) Sundry Debt owed to the council                                                       | 21        |
| % of Stage 2 public complaints dealt within target (25 day) timescale. Council wide                                          | 22        |
| Average relet times for local authority dwellings let in the financial year (calendar days)                                  | 23        |
| Avoidable contact: the proportion of customer contact that is of low or no value to the customer. Council wide               | 24        |
| Time taken to process Housing Benefit/Council Tax Benefit new claims and change events (days)                                | 25        |

## A Better Haringey - Exceptions

### NATIONAL INDICATOR 15

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 |
|--------------|-------|--------|--------|
| January 2010 | 392   | 316    |        |
| 2009/10      | 392   | 316    |        |

Serious violent crime rate per 1,000 population  
PP02\_P\_N0015\_N No. of recorded most serious violent crimes

2009/10 1.73

PP02\_P\_N0015\_N No. of recorded most serious violent crimes

2009/10 1.73

2009/10 1.73

2009/10 1.73

2009/10 1.73

2009/10 1.73

2009/10 1.73

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#### Comment

The TKAP funding secured from the Home Office in December is being used to support the following projects:

The Robbery Q Cars Team provides fast time investigation of robberies in the borough. The TKAP funding has been used to buy additional hours from this team to carry out targeted work with individuals and groups. The work of this team is supported by the Priority Crime Team, providing a high visibility response to street crime including robbery and gang-related violence.

The Youth Inclusion Programme have now recruited a sessional worker to deliver specialised one-to-one work with gang members known to be involved in violent crime, referred by the Gang Action Group.

The TKAP funding is available until the end of the financial year.

A difference of 19.1% stands between the end of Jan 2010 and Jan 2009 - slightly improving on the previous month.

| <b>NATIONAL INDICATOR 59</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <b>Percentage of initial assessments for children's social care carried out within 7 working days of referral</b>                                                                                                                                                                                                                             |            |         |      |                           |           |            |        |          |       |        |        |              |       |     |   |          |       |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     | 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                                                                                                                                                                                                                                                                                                                                                           | <table border="1"> <thead> <tr> <th colspan="4">London Boroughs - Average</th> </tr> <tr> <th>2008/09</th> <th>Value</th> <th>Target</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>January 2010</td> <td>41.4%</td> <td>53%</td> <td>●</td> </tr> <tr> <td>2009/10</td> <td>26.1%</td> <td>53%</td> <td>●</td> </tr> </tbody> </table> |            |         |      | London Boroughs - Average |           |            |        | 2008/09  | Value | Target | Status | January 2010 | 41.4% | 53% | ● | 2009/10  | 26.1% | 53% | ● |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |   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| 2008/09                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                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    |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |   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    |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |   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| 2009/10                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                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| The overall of initial assessments completed in the period between 1 April and 31 March                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                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| <p>The number of initial assessments completed, in the period between 1 April and 31 March, within seven working days of referral</p> <p>CV02_H_00059 Percentage of initial assessments for children's social care carried out within 7 working days of referral</p> <table border="1"> <caption>CV02_H_00059 Percentage of initial assessments for children's social care carried out within 7 working days of referral</caption> <thead> <tr> <th>Month</th> <th>Value (%)</th> <th>Target (%)</th> <th>Status</th> </tr> </thead> <tbody> <tr><td>Mar 2002</td><td>18%</td><td>53%</td><td>●</td></tr> <tr><td>Apr 2002</td><td>19%</td><td>53%</td><td>●</td></tr> <tr><td>May 2002</td><td>20%</td><td>53%</td><td>●</td></tr> <tr><td>Jun 2002</td><td>21%</td><td>53%</td><td>●</td></tr> <tr><td>Jul 2002</td><td>22%</td><td>53%</td><td>●</td></tr> <tr><td>Aug 2002</td><td>23%</td><td>53%</td><td>●</td></tr> <tr><td>Sep 2002</td><td>24%</td><td>53%</td><td>●</td></tr> <tr><td>Oct 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| May 2002 | 20%   | 53% | ● | Jun 2002 | 21% | 53% | ● | Jul 2002 | 22% | 53% | ● | Aug 2002 | 23% | 53% | ● | Sep 2002 | 24% | 53% | ● | Oct 2002 | 25% | 53% | ● | Nov 2002 | 26% | 53% | ● | Dec 2002 | 27% | 53% | ● | Jan 2003 | 28% | 53% | ● | Feb 2003 | 29% | 53% | ● | Mar 2003 | 30% | 53% | ● | Apr 2003 | 31% | 53% | ● | May 2003 | 32% | 53% | ● | Jun 2003 | 33% | 53% | ● | Jul 2003 | 34% | 53% | ● | Aug 2003 | 35% | 53% | ● | Sep 2003 | 36% | 53% | ● | Oct 2003 | 37% | 53% | ● | Nov 2003 | 38% | 53% | ● | Dec 2003 | 39% | 53% | ● | Jan 2004 | 40% | 53% | ● | Feb 2004 | 41% | 53% | ● | Mar 2004 | 42% | 53% | ● | Apr 2004 | 43% | 53% | ● | May 2004 | 44% | 53% | ● | Jun 2004 | 45% | 53% | ● | Jul 2004 | 46% | 53% | ● | Aug 2004 | 47% | 53% | ● | Sep 2004 | 48% | 53% | ● | Oct 2004 | 49% | 53% | ● | Nov 2004 | 50% | 53% | ● | Dec 2004 | 51% | 53% | ● | Jan 2005 | 52% | 53% | ● | Feb 2005 | 53% | 53% | ● | Mar 2005 | 54% | 53% | ● | Apr 2005 | 55% | 53% | ● | May 2005 | 56% | 53% | ● 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| Sep 2002                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               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| Oct 2002                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               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| Nov 2002                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               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| Dec 2002                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               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| Jan 2003                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               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| Feb 2003                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               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| Mar 2003                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               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| Apr 2003                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               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| May 2003                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               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| Jun 2003                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               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| Jul 2003                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               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| Aug 2003                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               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| Sep 2003                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               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| Oct 2003                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               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| Nov 2003                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               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| Dec 2003                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               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| Jan 2004                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               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    |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |   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| Feb 2004                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               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    |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |   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| Mar 2004                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               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    |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |   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| Apr 2004                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               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| May 2004                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               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    |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |   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| Jun 2004                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               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| Jul 2004                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               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| Aug 2004                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               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    |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |   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| Sep 2004                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               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    |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |   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| Oct 2004                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               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| Nov 2004                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               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| Dec 2004                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               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    |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |   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| Jan 2005                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               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    |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |   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| Feb 2005                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               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    |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |   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| Mar 2005                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               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    |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |   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| Apr 2005                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               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    |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |   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| May 2005                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               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    |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |   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| Jun 2005                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               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| Jul 2005                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               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    |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |   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| Aug 2005                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               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    |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |   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| Sep 2005                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               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    |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |   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| Oct 2005                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               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    |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |   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| Nov 2005                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               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    |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |   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| Dec 2005                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               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    |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |   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| Jan 2006                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               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| Feb 2006                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               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    |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |   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| Mar 2006                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               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    |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |   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| Apr 2006                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               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    |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |   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| May 2006                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               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    |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |   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| Jun 2006                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               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    |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |   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| Jul 2006                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               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    |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |   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| Aug 2006                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               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| Sep 2006                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               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    |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |   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| Oct 2006                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               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    |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |   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| Nov 2006                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               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    |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |   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| Dec 2006                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               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    |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |   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| Jan 2007                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               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    |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |   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| Feb 2007                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               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| Mar 2007                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               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| Apr 2007                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               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| May 2007                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               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| Jun 2007                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               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| Jul 2007                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               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    |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |   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| Aug 2007                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               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    |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |   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| Sep 2007                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               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| Oct 2007                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               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| Nov 2007                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               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| Dec 2007                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               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| Jan 2008                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               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| Feb 2008                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               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    |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |   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| Mar 2008                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               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| Apr 2008                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               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| May 2008                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               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| Jun 2008                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               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| Jul 2008                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               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| Aug 2008                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               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| Sep 2008                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               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| Oct 2008                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               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| Nov 2008                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               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| Dec 2008                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               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| Jan 2009                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               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| Feb 2009                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               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| Mar 2009                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               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| Apr 2009                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               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| May 2009                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               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| Jun 2009                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               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| Jul 2009                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               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| Aug 2009                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               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    |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |   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    |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |   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| Oct 2009                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               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    |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |   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    |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |   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    |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |   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| Jan 2010                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               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    |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |   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| <b>Comment</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         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    |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |     |   |          |     |   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**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.

**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 (NQS) are increasingly taking on a full caseload and the American recruits are now in the service and at the

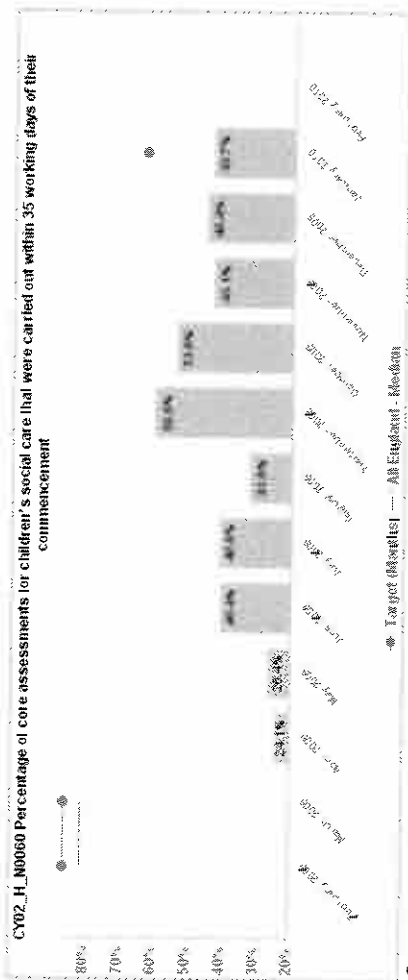
very early stages of picking up work after a comprehensive induction period. All managers are now in place and the management team is very stable - however all but 2 remain agency staff so there remains a need to create a permanent management structure.

**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 have created a dedicated Screening Team to ensure a consistency of response and currently the Team Manager and Senior Practitioner are in place.

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.

|                                                                                                                                       |                                                                                                                                     |       |        |             |
|---------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------|-------|--------|-------------|
| <b>NATIONAL INDICATOR 60</b>                                                                                                          | Percentage of core assessments for children's social care that were carried out within <b>35 working days</b> of their commencement |       |        |             |
| <b>Rationale</b>                                                                                                                      | This indicator measures the percentage of core assessments which were completed within 35 working days.                             |       |        |             |
|                                                                                                                                       | London Boroughs - Average.                                                                                                          |       |        |             |
|                                                                                                                                       | 2008/09                                                                                                                             | Value | Target | Status      |
|                                                                                                                                       | January 2010                                                                                                                        | 43.7% | 63%    |             |
|                                                                                                                                       | 2009/10                                                                                                                             | 42.5% | 63%    |             |
| The total number of core assessments completed of children receiving core assessments in the year                                     |                                                                                                                                     |       |        | 2009/10 741 |
| Of the number of core assessments in the denominator, the number that had been completed within 35 working days of their commencement |                                                                                                                                     |       |        | 2009/10 315 |



#### 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.

#### 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 (NQS) 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 have created a dedicated Screening Team to ensure a consistency of response and currently the Team Manager and Senior Practitioner are in place.

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.

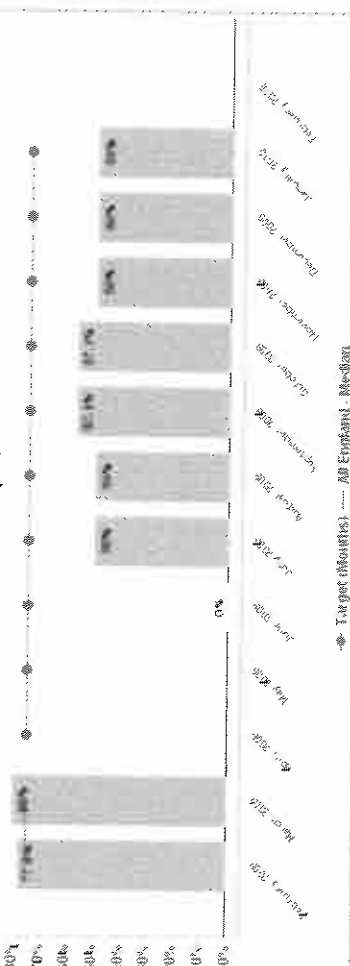
#### Rationale

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.



Number of children who ceased to be looked after during the year ending 2009/10 10  
31 March as a result of the granting of an adoption order  
Number of children included in the denominator who were placed for adoption 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. 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. No children were adopted in January. The target for this indicator is 75%.

#### 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

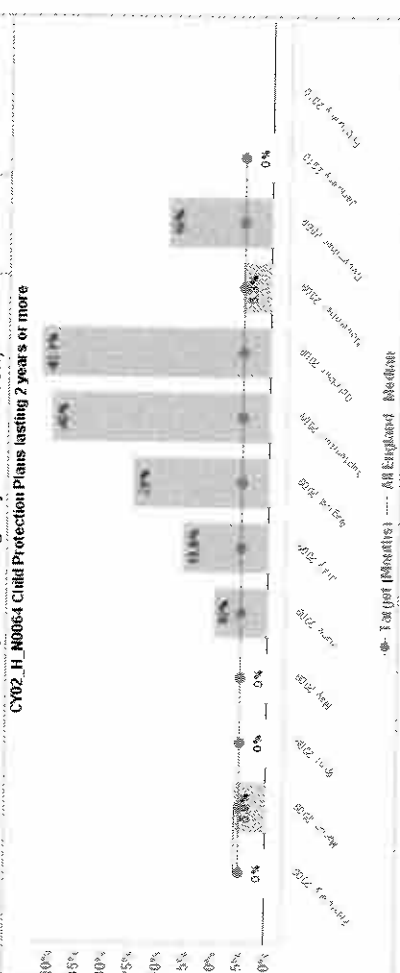
many of the cases we have had to deal with.

|                              |                                                       |
|------------------------------|-------------------------------------------------------|
| <b>NATIONAL INDICATOR 64</b> | <b>Child Protection Plans lasting 2 years or more</b> |
|------------------------------|-------------------------------------------------------|

#### 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                                                                                                                                                                                                                     |       |         |        |
| 7.8%                                                                                                                                                                                                                                          |       |         |        |
| 2008/09                                                                                                                                                                                                                                       | Value | Target  | Status |
| January 2010                                                                                                                                                                                                                                  | 0%    | 5%      | ●      |
| 2009/10                                                                                                                                                                                                                                       | 15.2% | 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 |       |         |        |
| 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 | 138    |
|                                                                                                                                                                                                                                               |       | 2009/10 | 21     |



#### 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%.

|                              |                                                                                                             |
|------------------------------|-------------------------------------------------------------------------------------------------------------|
| <b>NATIONAL INDICATOR 65</b> | <b>Percentage of children becoming the subject of Child Protection Plan for a second or subsequent time</b> |
|------------------------------|-------------------------------------------------------------------------------------------------------------|

#### Rationale

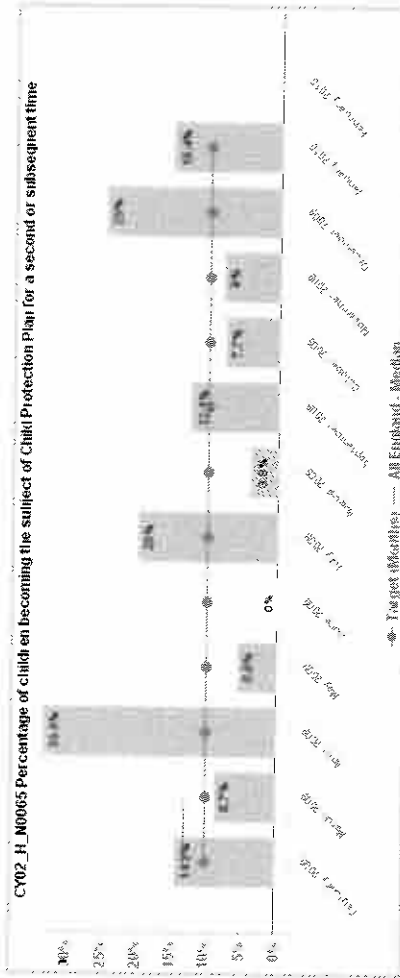
The percentage of children who became subject to a Child Protection Plan at any time during the year, who had previously been the subject of a Child Protection Plan, or on the Child Protection Register of that council, regardless of how long ago that was.

|                           |       |        |        |
|---------------------------|-------|--------|--------|
| London Boroughs - Average |       |        |        |
| 11.7%                     |       |        |        |
| 2008/09                   | Value | Target | Status |
| January 2010              | 15.4% | 10%    | ●      |
| 2009/10                   | 13.4% | 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

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

|  |  |              |    |
|--|--|--------------|----|
|  |  | January 2010 | 26 |
|  |  | January 2010 | 4  |



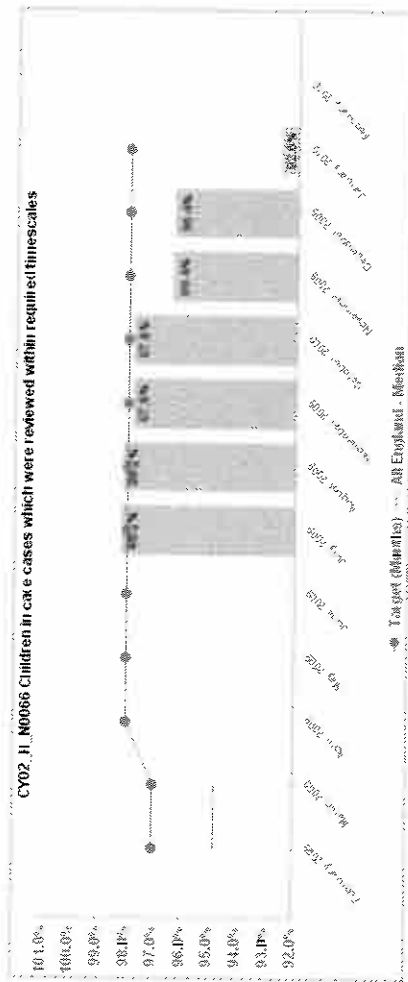
#### Comment

As the numbers for this indicator are quite low, percentages will vary considerably on a monthly basis. In the year to date, 246 children have been made subject to a plan, and 33 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 66 | Children in care cases which were reviewed within required timescales |
|-----------------------|-----------------------------------------------------------------------|
| Rationale             |                                                                       |

The percentage of children looked after cases which should have been reviewed during the year ending 31 March that were reviewed on time during the year.

| 2008/09                                                                                                                               |        | London Boroughs - Average |        |
|---------------------------------------------------------------------------------------------------------------------------------------|--------|---------------------------|--------|
| Value                                                                                                                                 | Target | Value                     | Status |
| 92.6%                                                                                                                                 | 98.0%  | 94.4%                     |        |
| 92.6%                                                                                                                                 | 98.0%  |                           |        |
| The number of children in care at 31st March who at that date had been looked after continuously for at least the previous four weeks |        |                           |        |
| January 2010                                                                                                                          |        | 526                       |        |
| 2009/10                                                                                                                               |        | 487                       |        |
| Of the children in the denominator, the number of children whose cases had been reviewed within the required timescales               |        |                           |        |



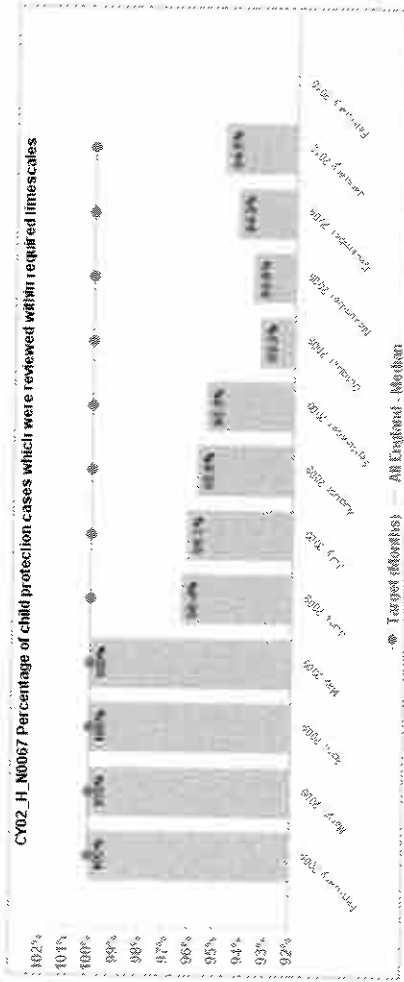
#### Comment

Overall performance against this indicator remains very good and where reviews are out of timescale there are individual case reasons for it. Close monitoring of this indicator is continuing with an emphasis on early allocation of new cases to IRO's and good liaison with the Placements Service.

| NATIONAL INDICATOR 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 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.

| 2008/09                                                                                                                                                                           |        | London Boroughs - Average |        |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|---------------------------|--------|
| Value                                                                                                                                                                             | Target | Value                     | Status |
| 94.8%                                                                                                                                                                             | 100%   | 99.7%                     |        |
| 94.8%                                                                                                                                                                             | 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                                                                                                                                                                           |        | 173                       |        |
| 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                                                                                                                                                                           |        | 164                       |        |



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 January.

#### 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.

## A Caring Haringey – Exceptions

### NATIONAL INDICATOR 131

#### Delayed transfers of care

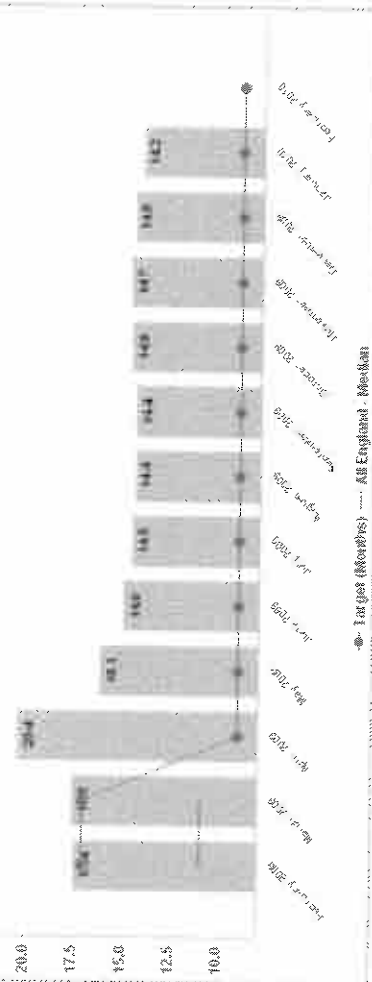
#### Rationale

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

|              | Value | Target | Status |
|--------------|-------|--------|--------|
| 2008/09      | 14.2  | 9.0    |        |
| January 2010 | 14.2  | 9.0    |        |
| 2009/10      | 14.2  | 9.0    |        |

#### AC02\_P\_N0131 Delayed transfers of care



Comment

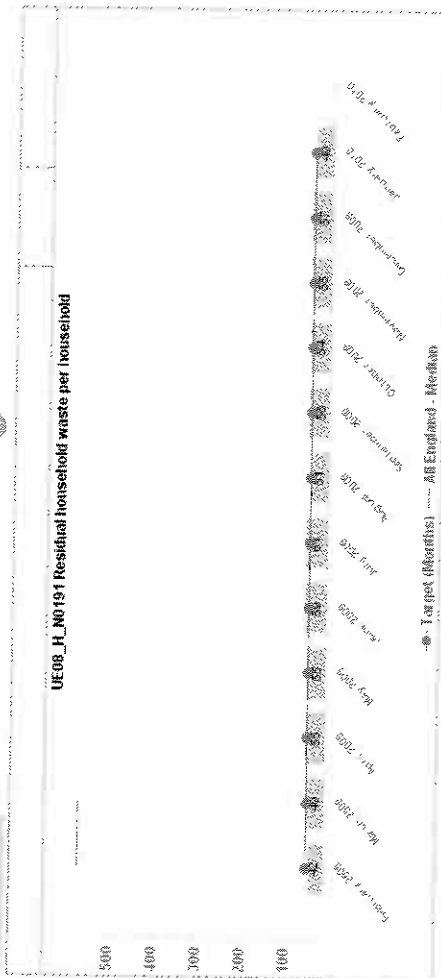
Actions put in place are already yielding positive results as performance continues to improve monthly. Current performance of 14.2 is an improvement over December and November when performance were 14.5 and 14.7 respectively.

#### Actions in place;

- 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
- 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.

## A Greener Haringey - Exceptions

|                                                                                                                                |                                        |        |                                                                                     |
|--------------------------------------------------------------------------------------------------------------------------------|----------------------------------------|--------|-------------------------------------------------------------------------------------|
| NATIONAL INDICATOR 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. |                                        |        |                                                                                     |
| 2009/10                                                                                                                        | London Boroughs - Average              |        |                                                                                     |
|                                                                                                                                | Value                                  | Target | Status                                                                              |
| January 2010                                                                                                                   | 49                                     | 51     |  |
| 2009/10                                                                                                                        | 553                                    | 509    |  |



### Explanation of Current performance:

Performance for January, at 49.34kg, is below the target of 51kg per month required in order to achieve the annual target of 610kg per household. The YTD figure is 554.6kg 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.

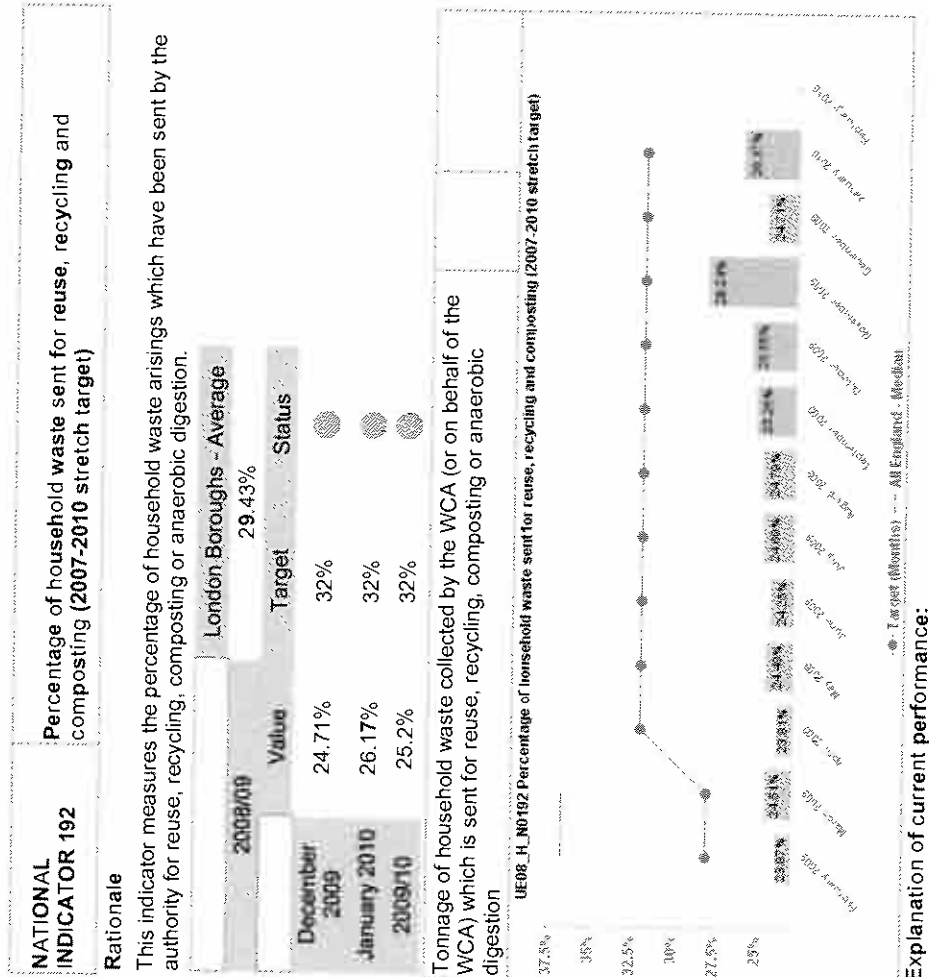
As with the recycling rate, the level of residual waste has been affected by changes to the system for calculating the amount of household waste from 2008/9, summarised below in NI 192:

### Current Activities:

The actions being delivered to reduce residual waste are broadly 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 as set out under NI 192 below.

### 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.



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 2008/9.

We are in discussion with GOL around taking our case for revising the LAA stretch target (to reflect the impact of the changes referred to) to DCLG, which could result in the threshold for receiving an element of the Performance Reward Grant being revised.

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 the target is extremely challenging, notwithstanding the changes to the system for calculating the recycling rate. Actions delivered through the plan have resulted in the YTD recycling rate increasing by around 3.5% on the 2008/09 rate. 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 conducted in Feb 2010, and further survey work that the Council intends to commission.
- 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).
- Completion of provision of recycling facilities to all private blocks, utilising WRAP funding and support. Collections for flats above shops service started Nov 2009.
- 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), which has reduced contamination rate significantly.
- Addition of new materials for recycling at Reuse & Recycling Centres, including all waste wood from Sept 09, and hard plastics and paint recently, as well as new policies to reduce the amount of trade waste into sites being initiated from Nov 09.
- Recycling facilities at all schools and a large number of community and faith centres, including food waste collections at 18 schools to date.
- On-the-go recycling bins in public places, recycling of street cleansing waste and additional composting of seasonal leaf fall, in place.

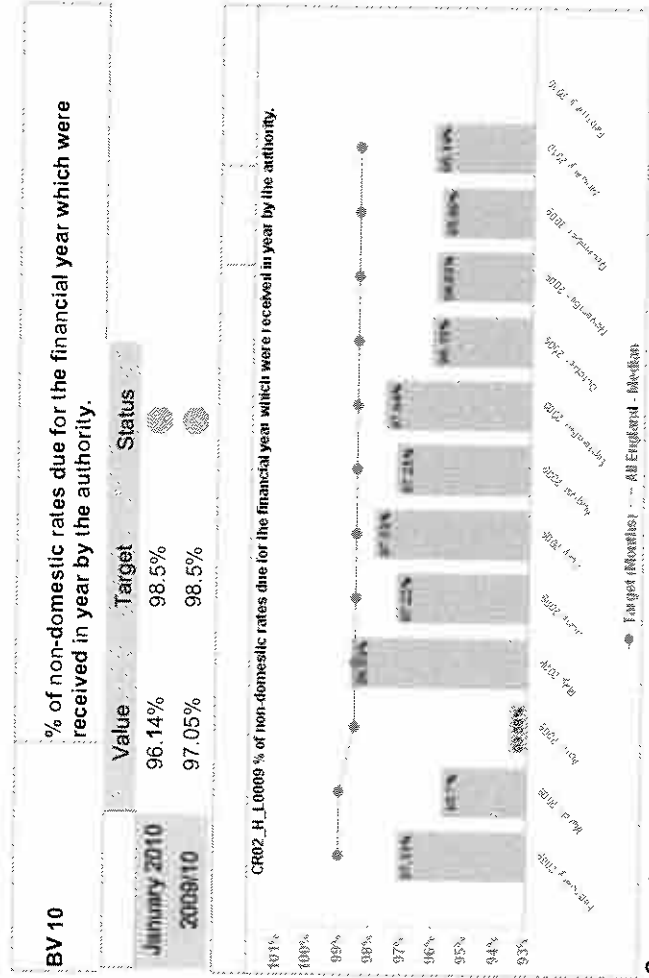
### Best Practice

Haringey is an active member of the '50% Group' which is a vehicle to share best practice regionally and nationally, and stimulate initiatives that would benefit from being implemented jointly across the NLWA sub-region. Haringey is continuing to actively engage with WRAP (Waste and Resources Action Programme) who provide links with top performing authorities in specific service areas that are relevant to Haringey.

### Emerging Risk

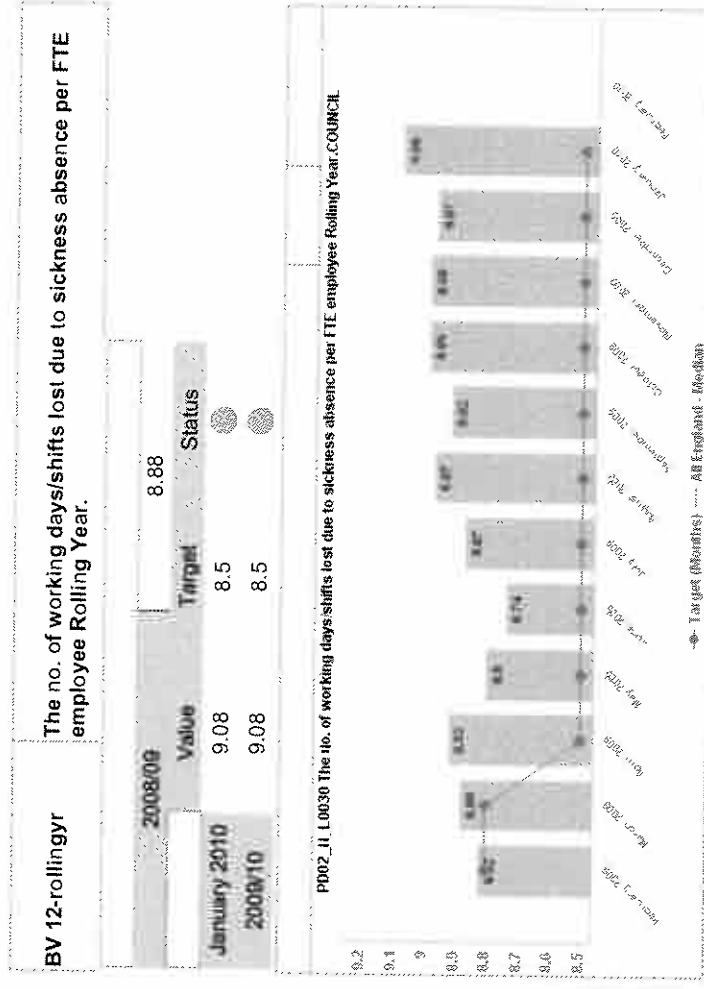
The target for 2010, as set out in the North London Waste Strategy, is 35%. This is an extremely challenging target, originally set by NLWA as the average rate for the North London sub-region to achieve overall. At the time the targets were set the strategy did not specifically consider the varying capacity of constituent boroughs to reach the targets contained within it. The potential for differential borough targets is now the subject of discussion between NLWA and the boroughs as part of the development of an Inter Authority Agreement, which is required for the NLWA procurement of disposal/treatment facilities.

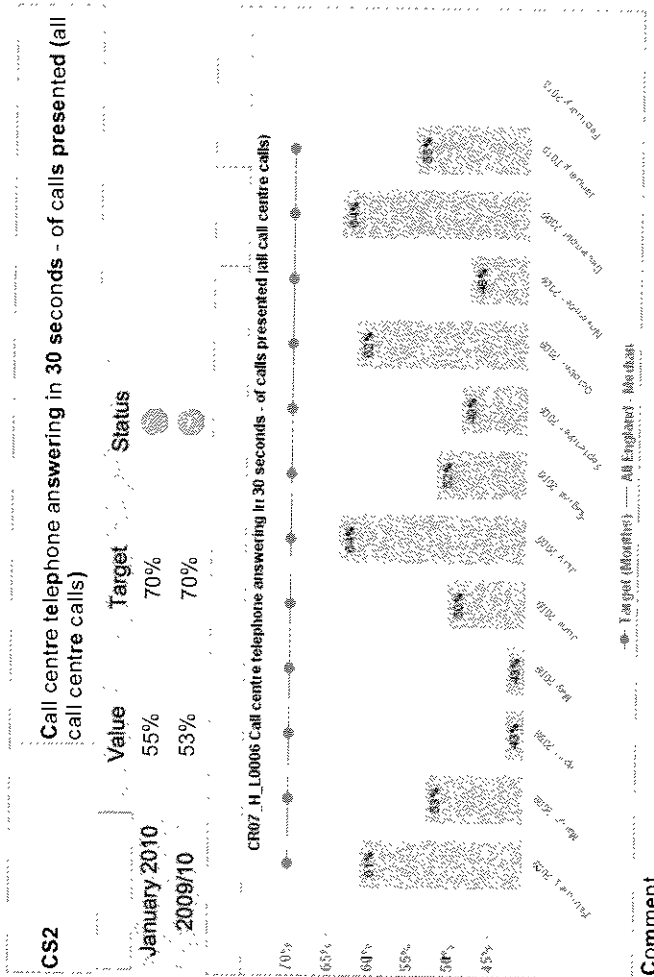
## Driving change, improving quality - Exceptions



### Comment

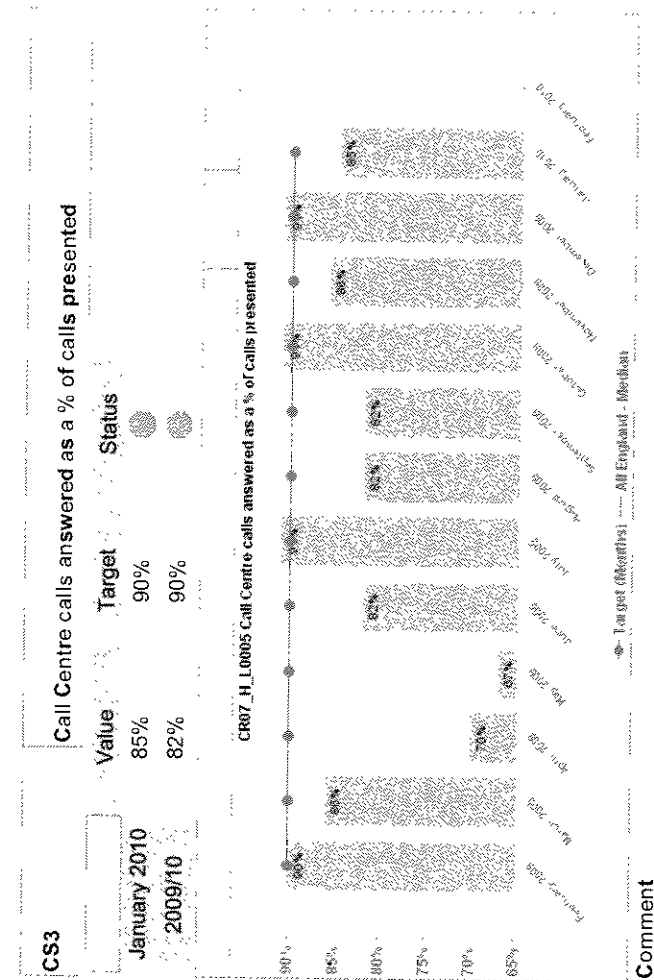
Collection has shown an improvement on previous month's performance. The team are now working in accordance with the year end collection plan with increased emphasis on current year debt reduction and increased collection. Recovery activity is focussing on current year collection prior to March.





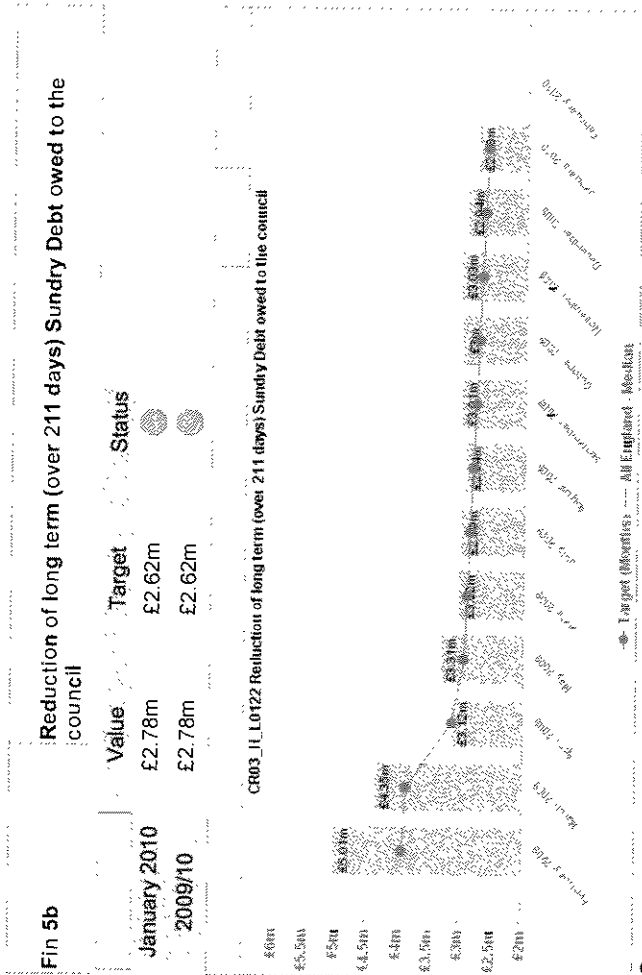
**Comment**

The performance for January 2010 (55%) has dropped by 9% percentage points in comparison to the previous month (64%). The Service answered 85% of calls presented. A number of factors affected performance: increase in the overall call volume by 4104 calls in comparison to January 2009 - mainly due to Council Tax recovery action, the impact of the backlogs in Benefits for 'new claims' and 'change of circumstances', essential training for 'e-benefit' and also 'e-payment'. Customer Services continue to measure and analyse performance to improve the speed of telephone answering and to reduce abandonment rates. Management action continues to be taken to drive up productivity and increase capacity.



**Comment**

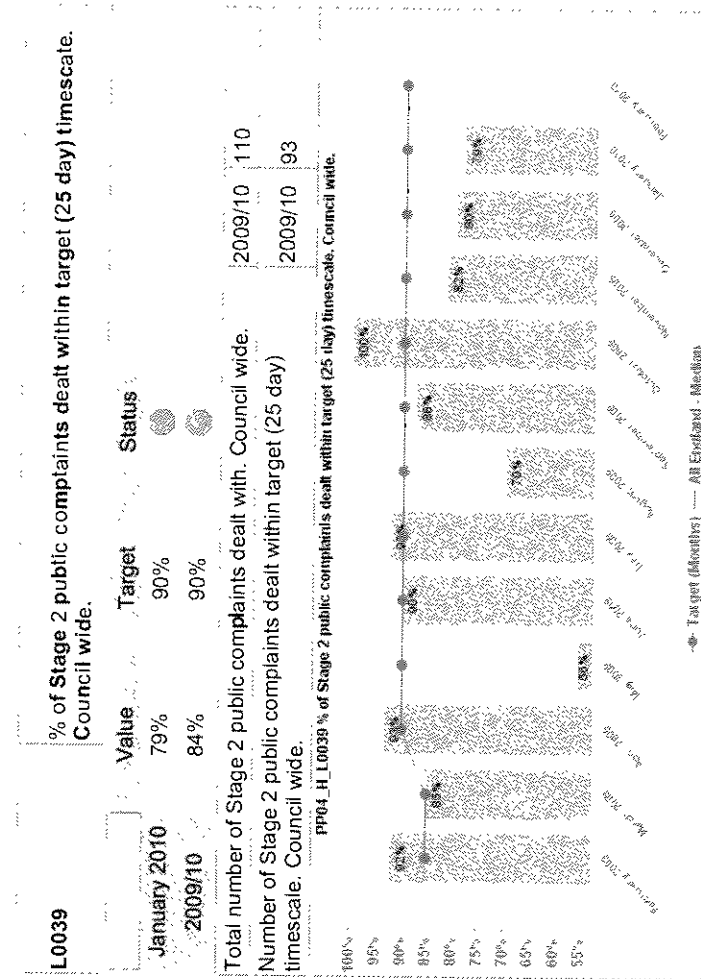
The performance for January 2010 (85%) has dropped by 6% percentage points in comparison to the previous month (91%). A number of factors affected performance: increase in the overall call volume by 4104 calls in comparison to January 2009 - mainly due to Council Tax recovery action, the impact of the backlogs in Benefits for 'new claims' and 'change of circumstances', essential training for 'e-benefit' and also 'e-payments'. Customer Services continue to measure and analyse performance to improve the speed of telephone answering and to reduce abandonment rates. Management action continues to be taken to drive up productivity and increase capacity.



#### Comment

Period 10 has seen a significant reduction of £107k in the shortfall on the Aged Debt reduction target, which is now £174k compared to the £281k reported at the end of period 9. Although P&OD is now the only directorate currently achieving target, Corporate Resource and PPP&C are close to it.

1. Adults reduced their deficit against target by £51k in Period 10, most of this was achieved as a result of an £87k cheque received from Seva Care. Debts highlighted in Periods 8 and 9 such as Waltham Forest PCT (£76k) and London Care PLC (£25k) are yet to be resolved. The weekly action plan, for all commercial debt to be chased by AC&C Budget officers, has yet to achieve significant results as at the end of Period 10. However this will continue to be monitored.
2. The Children and Young People's shortfall has increased for the second month running and now stands at £71k; this is a £26k increase on £45k reported at the end of period 9. The £50k of write-offs reported at the end of period 9 have been prepared and approved at directorate level and will be submitted to the CFO for final approval and subsequent processing in period 11. Key debts have been targeted as needing resolution, if these are addressed the Directorate will achieve target.
3. Urban Environment – the shortfall against target has reduced in Period 10 by £38k to £10k. Several key accounts have been highlighted as needing resolution to achieve target, this includes a potential issue with a major account that will adversely affect year end figures if unresolved.



#### Comment

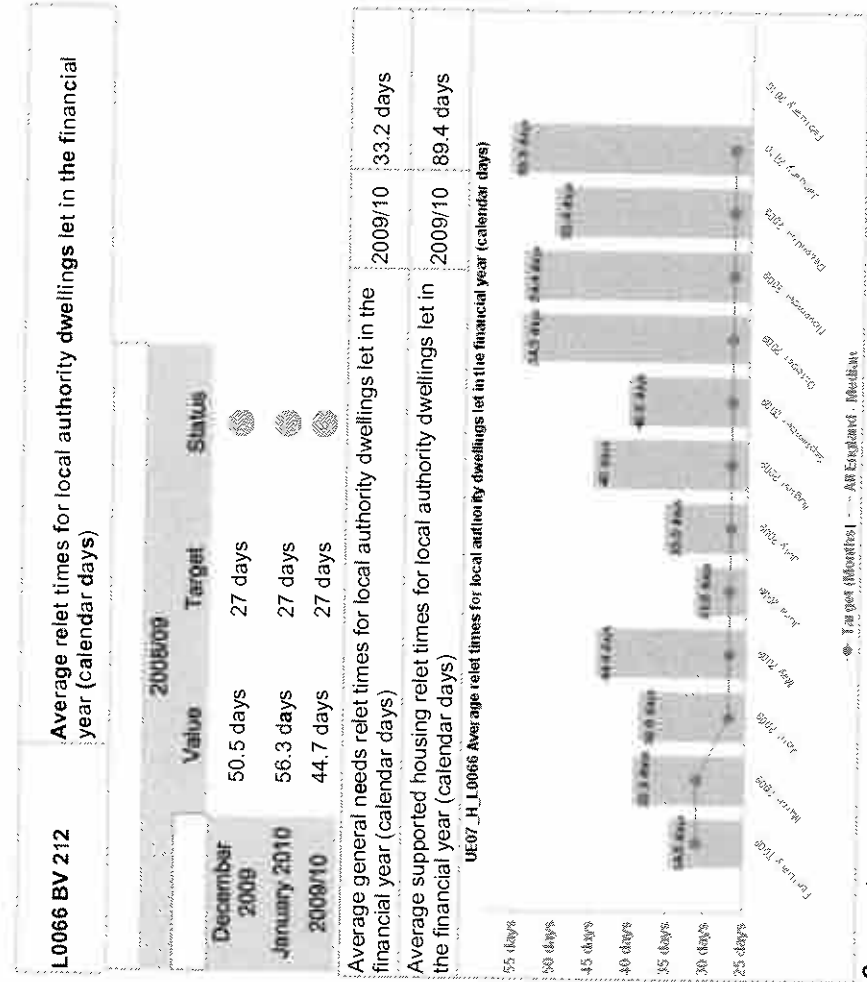
To the end of January, overall year to date performance was as follows:

- stage 1 90% against 93% target,
- stage 2 84% against 90% target,
- stage 3 92% against 95%

Year to date complaints performance faltered at all three stages in January. Stage 1 was 83% overall, due largely to Corporate Resources at 73% (although 94% for year to date), although Urban Environment improved to 92% (82% year to date).

Stage 2 performance was 79% - there were 3 late cases out of 14, all in Urban Environment. At stage 3, one of the four cases was completed late.

Performance in dealing with Ombudsman first enquiries is 18.5 calendar days average response time against a target of 18 days – this may reduce a little after clarification of figures with the Ombudsman.



#### Comment

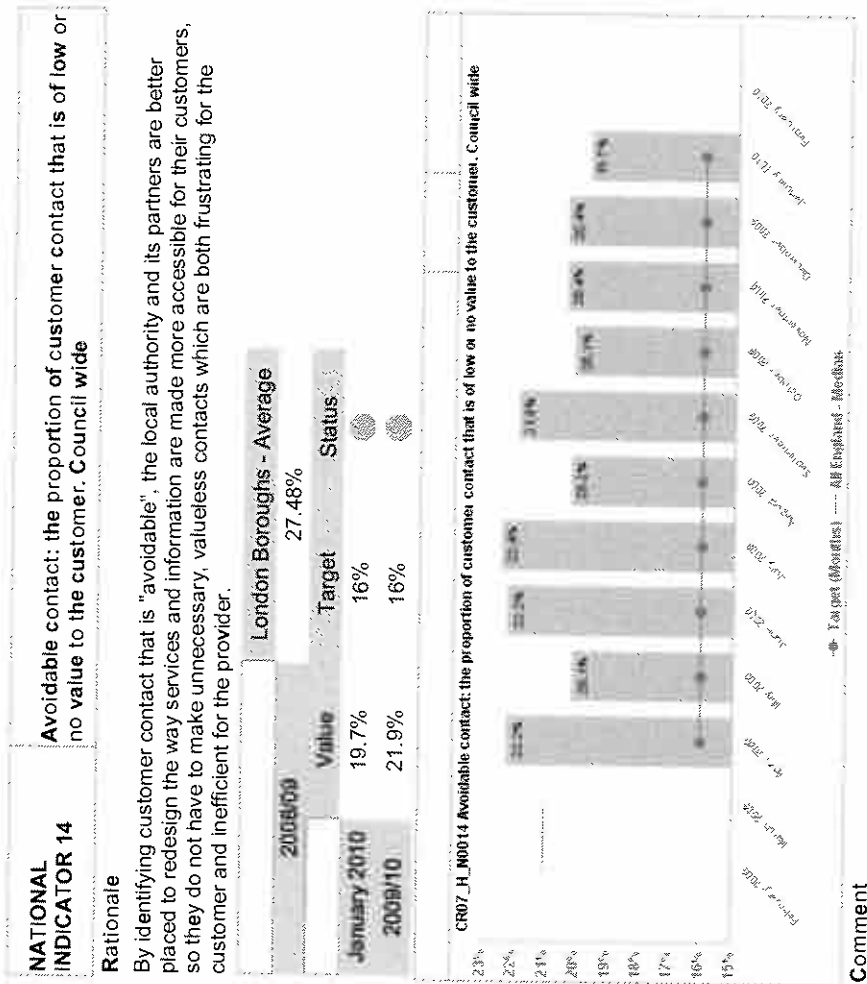
##### Explanation of current performance

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

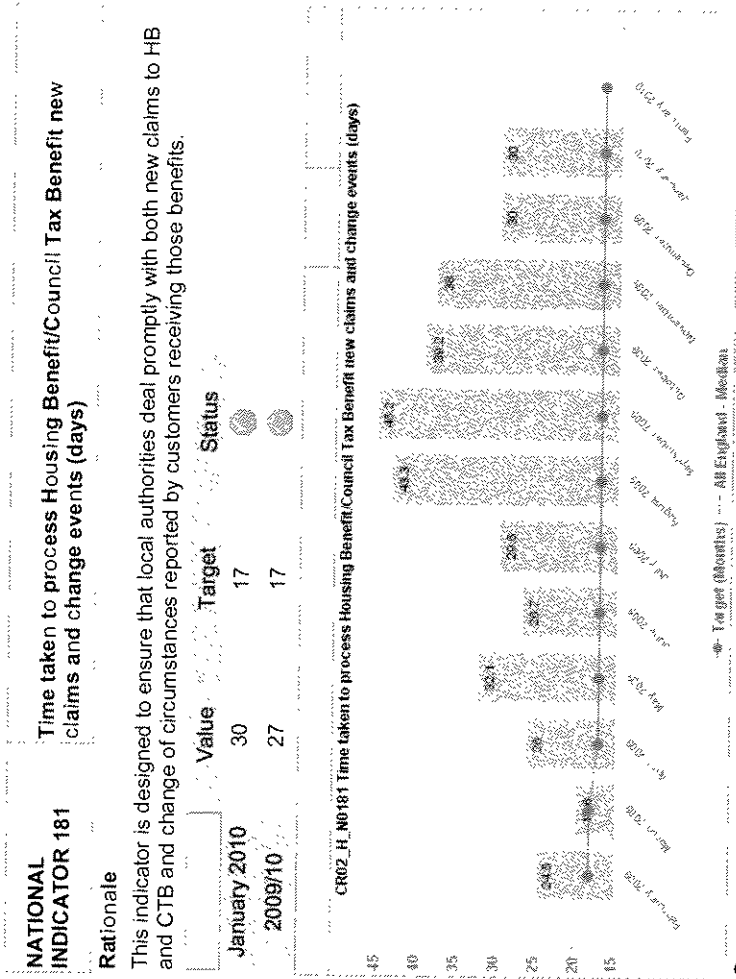
There is a Void improvement project group which is looking at improving the overall void performance. The project has leads from Repairs, Tenancy Management and Lettings with the aim to reduce the void turnaround and cost. The project has targets set for 3, 6 and 12 month periods with some of the new 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.



#### Comment

The avoidable contact for January 2010 (21.9) has increased by 1.5 percentage points in comparison to December 2009 (20.4%). The key enquiries driving avoidable contact relate to 'progress of new HB/CTB claims, HB/CTB 'change in circumstances', HB/CTB 'claim status enquiry', HB/CTB 'entitlement' and also 'overpayments' enquiries, 'Penalty Charge Notices', 'payment' related enquiries, Council Tax 'payments' and 'summons'. Customer Services continue to liaise with directorate(s) and are working to identify process improvement to reduce 'avoidable contact'.



#### Comment

BLT continue to clear outstanding benefit claims and reported changes in circumstances through a programme of backlog clearance. Performance for January has remained consistent with that of December as the outstanding work continues to be cleared

To further improve performance on NI 181, a four week training programme has been commissioned for BLT Admin Assistants to enable them to act up into the BLT assessment officer role to provide additional resource to support the increase in demand.

A review of roles and responsibilities in BLT will commence this month to ensure that BLT have the correct capacity to deal with the increase in demand now and into the future. There has been a 23% increase in New claims submitted in 2009/2010 so far and 70% increase in reported changes in circumstances.

The e-benefits on line claims software has gone live in all Customer Services Centres and in the Contact Centre. Early indications are that this will further reduce processing times for future months, with some HB claims being processed on the day that customers submit them, with others being processed within two days, once the customer returns with their missing documentation via an appointment with an assessor at the counter.

## Appendix 2

Table 1: **Revenue 2009/10** - The aggregate revenue projected position in 2009/10 is shown in the following table

|                                                    | Approved Budget | Projected variation |
|----------------------------------------------------|-----------------|---------------------|
|                                                    | £m              | £m                  |
| Children and Young People                          | 69.9            | 3.9                 |
| Adults, Culture & Community                        | 76.9            | 0.5                 |
| Corporate Resources                                | 6.0             | 0.3                 |
| Urban Environment                                  | 50.6            | 1.3                 |
| Policy, Performance, Partnerships & Communications | 8.7             | (0.1)               |
| People, Organisation & Development                 | (0.7)           | (0.1)               |
| Chief Executive                                    | 0.7             | 0.0                 |
| Non-service revenue                                | 31.2            | (3.7)               |
|                                                    |                 |                     |
| <b>Total - General Fund</b>                        | <b>243.3</b>    | <b>2.1</b>          |
|                                                    |                 |                     |
| Children and Young People (DSG) - Non-Schools      | 0.0             | 0.0                 |
| Children and Young People (DSG) - ISB              | 0.0             | 0.0                 |
|                                                    |                 |                     |
| <b>Total - Dedicated Schools Grant</b>             | <b>0.0</b>      | <b>0.0</b>          |
|                                                    |                 |                     |
| <b>Total - Housing Revenue Account</b>             | <b>(0.6)</b>    | <b>(0.4)</b>        |

## Appendix 2

Table 2: **Capital 2009/10** - The aggregate capital projected position in 2009/10 is as shown in the following

| Capital                                            | Approved Budget | Spend to date | Projected variation |
|----------------------------------------------------|-----------------|---------------|---------------------|
|                                                    | £m              | £m            | £m                  |
| <b>Children &amp; Young People</b>                 |                 |               |                     |
| BSF Schools Capital Programme                      | 82.8            | 48.8          | (12.2)              |
| Primary Capital Programme                          | 5.4             | 3.1           | (0.5)               |
| Early Years, Community and Access                  | 2.9             | 1.1           | (0.4)               |
| Planned Asset Maintenance                          | 1.2             | 0.7           | (0.2)               |
| Devolved Schools Capital                           | 2.9             | 0.0           | 0.0                 |
| Social care and other                              | 0.1             | 0.1           | 0.0                 |
| <b>Total - Children &amp; Young People</b>         | <b>95.2</b>     | <b>53.8</b>   | <b>(13.3)</b>       |
| <b>Adults, Culture &amp; Community</b>             |                 |               |                     |
| Libraries                                          | 1.3             | 0.3           | (0.5)               |
| Agency (DFG)                                       | 1.5             | 0.6           | 0.0                 |
| Lordship Recreation Ground                         | 0.7             | 0.7           | 0.0                 |
| Burial Provision at Cemeteries                     | 1.6             | 0.0           | (1.4)               |
| Sports and Leisure Improvement Programme           | 2.1             | 0.8           | (1.1)               |
| Markfield Park                                     | 1.1             | 0.9           | 0.0                 |
| Other schemes/projects under £1m                   | 4.5             | 1.2           | (1.2)               |
| Housing Aids & Adaptations                         | 1.6             | 1.0           | 0.0                 |
| <b>Total - Adults, Culture &amp; Community</b>     | <b>14.4</b>     | <b>5.5</b>    | <b>(4.1)</b>        |
| <b>Corporate Resources</b>                         |                 |               |                     |
| Information Technology                             | 2.0             | 0.7           | (0.6)               |
| Property Services                                  | 0.3             | 0.1           | (0.1)               |
| Corporate Management of Property                   | 1.8             | 0.7           | (0.1)               |
| Accommodation Strategy Phase 2                     | 2.1             | 1.2           | (0.5)               |
| Other schemes/projects under £1m                   | 1.9             | 1.2           | (0.1)               |
| <b>Total - Corporate Resources</b>                 | <b>8.1</b>      | <b>4.0</b>    | <b>(1.4)</b>        |
| <b>Urban Environment – General Fund</b>            |                 |               |                     |
| Reprovision of Recycling Centre                    | 1.0             | 0.7           | (0.3)               |
| Private Sector Housing Activities                  | 1.0             | 0.5           | 0.0                 |
| Bus Priority Network                               | 0.6             | 0.1           | 0.0                 |
| Street Lighting                                    | 2.0             | 1.4           | 0.0                 |
| BorRds, H'ways Resurfacing                         | 2.8             | 2.0           | 0.0                 |
| GAF 3                                              | 2.8             | 0.7           | (1.6)               |
| Other schemes/projects under £1m                   | 8.9             | 2.4           | (1.5)               |
| <b>Total - Urban Environment – General Fund</b>    | <b>19.1</b>     | <b>7.7</b>    | <b>(3.4)</b>        |
| <b>Total - Policy Perf Partnership &amp; Comms</b> | <b>0.1</b>      | <b>0.1</b>    | <b>0.0</b>          |
| <b>Urban Environment - HRA</b>                     |                 |               |                     |
| Planned Preventative Maintenance                   | 3.0             | 2.7           | (0.0)               |
| Housing Extensive Void Works                       | 1.2             | 1.2           | 0.2                 |
| Boiler Replacement                                 | 1.6             | 2.2           | 1.5                 |
| Capitalised Repairs                                | 4.4             | 2.9           | (0.3)               |
| Lift Improvements                                  | 0.9             | 0.3           | (0.3)               |
| Decent Homes Standard                              | 40.5            | 28.5          | (0.1)               |
| Mechanical & Electrical Works                      | 2.8             | 2.0           | (0.3)               |
| Professional Fees                                  | 1.4             | 1.2           | 0.1                 |
| Other schemes/projects under £1m                   | 3.4             | 1.4           | (0.4)               |
| <b>Total - Urban Environment - HRA</b>             | <b>59.1</b>     | <b>42.4</b>   | <b>0.5</b>          |
| <b>Total- Haringey Capital Programme</b>           | <b>196.0</b>    | <b>113.5</b>  | <b>(21.7)</b>       |

Table 3: Proposed virements are set out in the following table.

| Revenue Virements |         |      |                             |                          |                               |                                                                                                                                                                                  |
|-------------------|---------|------|-----------------------------|--------------------------|-------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Period            | Service | Key  | Amount current year (£'000) | Full year Amount (£'000) | Reason for budget changes     | Description                                                                                                                                                                      |
| P11               | CYP     | Rev* | 505                         |                          | 2009/10 allocations           | Additional DCSF Standards fund grant awards                                                                                                                                      |
| P11               | CYP     | Rev* | 474                         |                          | 2009/10 allocations           | Additional 14-19 Grant awards from LSC and DCSF                                                                                                                                  |
| P11               | UE      | Rev* | 892                         |                          | Corrective Budget Realignment | Creation of budget for North London Strategic Alliance activities                                                                                                                |
| P11               | UE      | Rev* | 222                         |                          | 2009/10 allocations           | Future Jobs Fund Grant 2009/10 allocation                                                                                                                                        |
| P11               | UE      | Rev* | 122                         |                          | 2009/10 allocations           | NDC grant funding project allocations                                                                                                                                            |
| P11               | ACCS    | Rev  | 1,864                       |                          | Corrective Budget Realignment | Salary budget realignments within Adults business unit                                                                                                                           |
| P11               | ACCS    | Rev  | 106                         |                          | Corrective Budget Realignment | Consolidation of AD PA budgets within the Director's Office                                                                                                                      |
| P11               | UE      | Rev  | 150                         |                          | 2009/10 allocations           | Allocation of additional budget from reserves to fund an increase in responsive maintenance caused by the impact of severe weather on road surfaces. To be funded from reserves. |
|                   |         |      |                             |                          |                               |                                                                                                                                                                                  |
|                   |         |      |                             |                          |                               |                                                                                                                                                                                  |

| Capital Virements |         |     |                             |                          |                               |                                                              |
|-------------------|---------|-----|-----------------------------|--------------------------|-------------------------------|--------------------------------------------------------------|
| Period            | Service | Key | Amount current year (£'000) | Full year Amount (£'000) | Reason for budget changes     | Description                                                  |
| P11               | UE      | Cap | 1,400                       |                          | Corrective Budget Realignment | Budget reduction to reflect non-award of forecast ERDF grant |
| P11               | UE      | Cap | 825                         |                          | 2009/10 allocations           | GAF3 & CIF 2009/10 budget drawdown                           |
| P11               | UE      | Cap | 393                         |                          | 2009/10 allocations           | DECC and GLA Carbon reduction grant allocations              |
| P11               | UE      | Cap | 219                         |                          | Corrective Budget Realignment | Realignment of the Parking Plan budgets                      |
| P11               | UE      | Cap | 368                         |                          | 2009/10 allocations           | Additional TFL capital allocations                           |
|                   |         |     |                             |                          |                               |                                                              |

1 Financial regulations require proposed budget changes to be approved by Cabinet. These are shown in the above table. These changes fall into one of the following categories:

- all changes in gross expenditure and/or income budgets between business units in excess of £100,000; and
- all changes in gross expenditure and/or income budgets within business units in excess of £100,000.
- any virement that affects achievement of agreed policy or produces a future year's budget impact if above £100,000.

2 Under the Constitution, certain virements are key decisions. Key decisions are:

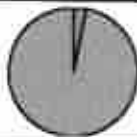
- for revenue, any virement which results in change in a directorate cash limit of more than £250,000; and
- for capital, any virement which results in the change of a programme area of more than £250,000.

3 Key decisions are highlighted by an asterisk in the table.

4 The above table sets out the proposed changes. There are two figures shown in each line of the table. The first amount column relates to changes in the current year's budgets and the second to changes in future years' budgets (full year).

## Appendix 2

Table 4: **RAG status** of planned savings and planned investments

| Council Wide Savings and Investments | 2009/10 Target £'000 | Jan-10 |                                                                                     |
|--------------------------------------|----------------------|--------|-------------------------------------------------------------------------------------|
| Planned Savings - Red                |                      | 326    |  |
| Planned Savings - Amber              |                      | 1,574  |                                                                                     |
| Planned Savings - Green              | 7,482                | 5,582  |                                                                                     |
| Planned Investments - Red            |                      | 135    |  |
| Planned Investments - Amber          |                      | 0      |                                                                                     |
| Planned Investments - Green          | 4,260                | 4,125  |                                                                                     |