

**Appendix 1: Exception Report**

Table of contents	Page No.
<b>A Better Haringey - Exceptions</b> .....	<b>2</b>
No. of recorded most serious violent crimes .....	2
No. of Serious Youth Violence - YTD .....	5
Percentage of initial assessments for children’s social care carried out within 7 working days of referral (LAA) .....	6
Percentage of core assessments for children’s social care that were carried out within 35 working days of their commencement (LAA) .....	8
Timeliness of placements of looked after children for adoption following an agency decision that the child should be placed for adoption .....	9
Child Protection Plans lasting 2 years or more .....	11
Children in care cases which were reviewed within required timescales (LAA local) .....	12
Percentage of child protection cases which were reviewed within required timescales (LAA local) .....	14
<b>A Greener Haringey - Exceptions</b> .....	<b>15</b>
Residual household waste per household .....	15
Percentage of household waste sent for reuse, recycling and composting (2007-2010 LAA stretch target) .....	16
<b>Driving change, improving quality - Exceptions</b> .....	<b>18</b>
% of council taxes due for the financial year which were received in year by the authority .....	18
% of non-domestic rates due for the financial year which were received in year by the authority .....	20
Call centre telephone answering in 30 seconds - of calls presented (all call centre calls) .....	21
Call Centre calls answered as a % of calls presented .....	22
Reduction of long term (over 211 days) Sundry Debt owed to the council .....	23
% of Stage 2 public complaints dealt within target (25 day) timescale. Council wide. ....	24
Average relet times for local authority dwellings let in the financial year (calendar days) .....	25
Avoidable contact: the proportion of customer contact that is of low or no value to the customer. Council wide .....	26
Time taken to process Housing Benefit/Council Tax Benefit new claims and change events (days) .....	27
The no. of working days/shifts lost due to sickness absence per FTE employee Rolling Year. Council wide .....	28

**A Better Haringey - Exceptions**

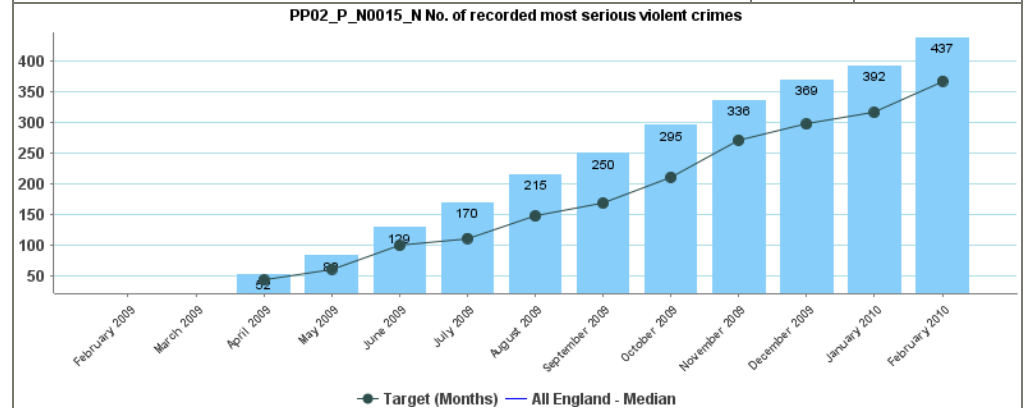
<b>NATIONAL INDICATOR 15 N</b>	<b>No. of recorded most serious violent crimes</b>
--------------------------------	--

**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	
2008/09			
	Value	Target	Status
January 2010	392	316	●
February 2010	437	367	●
2009/10	437	367	●

Serious violent crime rate per 1,000 population (LAA)	2009/10	1.93
---	---------	------



**Comment**

The most recent performance shows a 3% reduction for Quarter 3 2009 (October09 – December09) compared to the same quarter last year.  
 The current financial year to date performance (1st April 09– 7th March 10 from MPS TP Scorecard) shows a 14.4% increase (55 additional offences), however between April and August 2009, the serious violent crime rate had increased by 45.3%; largely due to a very worrying increase in gang related crime. However, in the interim, much work has been carried out by the partnership and this increase has now been reduced considerably by two thirds.

Current actions targeting Most Serious Violence, Gun Crime and Serious Youth Violence  
Gun and Knife crime are feature codes used within the category of Most Serious Violence and sub category of Serious Youth Violence. Therefore the following (ongoing) actions are applicable across each;

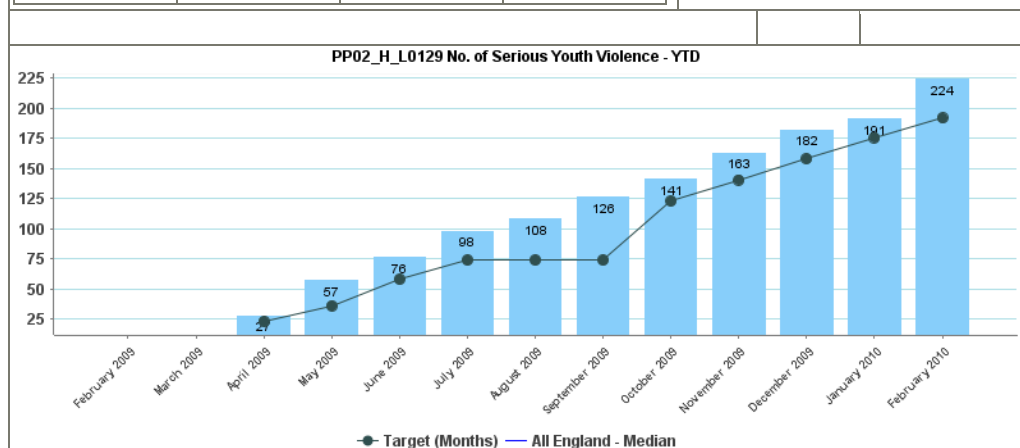
- A partnership approach to violence and gangs continues to be delivered. The gangs and violence problem solving group has expanded its remit to include cross borough issues.
- A joint Haringey and Enfield violence action plan is currently being delivered and monitored through the Operation Swift gold group.
- The Safer Schools Partnership Weapons Awareness Project started on 22nd September. The project will run until March 2010 and all year 10 students will benefit.

The projects funded as part of the Tackling Knives Action Program (TKAP) are underway:

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

<b>L0129</b>	<b>No. of Serious Youth Violence - YTD</b>		
--------------	--	--	--

		Value	
2008/09		220	
	Value	Target	Status
January 2010	191	176	▲
February 2010	224	192	●
2009/10	224	192	●



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

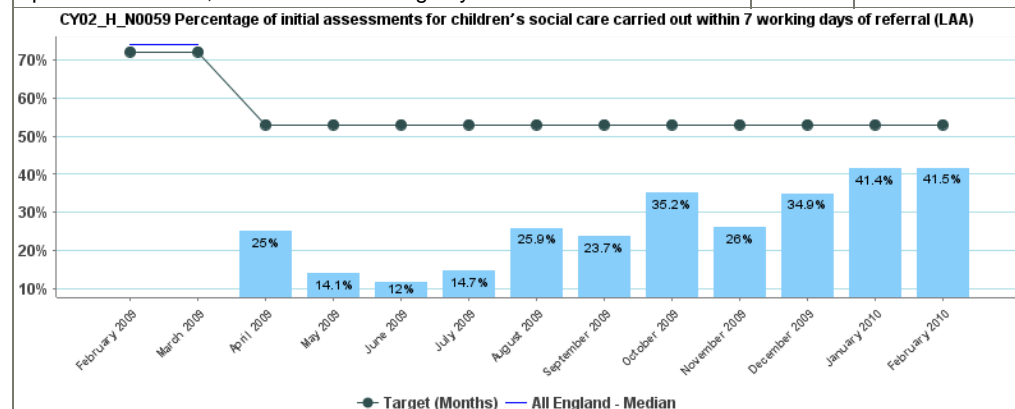
<b>NATIONAL INDICATOR 59</b>	<b>Percentage of initial assessments for children's social care carried out within 7 working days of referral (LAA)</b>
------------------------------	---

**Rationale**

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

		Value	London Boroughs - Average
2008/09			78.8%
	Value	Target	Status
January 2010	41.4%	53%	●
February 2010	41.5%	53%	●
2009/10	27.3%	53%	●

The overall of initial assessments completed in the period between 1 April and 31 March	2009/10	1713
The number of initial assessments completed, in the period between 1 April and 31 March, within seven working days of referral	2009/10	467



**Comment**

**Explanation of Current Performance**

The low percentage of initial assessments completed in timescale is a result of a number of issues including an increased focus on ensuring that the quality of assessments being completed is to a high standard and the completion of a number of out of timescale, outstanding assessments. We anticipate that performance will be poor as we continue the work to deal with all outstanding work in the service. We expect that thereafter a more accurate measure of future performance will be arrived at – recent trends are beginning to show some cautious improvements.

**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.

**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.

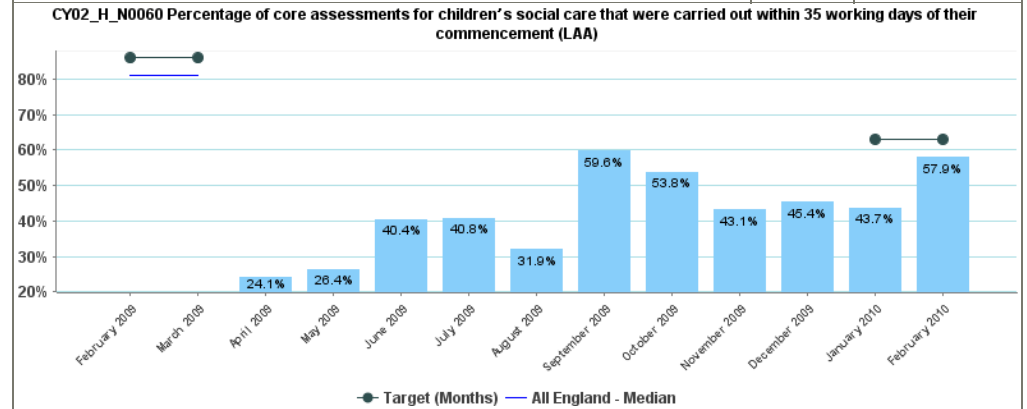
Recent audits undertaken by an independent Social Worker and from the 165 audits conducted by senior managers since November show that there has been an improvement in the quality of assessments undertaken with appropriate outcomes and recommendations.

<b>NATIONAL INDICATOR 60</b>	<b>Percentage of core assessments for children’s social care that were carried out within 35 working days of their commencement (LAA)</b>		
	Value	London Boroughs - Average	

2008/09			81.6%
	Value	Target	Status
January 2010	43.7%	63%	●
February 2010	57.9%	63%	●
2009/10	45%	63%	●

The total number of core assessments completed of children receiving core assessments in the year	2009/10	886
---	---------	-----

Of the number of core assessments in the denominator, the number that had been completed within 35 working days of their commencement	2009/10	399
---	---------	-----



**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.

### 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.

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.

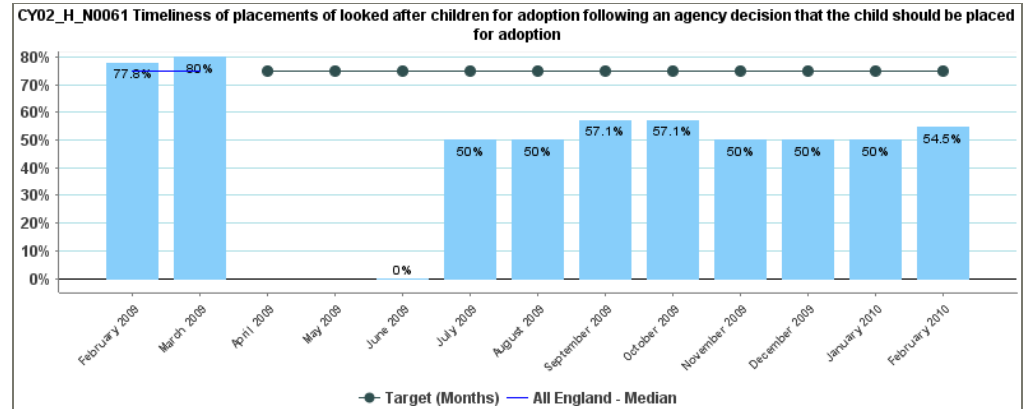
<b>NATIONAL INDICATOR 61</b>	<b>Timeliness of placements of looked after children for adoption following an agency decision that the child should be placed for adoption</b>
------------------------------	---

### 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.

	Value		London Boroughs - Average
2008/09	80%		73.1%
	Value	Target	Status
January 2010	50%	75%	●
February 2010	54.5%	75%	●
2009/10	54.5%	75%	●

Number of children who ceased to be looked after during the year ending 31 March as a result of the granting of an adoption order (SSDA903 reason episode ceased codes E11 and E12)...	2009/10	11
Number of children included in the denominator who were placed for adoption (SSDA903 placement codes A3, A4, A5 and A6) within 12 months...	2009/10	6



### Comment

#### Explanation of Current Performance

The numbers for this indicator are extremely low, and percentages should be interpreted with care. One child was adopted in February, within 12 months of decision to place for adoption. So far this year, 11 children have been adopted, and 6 of those were placed for adoption within 12 months of the decision that adoption should be the plan. 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. Four sibling groups are featured in the latest edition of the adoption journal Be my Parent. All children we are family finding for are routinely referred to the Adoption Register. We also work closely with colleagues in the North London Adoption Consortium to achieve matches with adoptive parents. However, even when adoptive families may be identified, the legal complexities in many of the cases we are dealing with, unfortunately delays the placement of children in their adoptive homes.

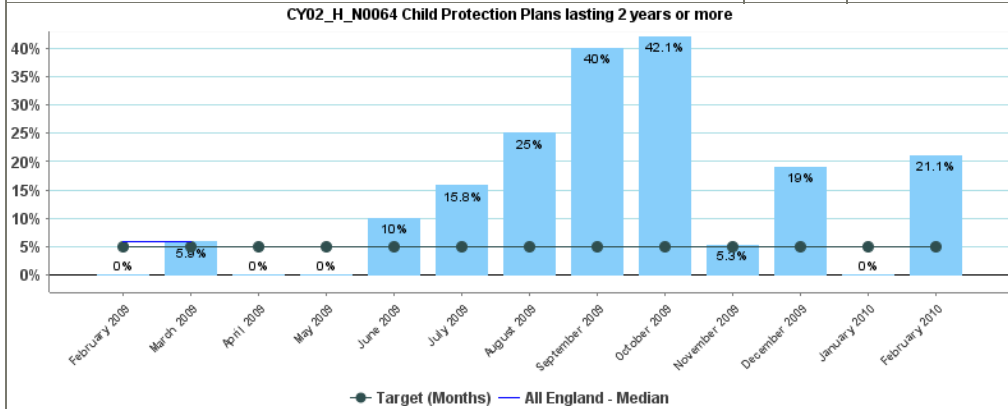
<b>NATIONAL INDICATOR 64</b>	<b>Child Protection Plans lasting 2 years or more</b>
------------------------------	---

**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.

	Value	London Boroughs - Average	
2008/09	4.7%	7.8%	
	Value	Target	Status
January 2010	0%	5%	🟢
February 2010	21.1%	5%	🔴
2009/10	15.9%	5%	🔴

The number of children ceasing to be the subject of a Child Protection Plan during the year ending 31 March. This may count a child more than once if they ceased to be the subject of a Child Protection Plan more than once during the year	2009/10	157
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	25



**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. We know there are a number of children who have been subject to a plan for a considerable period and as longer term arrangements are made for them then this figure will remain high.

**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.

**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%.

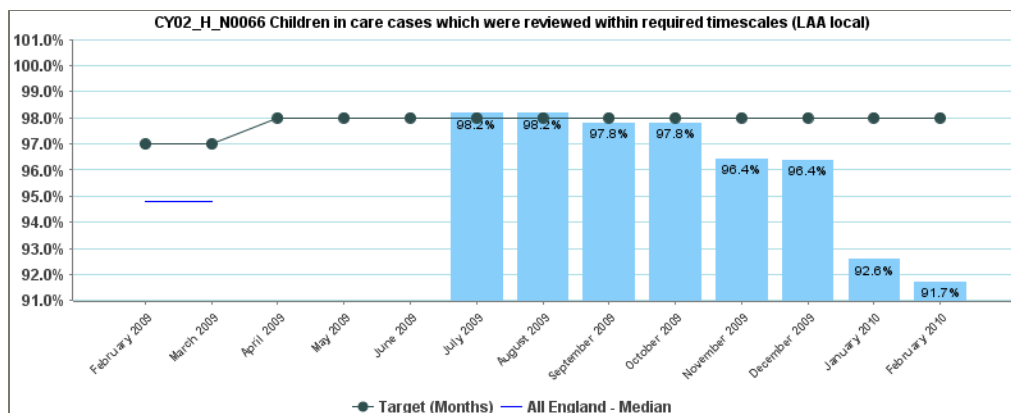
<b>NATIONAL INDICATOR 66</b>	<b>Children in care cases which were reviewed within required timescales (LAA local)</b>
------------------------------	--

**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.

	Value	London Boroughs - Average	
2008/09	95.6%	94.4%	
	Value	Target	Status
January 2010	92.6%	98.0%	🔴
February 2010	91.7%	98.0%	🔴
2009/10	91.7%	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	February 2010	532
Of the children in the denominator, the number of children whose cases had been reviewed within the required timescales	February 2010	488



**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 Independent Reviewing Officers (IRO's) and good liaison with the Placements Service. The continued increase in numbers of children in care is placing a pressure on this service and on the indicator outcome.

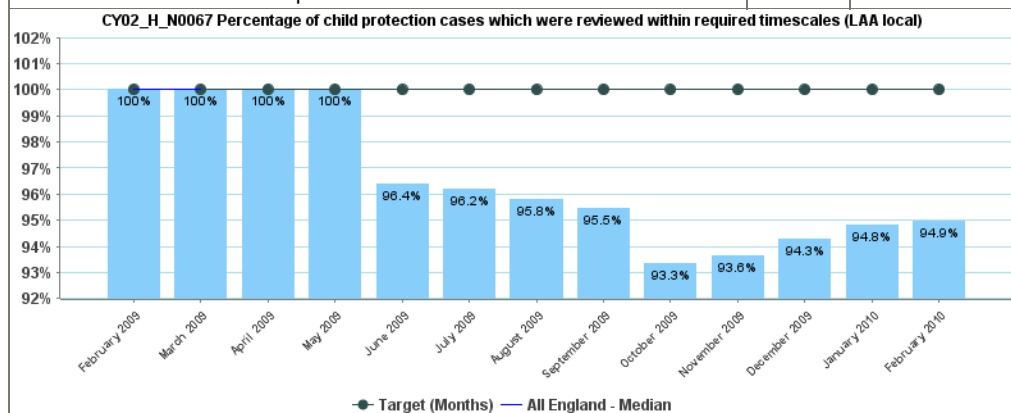
<b>NATIONAL INDICATOR 67</b>	<b>Percentage of child protection cases which were reviewed within required timescales (LAA local)</b>
------------------------------	--

**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.

	Value	London Boroughs - Average	
2008/09	100%	99.7%	
	Value	Target	Status
January 2010	94.8%	100%	●
February 2010	94.9%	100%	●
2009/10	94.9%	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	178
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	169



**Explanation of Current Performance**

Only 9 child protection reviews have been late in the year to date. All reviews have subsequently been held.

**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.

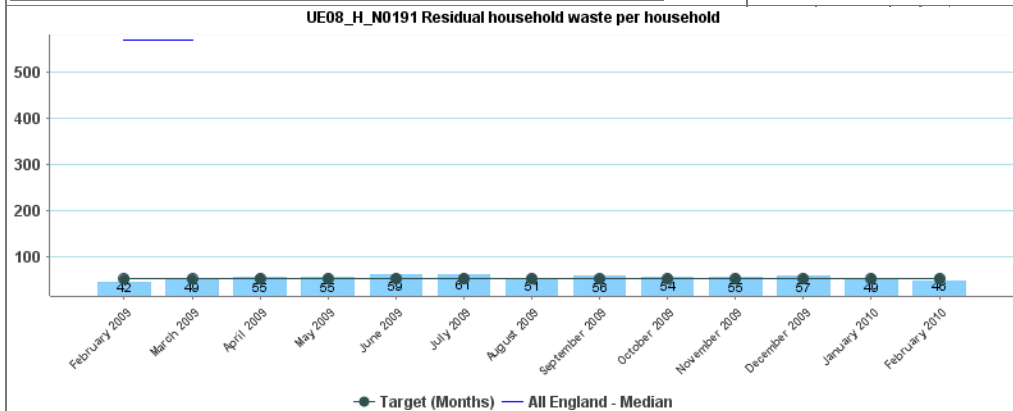
## A Greener Haringey - Exceptions

<b>NATIONAL INDICATOR 191</b>	<b>Residual household waste per household</b>
-------------------------------	---

### Rationale

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

Figures are KG per household	Value		London Boroughs - Average
2008/09	639		651
	Value	Target	Status
January 2010	49	51	✓
February 2010	46	51	✓
2009/10	599	560	✗



### Comment

#### Explanation of Current performance:

Performance for February, at 46.1 kg, exceeds the target of 51kg per month required in order to achieve the annual target of 610kg per household. The YTD figure is 594.9 kg against a profiled 559kg required in order to achieve the annual target. This is using the total number of households as of February 2010. 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 external changes to the system for calculating the amount of household waste from 2008/9, over which the council had no control, and summarised in previous reports.

For details of actions please see NATIONAL INDICATOR 192 Recycling rate

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

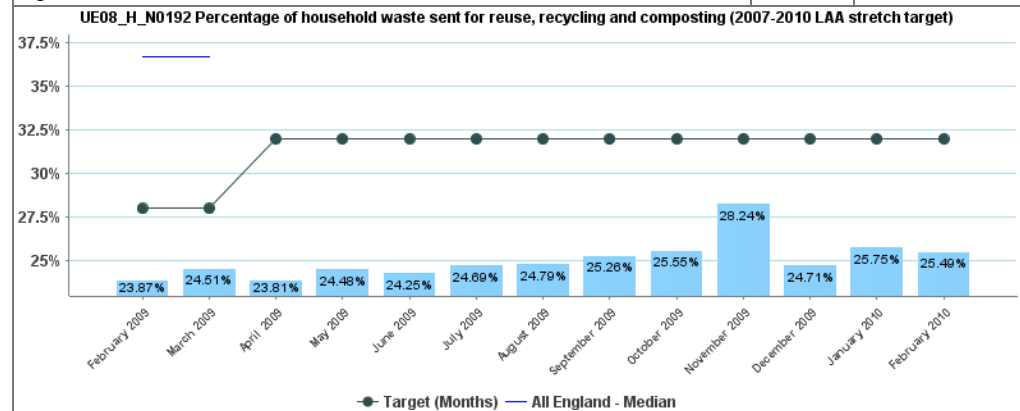
<b>NATIONAL INDICATOR 192</b>	<b>Percentage of household waste sent for reuse, recycling and composting (2007-2010 LAA stretch target)</b>
-------------------------------	--

### Rationale

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

	Value		London Boroughs - Average
2008/09	23.79%		29.43%
	Value	Target	Status
January 2010	25.75%	32%	✗
February 2010	25.49%	32%	✗
2009/10	25.18%	32%	✗

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



### Comment

#### Explanation of current performance

Performance for February is 25.49%. The year to date recycling rate is 25.18%. Whilst this is below the LAA stretch target of 32% for 2009/10 due to external changes to the system for calculating the recycling rate from 2008/9, over which the council had no control, recycling tonnages have risen year on year and are at their highest ever level. The changes, summarised in previous reports, have resulted in the rate being over 5% lower than could be expected based on the former system, hence current performance could have been expected to be around 30-31%.

We have secured the support of GOL and Defra to take our case for revising the LAA stretch target to reflect the impact of the changes referred to, to DCLG. The case, if approved, would result in the



threshold for receiving an element of the Performance Reward Grant being revised to a level which it is realistic the council will meet in 2009/10. We expect to be informed of DCLG's decision by the end of March.

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 has been 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, through survey work that the Council is currently commissioning.
- Comprehensive data has been gathered on participation and waste composition that is enabling a targeted communications plan to be developed, 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, hard plastics and paint, 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 green waste collections, 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 2010 target 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, and especially given the external changes referred to above. 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.




Performance discussion date

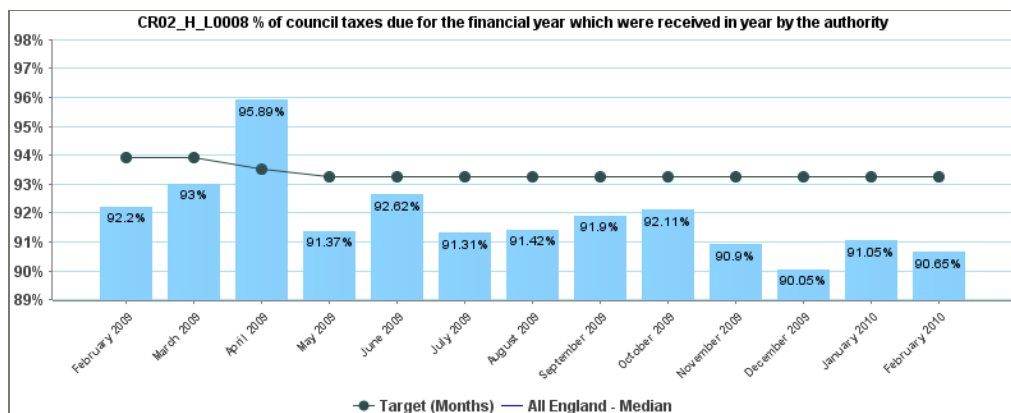
Performance against 192 and other indicators is regularly reviewed by managers within the service. A paper was presented to CEMB in mid-November. This indicator will be discussed at the Frontline Services Performance SMT and the Urban Environment performance DMT in March.

Equalities Impact

- Environmental Resources' communications plan for engaging residents on recycling aims to take into account diversity within the borough and overcome barriers to participation in services:
- Full translations of key service leaflets into the most widely spoken community languages and maximising use of imagery and clear, easily understood guidance in all communications materials.
  - Face-to-face engagement through door-knocking and attendance at public and community events, using staff with community languages wherever possible such as on weekend 'blitz' engagement campaigns.
  - Workshops delivered in schools (allowing key messages to be taken home to households that may not speak English as a first language) and to community and faith groups.
  - Assisted recycling collections provided to residents who require this service.

**Driving change, improving quality - Exceptions**

BV 9		% of council taxes due for the financial year which were received in year by the authority	
		Value	
2008/09		93%	
	Value	Target	Status
January 2010	91.05%	93.25%	
February 2010	90.65%	93.25%	
2009/10	91.74%	93.25%	

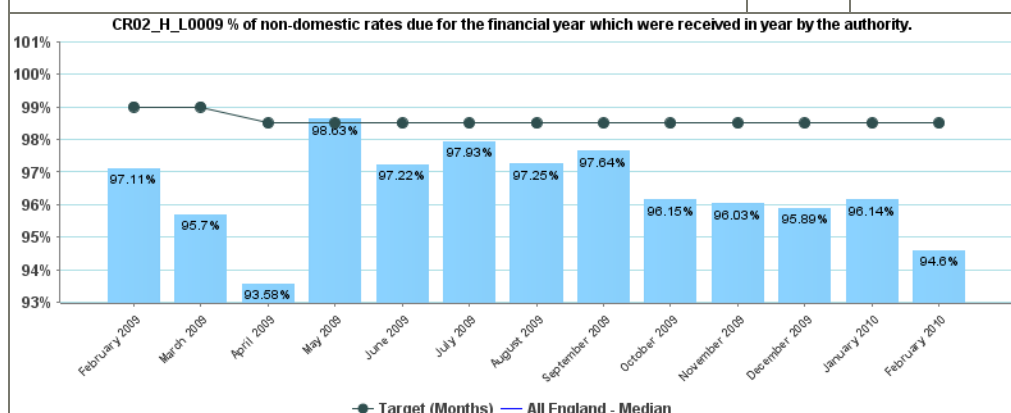


**Comment**

The monthly collection rate is lower than in January as is usually the case for this time of year, as instalments are completed in January. Our programme of Single Person Discount Reviews has seen us investigate 7500 accounts in the year which impacts on the collection percentage, as the collectable debit has been increased by £1,057,377 This will be collected during the coming year, but the in-year collection percentage is affected by this increase.

Initiatives have been undertaken during the year to strengthen our services to help people with genuine difficulties in paying their Council Tax through additional advice, debt management and payment options which will be reflected during the coming year. We are also introducing new software that will assist with effective recovery by guiding staff to the most effective recovery method for individual debts, - thus preventing these debts from getting to the bailiff stage. Other initiatives such as charging orders, bankruptcy and committal hearings are continuing to facilitate debt back into monthly recovery cycles. Collection of Council Tax arrears has doubled during 2009/2010, despite the recession, with 1.5 million being collected. So far over the year, we have dealt with 24,000 incoming emails (17k in 2008) and 83,000 account amendments in year (71,000 in 2008) a reflection of the transient population of Haringey, which affects our ability to get stable collection arrangements in place. A review of the roles and responsibilities in Local Taxation will take place during 2010/2011, as part of the Service Improvement Programme, to ensure that we can improve our collection performance

<b>BV 10</b>		<b>% of non-domestic rates due for the financial year which were received in year by the authority.</b>	
		Value	
2008/09		95.7%	
	Value	Target	Status
January 2010	96.14%	98.5%	●
February 2010	94.6%	98.5%	●
2009/10	93.53%	98.5%	●

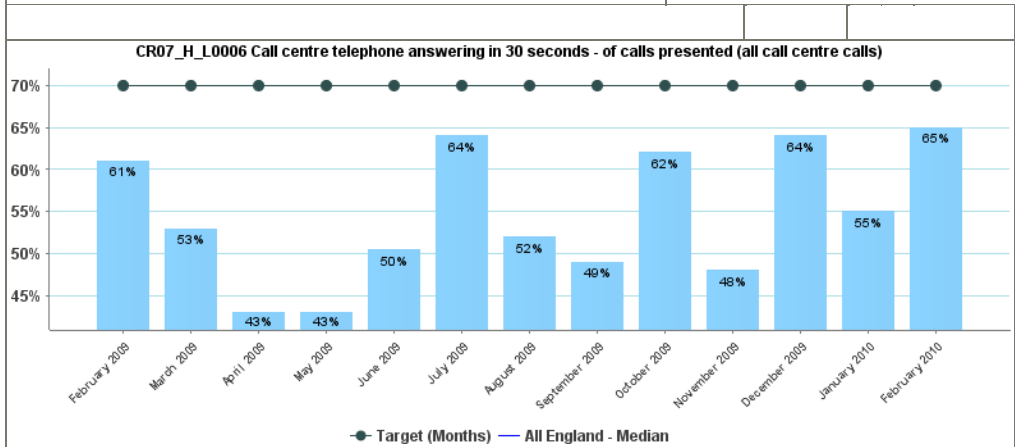


**Comment**

Collection has fallen in February despite continued efforts by the team to focus on current year collection and debt reduction. All unpaid debts are reviewed and recovery is robustly pursued. This includes a case by case review of the largest unpaid debts where contact is made by telephone/in person in efforts to pursue settlement prior to March. In general, Haringey has small businesses in the borough, who are advising of their inability to pay and it is necessary for us to continue to pursue payment via bailiff distraint. The team continue to focus on current year debt reduction as well as payment within the final month of March.

**CS2** Call centre telephone answering in 30 seconds - of calls presented (all call centre calls)

2008/09		Value	
		75%	
	Value	Target	Status
January 2010	55%	70%	🔴
February 2010	65%	70%	🔴
2009/10	54%	70%	🔴

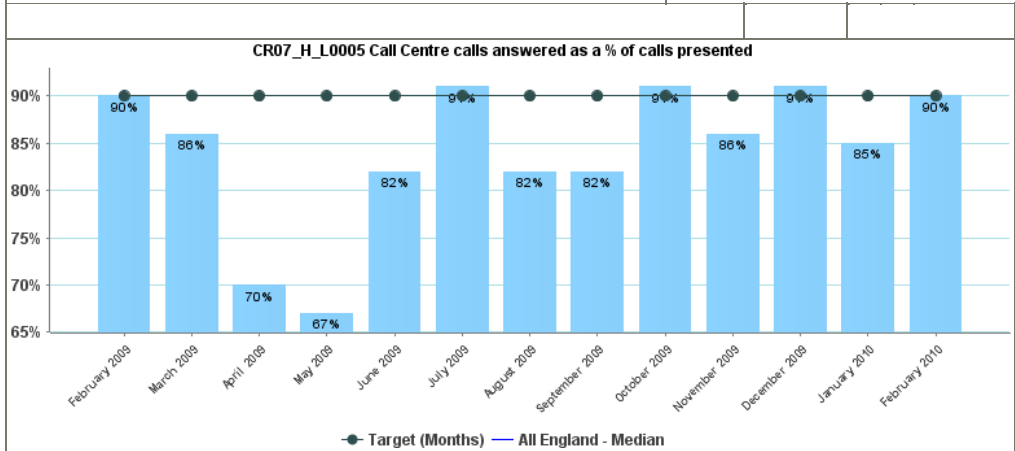


**Comment**

The performance for February 2010 (65%) has improved by 10% percentage points in comparison to the previous month (55%) despite having to deal with a high volume of calls related to benefits. 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.

**CS3** Call Centre calls answered as a % of calls presented

2008/09		Value	
		92.86%	
	Value	Target	Status
January 2010	85%	90%	🔴
February 2010	90%	90%	🟢
2009/10	83.36%	90%	🔴

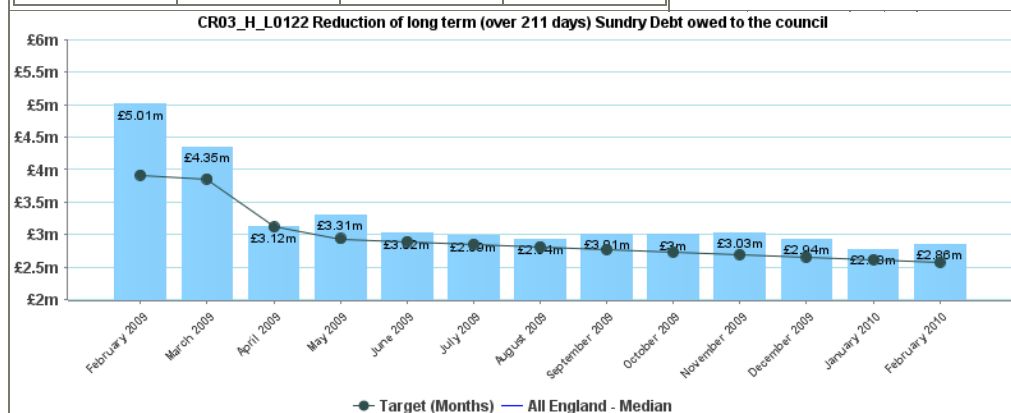


**Comment**

The performance for February 2010 (90%) has improved by 5% percentage points in comparison to the previous month. 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.

<b>Fin 5b</b>	<b>Reduction of long term (over 211 days) Sundry Debt owed to the council</b>		
---------------	---	--	--

2008/09		Value	
		£4.35m	
	Value	Target	Status
January 2010	£2.78m	£2.62m	●
February 2010	£2.86m	£2.58m	●
2009/10	£2.86m	£2.58m	●



**Comment**

There is currently a £283k shortfall against target.

Both the P&OD and PPP&C directorates are currently achieving their targets and are expected to achieve their year end position. The shortfall reported by Corporate Resource has increased to £16.6k; however current projections suggest that the directorate will achieve the year end target. Urban Environment have reduced their shortfall and are now £6k short of target.

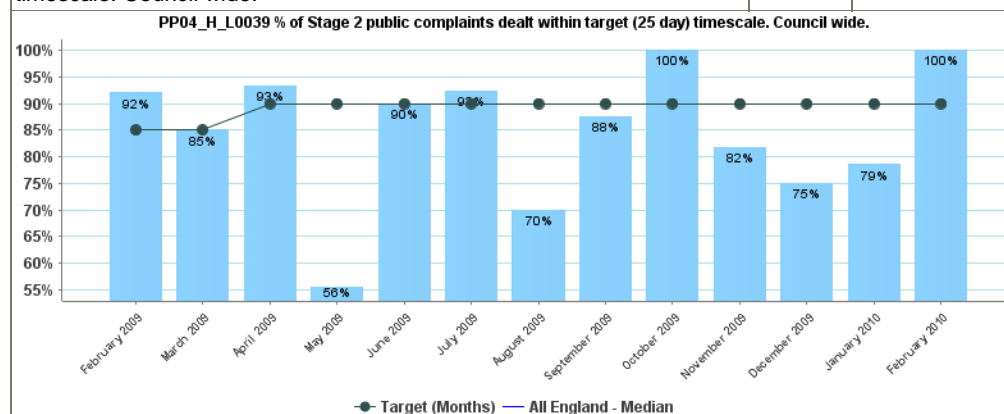
The 2 main areas of concern are Children and Young People where the shortfall against target is £79k and Adults who are £190k short.

1. Adults shortfall has increased by £89k which is largely attributable to a £114k disputed debt which it is hoped to resolve in Period 12. In addition, the directorate has submitted £223k of write-offs for approval. The Directorate is projecting that they will achieve their year end target.
2. The shortfall in Children's Services has increased for the third month running. In Period 12 £63k of approved write-offs will be processed however projections are that the directorate will fall short of target by approximately £15k.

<b>L0039</b>	<b>% of Stage 2 public complaints dealt within target (25 day) timescale. Council wide.</b>		
--------------	---	--	--

2008/09		Value	
		89%	
	Value	Target	Status
January 2010	79%	90%	●
February 2010	100%	90%	●
2009/10	85%	90%	●

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



**Comment**

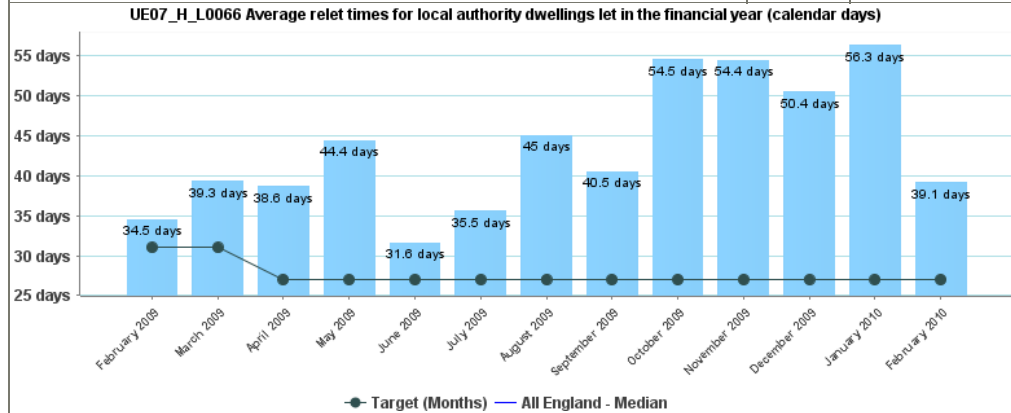
Twelve out of twelve on time in February but end of year target now very unlikely to be met.

<b>L0066 BV 212</b>	<b>Average relet times for local authority dwellings let in the financial year (calendar days)</b>		
---------------------	--	--	--

		Value	
2008/09		44.3 days	
	Value	Target	Status
January 2010	56.3 days	27 days	●
February 2010	39.1 days	27 days	●
2009/10	44.6 days	27 days	●

Average general needs relet times for local authority dwellings let in the financial year (calendar days)	2009/10	32.9 days
---	---------	-----------

Average supported housing relet times for local authority dwellings let in the financial year (calendar days)	2009/10	86.4 days
---	---------	-----------



### 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.

### Performance discussion date

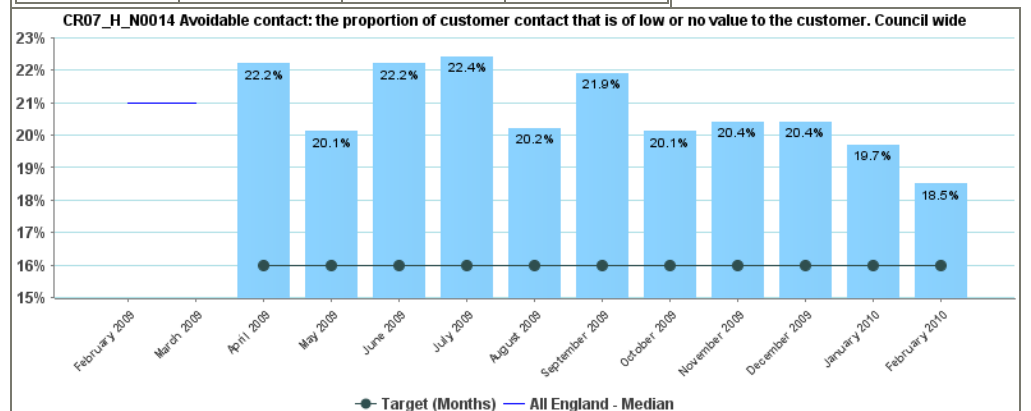
We currently meet weekly to discuss performance with monthly meetings being held between lead Void Brief holders. The voids improvement group currently meet every 2/3 weeks to monitor the project and the void project board meeting 6 weekly to discuss and monitor progress. A detailed analysis of void figures is carried out weekly.

<b>NATIONAL INDICATOR 14</b>	<b>Avoidable contact: the proportion of customer contact that is of low or no value to the customer. Council wide</b>
------------------------------	---

### Rationale

By identifying customer contact that is "avoidable", the local authority and its partners are better placed to redesign the way services and information are made more accessible for their customers, so they do not have to make unnecessary, valueless contacts which are both frustrating for the customer and inefficient for the provider.

		Value	London Boroughs - Average
2008/09		18.1%	27.48%
	Value	Target	Status
January 2010	19.7%	16%	●
February 2010	18.5%	16%	●
2009/10	21.7%	16%	●



### Comment

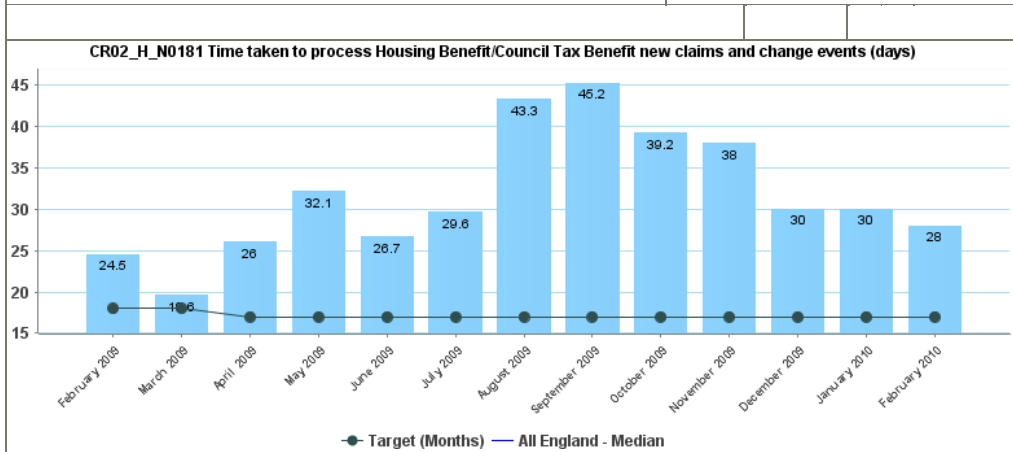
The avoidable contact for February 2010 (18.5%) has decreased by 1.2 percentage points in comparison to January 2010 (19.7%). The key enquiries driving avoidable contact relate to Housing benefit, Council Tax and Penalty charge notices. Customer Services continue to liaise with directorate(s) and are working to identify process improvement to reduce 'avoidable contact'.

<b>NATIONAL INDICATOR 181</b>	<b>Time taken to process Housing Benefit/Council Tax Benefit new claims and change events (days)</b>
-------------------------------	--

**Rationale**

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

		Value	
2008/09		18.3	
	Value	Target	Status
January 2010	30	17	●
February 2010	28	17	●
2009/10	27	17	●



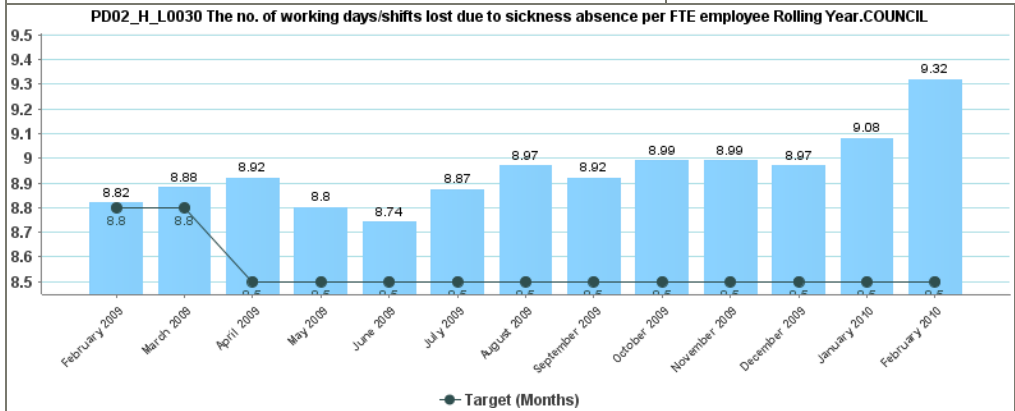
**Comment**

This month has seen an improvement on last month's performance. Although action has been carried out on all the claims in the backlog, responses to requests for further information are still coming in which will still have an effect on the performance figure until they are all cleared. E-benefits is now live in all Customer Service Centres and the Contact Centre. Current performance on e-benefits claims is 7 days. Further work is being undertaken on service provision purely from a customer point of view, in order to eliminate any wasteful processes that remain in the service as well as reviewing the strategy for effective delivery of a benefits service, in partnership with Customer Services.

We have a backlog team in place that have cleared all of the old outstanding claims, from November to mid Feb. They are now assisting with benefit claims from mid Feb to date, in order to get us into a clear position ready for 2010/2011

<b>BV 12-rolling year</b>	<b>The no. of working days/shifts lost due to sickness absence per FTE employee Rolling Year. Council wide</b>	
---------------------------	--	--

	Value	Target
2008/09	8.88	8.8



**Comment**

Management actions to control sickness absence have been identified and are being monitored.