

**Executive**

**On 3 October 2006**

Report title: **The Council's Performance – July 2006**

Report of: **The Chief Executive and Acting Director of Finance**

**Ward(s) affected:** All

**Report for:** Key Decision

## **1. Purpose**

- 1.1 To set out an exception report on the finance and performance monitoring for July 2006 using the balanced scorecard format.

## **2. Introduction by Executive Member for Finance (Cllr Toni Mallett)**

- 2.1 Although welcoming the fact that for Financial Health 73% of indicators show that we are achieving target or maintaining an acceptable level, I am very concerned that our overall budget shows a net overspend of £4.6m.
- 2.2 This variance is 1.26%, showing that we are off target on budget monitoring.
- 2.3 I will be working closely with the services concerned and I will be looking to them to identify ways to bring the budget back on target as soon as possible.

## **Introduction by Executive Member for Organisational Development and Performance Management (Cllr Dhiren Basu)**

- 2.4 I am pleased with the progress that has been made in July. 70% of indicators are achieving or close to achieving target and for 65% of our indicators we have maintained or improved performance since the end of last year.
- 2.5 While the overall picture is positive, work still needs to be done to improve performance in Social Services, Customer Services, Housing and in the Children and Young People's service. For example, I am particularly concerned with our members enquiries response times and the waiting times for callers to Customer Services. My Executive colleagues and I, along with officers, will look to tackle the problem areas so we can continue to drive up performance and provide excellent services that our residents can be proud of.

### **3. Recommendations**

3.1 To note the report.

3.2 To agree virements set out in section 13.

**Report authorised by: Dr Ita O Donovan – Chief Executive**

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### **Head of Legal Services Comments**

There are no legal implications

### **4. Executive Summary**

4.1 This report sets out the routine financial and performance monitoring for July 2006 in the balanced scorecard format.

4.2 In summary the balanced scorecard shows that for the excellent service perspective 69% of indicators are on target or close to the end of year target at the end July. For 20 of the 31 (65%) customer focus measures, performance targets are being met or close to being met. For financial health 24 of the 33 measures achieved amber or green status meaning for 73% of indicators performance levels are achieving target or being maintained at an acceptable level. Our organisational development /capacity indicators including recent staff survey results show that for 13 of the 16 (81%) measures, performance is at or close to expected levels.

4.3 Overall 70% of indicators are achieving or close to achieving target. In addition 65% of indicators have maintained or improved performance since the end of last year.

4.4 In summary the revenue budget shows a projected net overspend of £4.6m and this is 1.26% compared to the approved net budget. Therefore this is rated red as the variation is above 1%. The overspend is mainly due to pressures in Social Services budgets (£2.6m), Children's Services £2.3m (including asylum seekers), likely shortfall of £0.8m in agreed procurement savings and £0.5m in Environment. This is partially offset by a £1.6m under spend on homelessness.

### **5. Reasons for any change in policy or for new policy development (if applicable)**

5.1 None

### **6. Local Government (Access to Information) Act 1985**

**The following background papers were used in the preparation of this report:**

Budget management papers

Service PI returns including unit cost data

### **Strategic Implications**

This report monitors Haringey's position in relation to a number of indicators that will be used to assess the Council in the Comprehensive Performance Assessment (CPA). Performance against these measures will determine Haringey's rating in 2007. The report also gives an indication of the level and quality of services delivered on the ground.

### **Financial Implications**

The revenue budget shows a projected net overspend of £4.6m and this is 1.26% compared to the approved net budget. Therefore this is rated red as the variation is above 1%. The overspend is mainly due to pressures in Social Services budgets (£2.6m), Children's Services £2.3m (including asylum seekers), likely shortfall of £0.8m in agreed procurement savings and £0.5m in Environment. This is partially offset by a £1.6m under spend on homelessness.

The revenue projection is £1.1m greater than that reported for June 2006. Children's Services (including asylum seekers) has increased by £0.5m, Social Services Adult Services has increased by £1m and Environment has increased by £0.2m. This is offset by an improved position on the homelessness budget of £0.6m.

The aggregate capital projected position in 2006/07 is currently projected to under spend by £0.2m. As previously reported the Children's Service is currently working on a revision to the three year programme which will take account of slippage and other factors. A revised three year programme taking account of this will be reported to the Executive in due course.

**Legal Implications** There are no specific legal implications arising from this report, however the response rate for freedom of information requests needs to improve significantly to ensure we meet the statutory time limit.

### **Equalities Implications**

Whilst equalities is a central thread throughout the council's performance, this report does highlight some areas with positive results around equalities issues but also some areas where performance needs improvement. For example the pressure on services in Physical and Learning Disabilities combined with the TPCT efficiencies is an area of concern, however as this report details the strategy of providing services to help people to stay living in the community will be of benefit to people from black and minority ethnic groups who are high users of community based services. Prevention of homelessness figures have improved since last month (BV 213) and are now closer to their target so are less of a concern. On a positive note black and minority ethnic people are high service users of both parks and libraries where we are exceeding targets.

### **Consultation**

The scorecard includes a number of resident and staff perception measures and shows how well the Council is performing in this area. The results show the level of satisfaction with the Council currently and should provide a baseline as well as informing action to improve satisfaction levels.

## **7. Background**

- 7.1 This is the regular finance and performance monitoring report for July 2006. It is based on the financial monitoring reports prepared for the budget management meetings held on 30 and 31 August for period 4 and the service submission of the basket of performance indicators that have been agreed for 2006/07.
- 7.2 The reporting is in the form of a balanced scorecard. The scorecard looks at performance across four dimensions: service excellence, financial health, customer focus and organisational development. The scorecard consists of corporate and service performance measures.
- 7.3 The report includes routine monitoring of unit costs so that performance and costs reflect activity enabling us to make judgements around whether we deliver value for money services.
- 7.4 For 2006/07 the indicators contained within the balanced scorecard include key threshold indicators used in the Council's Comprehensive Performance Assessment (CPA) and those which reflect the Council's priorities including some key local indicators for the Council. The main changes to the indicators monitored are the addition of a number of financial health, resident perception and organisational health indicators.
- 7.5 Performance data is shown in Appendix 1. Progress continues to be tracked on a monthly and year to date position against the target using a traffic light annotation where:
- green: = target achieved / performance better than planned
  - amber: = just below target
  - red: = target not achieved / below expectation

In addition, trend arrows depict progress since the last financial year, so whilst an indicator may receive a red traffic light for not achieving target, it will show an upward trend arrow if performance had improved on the previous year's outturn. Between them, the lights and arrows indicate current progress and predict the likely annual position.

## **8. Service Positions on Delivering Service Excellence**

### **8.1 Children**

- 8.1.1 The revenue budget is forecast to overspend by £2.3m and this is £0.5m greater than that projected at period 3. This is mainly due to a projected increase in asylum seekers costs. In addition the overspend in SEN budgets, mainly due to the placements of children with autism, will be offset by the provision for autism resources in secondary schools. The Looked After Children (LAC) budget is still projected to overspend by £0.5m and there are £0.3m of other pressures within Children and Families, including staff pressures, that managers are seeking to reduce.

- 8.1.2 The SEN placements budget was overspent in 2005/06 due to higher numbers than available in the budget and the forecast this year is substantially due to the full year effect of this overspend although there is a small increase in the number of day placements (3 in number). There is also a rise in the amount of additional support provided to Special Schools from this budget due to the medical needs of the particular children.
- 8.1.3 In relation to the LAC shortfall of £0.5m, the Children's Service is striving to contain the inherent pressures carried over from last year while delivering the overall commissioning strategy. It may be necessary that pressures arising will need to be contained by under spending on non-commissioning areas and managers have been made aware of the need to restrict spending on other areas wherever possible. Two young people with very complex needs have been placed already this year in external placements costing over £4K per week. In addition it should be noted that several new placements have also had to be made which are likely to continue throughout the year. The reduced availability of beds at the internal residential units due to a fire is another temporary factor contributing to pressures. Repairs are now completed and steps will be taken to increase the occupancy level as soon as possible. Currently client numbers are 381, which is marginally above the budgeted position.
- 8.1.4 The asylum position shows a gross shortfall of £3.3m. This is largely covered by a contingency and assumed special case grant claims for 2004/5 and 2005/6 although this leaves a net overspend of £1.5m. This shortfall relates to both Children's Services and Social Services asylum seekers costs. A special grant submission will be made for 2006/07 and if successful would reduce this forecast shortfall. The increase in costs is largely due to rising numbers in the care leaver 18+ cases and the recent increase in the referrals of UASC. The position remains a serious concern for the financial strategy. The Leader has communicated with the local MP's to assist in lobbying the government. Also we have joined with a small number of the worst affected authorities to consider jointly lobby.
- 8.1.5 There is additionally a possible issue in respect of national insurance contributions for peripatetic music teachers. This follows on from a review by the Inland Revenue service where incorrect treatment has been suggested that could need to be back-dating for 6 years, plus interest and a possible penalty. This potential backdated claim is being strongly opposed.
- 8.1.6 As reported last month the service is currently working on a revision to the three year capital programme which will take account of slippage and other factors. A revised three year programme taking account of this will be reported to the Executive.

Performance highlights for Children's services are as follows.

- 8.1.7 All 43 statements of need excluding exceptions issued in the year to July were prepared in the 18 week timescale. When exceptions are included 43 out of 47 (91.5%) statements were issued within 18 weeks in the year to July, exceeding the 85% target. The good start to the year continues with performance on both parts of the indicator exceeding target.
- 8.1.8 As at July '06 the percentage of 16-19 year olds who were Not in Education, Employment or Training (NEETs) in Haringey was 15.7% a slight improvement

from June's high figure of 16.9% against a target of 12.9%.following the introduction of a new national system for allocating NEETs by the postcode of the client.

- 8.1.9 As of July 2006, 11.6% of children have had three or more placements exceeding our 13% target. Due to an improvement in recording, this figure is expected to rise slightly but is expected to remain inside the best performance banding in line with our target.
- 8.1.10 All 59 reviews of children on the register due in July were completed in timescale. (BV162). Excellent performance (100%) has been sustained in this area in the year to date with robust systems in place to ensure this continues.
- 8.1.11 There were two adoptions in July '06 (BV163) making five in the year to date, we are on track to achieve a further thirteen, and expect to achieve the target of 23 by the year end.
- 8.1.12 The cost of service per child for both play, £5,012 and early years, £16,517 are both above the targets of £2,763 and £14,606 respectively. Both of these are due to lower 'take-up' than assumed in the original target (targets assumed too high figures and the capacity has been reduced as a result of building refurbishment work). The target for play schemes also included the cost of the summer scheme, which distorts the overall figure. More detail will be reported in period 5 budget monitoring.

## **8.2 Adults' & Older People's Social Care, Housing**

- 8.2.1 The period 1 report included notification from the PCT of the withdrawal of funding in respect of jointly funded services. At this point, the impact of direct funding has been assessed as £0.6m compared to the £0.75m reported previously in older people's services, although the position for Adults continues to be monitored. Processes have been put in place to identify clients who are eligible under the NHS Continuing Care criteria to try to mitigate against some of these losses and these will be monitored through the year. The currently assessed impact of PCT direct funding cuts is now included in the projection.
- 8.2.2 Including the above loss of funding, the overspend in Adult Services reported in period 3 has increased from £1.6m to £2.6m. The increase is due to inclusion of £0.6m PCT direct funding cuts, unachieved efficiency savings of £0.3m and a further increase in Adults commissioning costs of £0.1m. As previously reported the overspend includes residential care services commissioned in mental health. Of the £1.7m overspend in Adults, £0.7m is in respect of mental health. The balance of the overspend is £0.3m in learning disabilities and £0.7m in physical disabilities where there continues to be demand pressures experienced by the service.
- 8.2.3 The long term management action for mental health is the reconfiguration of supporting people services for mental health service users in order to develop more high support services with a focus on active rehabilitation and recovery. The service is also working towards extra care supported housing schemes to support older clients.

8.2.4 The Social Services budgets continue to be under severe pressure because of both demand pressures and reductions in services in the Health sector. The PCT's strategic plans to achieve further efficiencies in 2006/07 will continue to have knock on effects for Social Services. The key features of the plan are:

- To reduce the demand for acute hospital admissions by changes in patient pathways and investment in primary care and community services
- Reductions in the use of in-patient services with respect to mental health services with an assumption that more patients are enabled to live in the community. Whilst we should support this approach, it would need to be accompanied by appropriate resources transferring to community services (health or social care). However, we understand that there will be no such transfer.
- Savings in primary care services from general management savings, improving contracting and commissioning.
- Further savings proposed in services to Adults and Older People's Services mainly through the rationalisation of wards at Greentrees and rationalisation of outpatient services through a review of the eligibility criteria for these services.
- Planned reductions in early years and schools services and family planning services

8.2.5 Under these circumstances, it is almost inevitable that a proportion of the population who would have been supported in the Health sector will need to access social care services for support. This will also impact on Children's Services.

8.2.6 At this time, the projected overspend in Social Services is £2.6m. Management action is being taken to try to ensure that these pressures do not result in any additional overspend and include, reviews of jointly funded expenditure, a freeze on vacant posts and reducing agency staff where there would be minimal impact on front line services.

8.2.7 Social Services capital is projected to spend £0.3m below budget.

8.2.8 The performance appendix reports the latest performance figures on some key indicators in Adults' and Older People's services. This shows that:

- 89% of items of equipment were delivered in 7 working days in July exceeding the 88% target set for 2006/07 (*BV56/PAF D54*).
- 118 adults and older people per 100,000 population were in receipt of a direct payment as at July '06 short of the 131 target for the month and a further decline on last months performance (*BV201/ PAF C51*). Performance on this indicator is cumulative with the target of 150 to be achieved by 31 March '07. The current level of performance places Haringey in the second top 'good' performance banding and is projected to improve next month.
- In the year to July there were 63 admissions scaled up per 10,000 of older people to residential / nursing care (*PAF C72*). Current performance places Haringey in the top banding for this indicator Our target for 2006/07 has been set at 70 admissions per 10,000 older people aged 65+ which if we remain below this level will place us in the top performance banding.

8.2.9 Some areas where we need to improve our performance in Adults' and Older People's services are:

*Acceptable waiting times for assessment- new older clients aged 65+(BV195)*

- This indicator is the average of the percentage of clients where time from initial contact to first contact with the client is less than or equal to 48 hours and the percentage where time from first contact to completion of assessment is less than or equal to 4 weeks. In July for 50.2% of older clients, the time from first contact to contact with the client was less than or equal to 48 hours and for 45.4% their assessments were completed within 4 weeks. The average of these is 47.8% falling below the new key threshold levels for this year of 60% and 70% respectively.

*Carers receiving a carer's break or specific carer's service (PAF C62)*

- 2.6% of Carers for Adults and Older People received a carer's break or specific carer's service in the year to July '06. Currently we are unable to use Framework 1 to collect the relevant information to accurately report on performance in this area. Work on a project to get information from the panels approving these services to compare the manual system to our database is underway.

*Adults and older clients receiving a review as a percentage of those receiving a service (BV55)*

- 47.6% of adults and older clients were recorded as having received a review an improvement on the 40% in June but still falling well short of the 60% target for 2006/07. There are still a number of outstanding reviews across the client groups and these have been identified as a priority. Each area has started to take action to tackle this problem. Weekly monitoring at service level continues.

8.2.10 The projected improvement on the homelessness general fund budget has increased from the £1m reported at period 3 to £1.6m in addition to the approved budget at period 4. This is a financial consequence of the successful programme of private sector lease procurement and movement of families from short-term bed and breakfast accommodation and the favourable grant position on these cases.

8.2.11 The level and cost of repairs in the HRA are being carefully monitored following pressures in this area last year.

Performance issues in Housing are as follows:

8.2.12 BV183a and BV183b measure the average length of stay in weeks that a household at the point of leaving temporary accommodation have spent in bed and breakfast or hostel accommodation, respectively. The indicators only measure households with children or pregnant women, who have spent time in accommodation where facilities are shared with other people.



- 8.2.13 The average length of stay in bed & breakfast accommodation, under this definition is reported as zero weeks as we no longer use this form of accommodation for families.
- 8.2.14 The definition for the average length of stay in hostels changed in May '06 to exclude Hostel provision ending prior to April '04. When the new definition is applied performance as at July '06 remains high at 65 weeks against a target of 35 weeks. The service is reviewing the use of hostels as temporary accommodation and at present no new families are being placed in shared facility hostels.
- 8.2.15 The cost per nightly rated accommodation at £40.93 is slightly above the target of £40.20.
- 8.2.16 BV213 records households who have been prevented from becoming homeless. In July an annual equivalent of 828 per 1,000 households approached the local authority's housing advice service and had their situation resolved. This level of performance moves the year to date performance close to our target of 400 for 2006/07. Low performance in June occurred as many cases did not enter the system on time for submission and are included in this month's figures.
- 8.2.17 The average re-let time of local authority dwellings increased to 72 days in July against a target of 27 days bringing the year to date position to 50.4 days. It is unlikely that the 2006/07 target will be achieved although the service expect to be meeting the 27 day target by October with a projected position of 40 days at year end. A voids improvement project is in place with tenancy management teams taking a lead for monitoring each void and new performance reports allowing them to do this. Delays with void repair works are also being closely monitored particularly in relation to external contractors and new management systems have been put in place to ensure that timescales are met. This will be monitored closely to assess any impact on the rent income target.

#### Rent Collection

- 8.2.18 Rent collected as at July 06 (BV66a) is projected at 95.15% of rent due for the year against a target of 97.5%. A new performance management regime has been introduced following the creation of specialist income collection teams with focus on ensuring that all appropriate action has been taken where arrears are increasing.
- 8.2.19 The percentage of tenants with more than seven weeks rent arrears increased slightly to 14.51% in July remaining short of our target of 10% for 2006/07. Analysis shows that 60% of tenants are in arrears, but that 47% of these owe less than £100 so there is focus on tenants with low level and increasing arrears to prevent debt building up. Tenants are being telephoned out of hours to assist with this early intervention and there is close performance management of action taken.
- 8.2.20 The proportion of local authority homes which were non 'decent' as at July '06 was 44.5% against a target of 42%.

#### Repairs

- 8.2.21 In July 96% of appointments were made and kept based on data taken from our IT scheduling system. New performance management systems are being introduced to optimise and ensure performance is closer to the 99% target of appointments made and kept. Also daily exception reporting has being introduced.
- 8.2.22 The average time to complete non-urgent responsive repairs increased to 12.6 days in July against a target of 14 days. The year to date position at 15 days still falls short of the 14 day target. A Repairs improvement plan is in place and new management resources are being put in place to deliver.
- 8.2.23 The percentage of urgent repairs completed within Government time limits reduced to 92.6% in July short of the 97% target.

### **8.3 Environment Services**

- 8.3.1 The overall revenue budget shows a projected overspend of £0.5m. This projected shortfall is in parking income and is an early indication of the impact of the recent changes in the CPZ plan, however this may be able to be reduced. The ongoing financial impact of the changes requires some further work.
- 8.3.2 There are some other pressures that have been previously reported that the service are seeking options to contain. The potential additional costs regarding the recycling labour contract have reduced to £100k on the basis that the in-house operation will commence from 1 October and £100k is due to issues in the partial non-achievement of agreed efficiency savings in the waste management contract. A shortfall of £100k is currently projected against parks income due to only one concert being scheduled in Finsbury Park against the budget that assumes 5 concerts. This shortfall takes account of £145k compensatory savings that have already been identified. Proposals are being explored to more actively promote venues amongst a number of promoters rather than focusing on one promoter.
- 8.3.3 Capital is currently projected to spend on budget. However, there is a degree of risk associated with some of the projects achieving full spend, e.g. the parking plan schemes and Haringey Heartlands Spine Road, but it is intended to monitor these very carefully to ensure that full spend is achieved by year end.
- 8.3.4 Parking income recovery target is 61% and actual performance to July was at this level.
- 8.3.5 The annual projected cost of household waste collection per tonne at £73 is just above the revised budget target of £72 for 2006/07. This is due to additional costs arising from an industrial action dispute and the Council's one-off contribution towards keeping services running and resolving the dispute.

Performance highlights and issues in Environment are:

- 8.3.6 20.66% of household waste was recycled or composted in July '06 against a target of 22% for 2006/07. The roll out of new commingled rounds, which is due to take place in September, and the new doorstep recycling scheme for estates, which is due to commence in October, will help to improve the recycling rate for this year.
- 8.3.7 The waste tonnage for July continues to be higher than expected. This affects the recycling rate above. The investigation into tipping records has raised a number of issues which may be adversely affecting this indicator. These issues relate to Haringey Accord and these are being pursued to determine whether adjustments to this indicator are required.
- 8.3.8 Waste collections missed per 100,000 at 127 in July was inside our target of 130 and the year to date position remains an improvement on the 05/06 outturn.
- 8.3.9 July saw 40 out of 46 minor planning applications (87%) determined in 8 weeks exceeding our 83% target and beating the government target (65%).
- 8.3.10 47% of planning application appeals have been allowed against the authority's decision to refuse permission. This relates to 27 out of 58 cases from April to July and is above our 30% target for 2006/07 as well as being higher than the 32% outturn for 2005/06.
- 8.3.11 The number of seasonally adjusted visits to our sports and leisure centres at 1,132,413 continues to be above the target of 1,083,445
- 8.3.12 The parks cleanliness index of 86 in the year to July, continues to exceed the target of 80.
- 8.3.13 The average number of days to repair streetlights was 3 days in July just below the target of 3.5 days with the year to date position rising to 2.1 days.
- 8.3.14 Faults relating to power supply handled by our District Network Operator (DNO) - currently EDF – saw performance deteriorate to 48 days for July from under 4 days in June. This was caused by a single fault in Bounds Green Road where 20 columns were off for the whole month and EDF were unable to find the fault or where the problem stemmed from. The problem was caused by a sub contractor upgrading the network for EDF and disconnecting the supply cables. The year to date position of 18.7 days is still better than the target 20 days.

## **8.4 Finance**

- 8.4.1 As reported in June the revenue budget has some pressures and variations that the directorate are going to contain within the approved budget. The main budget pressure is in Property Services regarding a potential £400k under-achievement of commercial rent income of which £300k is in Technopark and £100k on Industrial and Commercial/Community Buildings portfolios. The number of vacant units has grown and the service is carrying out marketing to

attract new tenants. In particular Property Services have commenced a review of Technopark to identify how to reduce this potential shortfall. There are no capital budget variations reported at this stage.

#### Council Tax and Business Rates

- 8.4.2 92.8% of Council tax was collected in July missing the 93.75% target, the year to date position is also slightly short of the target. (BV9)
- 8.4.3 The collection of business rates in July '06 at 99.7% exceeded the set target. (BV10)

#### Invoice payments (BV8)

- 8.4.4 88.1% of invoices were paid in 30 days in July raising the year to date to 85.3% against a 92% target set for the year. This is being monitored carefully with services to further improve performance.

#### Benefits

- 8.4.5 The average speed of processing a new claim further reduced to 43 days in July. Performance has begun to improve as the service continue to identify the current barriers to achieving standard.
- 8.4.6 Performance on the amount of Housing Benefit overpayments recovered over the year has been encouraging and the year to date position of 59% is close to the 06/07 target and on course to meet the annual performance standard.

### 8.5 Chief Executive's

- 8.5.1 As reported last month there are no revenue and capital budget variations reported at this stage.
- 8.5.2 There were 175,607 visits to our libraries in July '06 equating to nearly 9.5 visits per head of population in the year exceeding our target for 2006/07 of 9 visits per head. The cost per visit/ interaction to our libraries in the year to date is £2.28.
- 8.5.3 There were 176 domestic burglaries in July which seasonally adjusted and scaled to an annual equivalent is inside the target. However burglaries in the year to date (836) when seasonally adjusted and scaled to an annual equivalent of 2,794 are just above the target of 2,711 for 06/07.

## 9 Customer Focus

- 9.1 The July balanced scorecard shows 65% of customer focus indicators on or near target, this contrasts with 11 out of 15 (73%) red lights in the July appendix, this is due to the inclusion in the scorecard of a number of perception measures which are reported on annually e.g. data from the resident survey.

- 9.2 Some additional service perception measures may be introduced to the scorecard in the coming months. Environment directorate has started to collect resident satisfaction data in all the areas currently included in the CPA service assessment and intends to report this information in the scorecard. The first set of data has just become available and will feature in the next report and be subsequently reported two to three times a year.
- 9.3 Performance on complaints handling timescales is disappointing with only stage 3 reviews hitting target. In July 138 (69%) of complaints at stage 1 (local resolution) were responded to within the tighter 10 working day timescale against a target of 80%. For the more complex service investigation (stage 2), 18 out of 21 (86%) of complaints were resolved within the 25 working day timescale in July, ahead to the 80% target but the year to date position of 71% still falls short of expectations.
- 9.4 In the year to July 15 of the 16 (93.8%) stage 3 complaints (independent review) received were completed with just one falling outside the new 20 working day timescale.
- 9.5 Of Members enquiries cases closed in July 301 (80%) were handled within the 10 working day timescale, this matches the 80% (1,153) cases in the year to date, both falling short of the 90% target.
- 9.6 66% of Freedom of Information (Fol) requests were actioned within the 20 day timescale in July, against a target of 70% excluding Homes for Haringey requests.
- 9.7 79.2% of Council wide telephone calls were answered within 15 seconds in July, exceeding the target of 77%.
- 9.8 Customer Services performance is continuing to show improvement. 49% of call centre calls were answered within 15 seconds in July, up from 33.5% in June and 13% in May, although still well short of the 70% target for the year. In addition the average queuing time in July further reduced to 43 seconds from over 3 minutes in April.
- 9.9 The cost per transaction for customer services is £4.42. This is the total cost of customer services not excluding corporate activities. The benchmark is the 05/06 outturn of £4.43.

## **10 Organisational Development/ Capacity**

- 10.1 Some staff survey results were reported in the June report and it hoped to include a wider and more representative selection of results in future reports.

### **Sickness**

- 10.2 The average number of working days lost to sickness per full time equivalent employee in the year to July is 8.83 days per annum creeping outside our 8.8 day target but still an improvement on last years outturn of 10.4 days. This will be closely monitored during the year to ensure the target is met for the year.

## 11 Performance Summary

- 11.1 In summary the balanced scorecard shows that for service delivery 69% of indicators are on target or close to the end of year target at the end of July. For 20 of the 31 (65%) customer focus measures, performance targets are being met or close to being met. For financial health 24 of the 33 measures achieved green or amber status, meaning for 73% of indicators performance levels are achieving target or being maintained at an acceptable level. Our organisational development /capacity indicators including the recent staff survey results show that for 13 of the 16 (81%) measures, performance is meeting or close to expectation. Overall 70% of indicators are achieving or close to achieving target. In addition 65% of indicators have maintained or improved performance since the end of last year.

## 12 Summary - Budget Monitoring

- 12.1 Overall revenue budget monitoring shows a projected net overspend of £4.6m and this is 1.26% compared to the approved net budget. Therefore this is rated red as this variation is above 1%.
- 12.2 The aggregate revenue projected position in 2006/07 is as shown in the following table.

General Fund revenue	Approved Budget	Projected variation
	£m	£m
Children (including asylum seekers)	215.9	2.3
Social Services	54.3	2.6
Housing	(1.2)	(1.6)
Environment	51.7	0.5
Finance	9.6	0
Chief Executive's	25.4	0
Non-service revenue	10.8	0.8
<b>Total</b>	<b>366.5</b>	<b>4.6</b>

- 12.3 As reported last month the variation in Non Service Revenue is in relation to the delayed achievement of procurement savings. There is a likely shortfall of £0.8m in the £1m agreed procurement savings this year. Various new procurement review projects have been initiated and in addition spend analysis reports are being completed by each service to review for other potential efficiency projects. Energy procurement has been reviewed and savings are possible from the 1st October contract renewal date although savings will be influenced by market volatility and need to be carefully quantified.
- 12.4 The aggregate capital projected position in 2006/07 is as shown in the following table. As previously reported the Children's Service is currently working on a revision to the three year programme which will take account of slippage and other factors. A revised three year programme taking account of this will be reported to the Executive in due course.

Capital	Approved Budget	Spend to date	Projected variation
	£m	£m	£m
Children	45.3	10.6	0.1
Social Services	7.4	0.6	(0.3)
Housing – General Fund	2.6	0.4	0
Housing – HRA	19.2	0.6	0
Environment	18.0	2.5	0
Finance	5.6	0.8	0
Chief Executive	14.3	1.5	0
<b>Total</b>	<b>112.4</b>	<b>17.0</b>	<b>(0.2)</b>

### 13. Financial administration

13.1 Financial regulations require proposed budget changes to be approved by Executive. These are shown in the table below. These changes fall into one of two categories:

- budget virements, where it is proposed that budget provision is to be transferred between one service budget and another. Explanations are provided where this is the case;
- Increases or decreases in budget, generally where notification has been received in-year of a change in the level of external funding such as grants or supplementary credit approval.

13.2 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.

Key decisions are highlighted by an asterisk in the table.

13.3 The following table sets out the proposed changes. Each entry in the table refers to a detailed entry in the appendices, which show the budgets that it is proposed to change. There are two figures shown in each line of the table and the detailed sheets. The first amount column relates to changes in the current year's budgets and the second to changes in future years' budgets (full year). Differences between the two occur when, for example, the budget variation required relates to an immediate but not ongoing need or where the variation takes effect for a part of the current year but will be in effect for the whole of future years.

13.4 Proposed virements are set out in the following table:

Period	Service	Key	Amount current year (£'000)	Full year Amount (£'000)	Description
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4	Environment	Cap*	-1,885		Adjustment of budget for Lordship Recreation Ground to reflect approved external funding.
4	Environment	Cap	-121		Reduced prudential borrowing requirement for year 2 of leisure investment.
4	Environment	Cap*	-630		Tottenham Hale Residential development – rephrasing of project funded by GAF.
4	Environment	Cap*	360		Hornsey High Street project funded by Section 106 monies.
4	Environment	Cap	15		Bus stop relocation outside Chestnuts Primary School funded from TFL monies.
4	Environment	Cap	-175		Improvement and repairs programme (HMO) is revenue.
4	Environment	Rev	175		Improvement and repairs programme (HMO) is revenue
4	Environment	Cap	150		Investment in sustainable energy work is capital.
4	Environment	Rev	-150		Investment in sustainable energy work is capital.
4	Environment	Rev	50		Realign income budget to reflect latest projections re Leisure project prudential borrowing project.
4	Environment	Cap	40		DEFRA funding for Ferry Lane contaminated land.
4	Chief Executives	Rev	-315	-315	Reduction in voluntary groups budgets to reflect funding.
4	Chief Executives	Rev	95		Healthy Alliance contribution from Enfield Council.
4	Chief Executives	Rev	283		Healthy Alliance contribution from Haringey NHS.
4	Chief Executives	Rev	260		LDA funded Sub Regional Engagement programme.
4	Chief Executives	Rev	70		LDA funded ULVP Programme and Research management.
4	Chief Executives, Children's	Rev	89	89	Transfer of NSPCC grant expenditure budget from CES Strategy to Children's Services.
4	Chief Executives, Environment	Rev	40		Transfer of budgets from Environment to Customer Services to reflect revised costs of enforcement services.
4	Children's	Rev	107		Additional DSG funding to reflect final settlement.

#### 14. Recommendations

14.1 To note the report.

14.2 To agree the virements set out in section 13.

#### 15. Use of Appendices

Appendix i. July balanced scorecard/ Performance summary