

Report title: **The Council's Performance – September 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 September 2006 using the balanced scorecard format.

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

2.1 I am pleased to report a balanced financial position and this is now rated as green. This demonstrates that significant progress has been made since last month.

2.2 I have arranged a series of budget monitoring meetings with The Children's Service, Social Services and Environment as I want to be assured that the monies committed in the provisional budget plans meet borough needs and manifesto commitments.

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

2.3 In September, 72% of indicators are on target or close to the end of year target. In addition 69% of indicators have maintained or improved performance since the end of last year.

2.4 My colleagues and I are still disappointed with performance as regards NEETS, rent collection, processing children's act complaints and the number of call centre calls answered within 15 seconds. Clearly work still needs to be done in these areas and I will be working alongside officers to make sure the necessary steps are taken.

3. Recommendations

3.1 To note the report.

3.2 To agree virements set out in section 14.

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

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**Margaret Gallagher – Performance Manager
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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 September 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 September. For 24 of the 36 (67%) customer focus measures, performance targets are being met or close to being met. For financial health 22 of the 31 measures achieved amber or green status meaning for 71% of indicators performance levels are achieving target or being maintained at an acceptable level. Our organisational development /capacity indicators including staff survey results show that for 17 of the 18 (94%) measures, performance is at or close to expected levels.

4.3 Overall 72% of indicators are achieving or close to achieving target. In addition 69% of indicators have maintained or improved performance since the end of last year.

4.4 The scorecard appendix also includes for the first time some estimated top quartile data so that progress can be assessed not only against the targets we set but in terms of how we compare with others and how close we are to attaining what we ultimately are aiming to achieve.

4.5 In summary, based on the September position, the revenue budget shows a balanced position. Net variations of £1.1m made up of the cost pressures in Social Services budgets of £2.4m, Asylum Seekers of £0.9m, and underspends of £2m on homelessness and £0.2m in Chief Executives Service, will be offset by a proposed virement from the service development / contingency for 2006/07.

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

In summary, based on the September position, the revenue budget shows a balanced position. Net variations of £1.1m made up of the cost pressures in Social Services budgets of £2.4m, Asylum Seekers of £0.9m, and underspends of £2m on homelessness and £0.2m in Chief Executives Service, will be offset by a proposed virement from the service development / contingency for 2006/07.

The aggregate capital projected position in 2006/07 is currently projected to under spend by £0.2m.

Legal Implications

There are no specific legal implications arising from this report, however the response rate for freedom of information requests although improving still needs to improve further to ensure we meet the statutory time limit.

Equalities Implications

Whist equalities is a central thread throughout out 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. 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 September 2006. It is based on the financial monitoring reports prepared for the budget management meetings held on 26 October for period 6 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.
- 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.

- 7.6 The scorecard appendix also includes for the first time some estimated top quartile data so that progress can be assessed not only against the targets we set but in terms of how we compare with others and how close we are to attaining what we ultimately are aiming to achieve.

8 Service Positions on Delivering Service Excellence

- 8.1 For the excellent services arm of the scorecard 54% of indicators are shown as Green, 15% Amber and 31% Red, with 36 out of 55 showing an improvement or maintained performance compared with 2005/06 outturns.

8.2 Children and Young People

- 8.2.1 Based on the September position the children and young people's spend is anticipated to be within budget at the year end, excluding the asylum issue. The current projected net cost of the asylum service in this financial year is £0.9m, down from £1.7m last month.
- 8.2.2 In relation to Looked After Children (LAC), there is a cost pressure of £0.3m. This will be contained by under spending on both commissioning and non-commissioning areas and managers have been made aware of the need to restrict spending on all areas wherever possible. Currently LAC numbers are 400 (excluding unaccompanied asylum seeking minors), which is an increase

of 9 compared with the end of August. The budget assumption was 365 by the end of March 2007.

- 8.2.3 The main change since last month relates to the commissioning costs of looked after children that have reduced by £120,000 to £251,000 from that reported in period 5. This has been achieved through a review of expensive placements at the newly-formed resources panel. Planned actions in relation to the five children who could be moved into more appropriate and less expensive accommodation, identified at the September meeting, are being implemented. One of these children has now returned home. Further reviews at the October panel have identified additional children who can move. The total savings from these placements is estimated at £300,000 in 2006/07 and a full-year saving of about £600,000. The impact of new placements and other changes will also continue to be closely monitored.
- 8.2.4 The asylum position shows a gross shortfall of £3.5m and relates to both children and adults. This is largely covered by a contingency of £1.3m and assumed special case grant claims for 2005/06 of £0.8m and for 2006/07 of £0.5m, leaving a net overspend of £0.9m. The previous forecast was based on an assumed successful claim for 'special circumstances' grant for 2005/06 costs of £463k. However, following a meeting of London Councils where funding proposals from the DfES and the Home Office were considered and supported, it is anticipated that the additional Home Office grant for 2005/06 will be an additional £371k above that anticipated. Proposed changes to the funding arrangements from the DfES could also mean an increase in grant of about £106k in 2006/07 although this is not yet factored in.
- 8.2.5 In terms of a special grant claim for 2006/07, there is no clear indication whether or not this level of additional funding will be made available again. A claim for 2006/07 will be submitted for which an estimate of £500k is included.
- 8.2.6 Previous reports have highlighted a possible issue in respect of national insurance contributions for peripatetic music teachers. This follows on from a review by the HM Revenue & Customs (HMRC) where incorrect treatment has been suggested for which back-dated contributions for 6 years, plus interest and a possible significant penalty may have to be paid. This potential claim (of up to £0.5m) was strongly opposed and, following negotiations with HMRC, it has been agreed that the backdating will apply from April 2006 only, with an estimated cost of about £80,000 per annum.
- 8.2.7 As previously reported the service have been working on a revision to the three year capital programme which will take account of slippage and other factors. The capital budget is currently projected to be £0.7m above budget due to the overspend on Children's Centres phase 1 of £0.9m less an underspend on formulaic schemes of £0.2m. This assumes the application of identified funding of £1.611m to the programme for which Executive approval will be sought in due course.

Performance highlights for the Children and Young People's Service are as follows.

- 8.2.8 All 59 statements of special educational need, excluding exceptions, issued in the year to September were prepared in the 18 week timescale. When exceptions are included 59 out of 68 (86.8%) statements were issued within 18 weeks, exceeding the 85% target. The good performance continues with both parts of the indicator exceeding target.

- 8.2.9 As at September the percentage of 16-19 year olds who were Not in Education, Employment or Training (NEETs) in Haringey reduced to 15.9% from 16.7% in August against a target of 12.9%. The 16-18 cohort grew by 6.8% in September compared with September '05 but the number whose status is 'not known' has increased to 33.6%. The increase in the figures is in part due to the new classification system which now bases NEETs on their place of residence and an increasing trend of post 16 drop out from education and training. Actions are in place to comprehensively analyse the reasons for drop out with the post 16 cohort and to review support mechanisms to get them back on track. An alternative range of pathways 14-19 are also being put into place to aid retention, particularly for the more vulnerable young people. This measure has also been put forward as a stretch target in our Local Area Agreement.
- 8.2.10 Children with three or more placements reduced to 10.8% of children looked after in September exceeding our 13% target. This figure remains inside the best performance banding and in line with our 13% target.
- 8.2.11 All 25 reviews of children on the register due in September 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.
- 8.2.12 There was one adoption in September (BV163) and six in the year to date. The service is on track to achieve a further twelve with all but four of these children already placed with their proposed adopters. In addition there are at least six special guardianship orders linked to present proceedings which should be granted in the next six months making a possible total of 24 adoptions by year end.
- 8.2.13 Performance on responding to Children's Act complaints remains below target with 68% of stage 1 complaints received in the year so far responded to within the 14 day timescale against a target of 80%. However for Children's and NHS complaints new statutory timescales have been introduced from 1st September '06 which will reduce the stage 1 timescale to 10 days with a possible extension to 20 days. Likewise the timescale for stage 2 changes to 25 working days from 28 with a possible extension to 65 days, Provisional targets have been agreed with Children's and Social Services of 80% and 90% for stage 1 and 40% and 90% for stage 2. Performance will be reported against these targets as from October.
- 8.2.14 The cost of service per child for both play, £3,483 and early years, £16,460 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. Reviews of both of these services are being carried out, with a view to developing benchmarks and comparators with other London authorities.

8.3 Environment Services

- 8.3.1 The projection based on the September position is a balanced budget position. The service has now identified measures to contain the previously reported

shortfall in parking income of £500k resulting from the recently reported delays in the implementation of CPZ plans and other pressures within the parking budget. A further risk has been identified in connection with non-valid PCNs (the Barnet case) and the financial implications arising from potentially not being able to recover unpaid tickets, initial revenue impact estimated at about £600k. It is proposed to deal with this through the review and adjustment of the parking debt provision. Therefore the latest position is that these issues can be contained as one-off items in the current year and therefore the budget is projected to be balanced. The impact on future years will be considered as part of the budget planning process.

- 8.3.2 Previously reported other pressures of £100k in Recreation and £200k in Streetscene will be managed within these Business Units' currently approved budgets.
- 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 this financial year, e.g. the CCTV control room, the parking plan schemes and London Cycle Network schemes funded from TfL grant. Some under spends may need to be carried forward. However, it is intended to monitor these very carefully to ensure that spend is maximised particularly on grant funded schemes by year end.
- 8.3.4 Parking income recovery target is 61% and actual performance to September was at this level.
- 8.3.5 The annual projected cost of household waste collection per tonne is now £70 compared to the target of £72 for 2006/07. The reduction is due to higher weight of household waste being collected within existing budgets

Performance highlights and issues in Environment are:

- 8.3.6 22.4% of household waste was recycled or composted in the six months to September '06 exceeding our 22% target for 2006/07. This has resulted from a change in the way the figures are calculated from an apportionment system to actual tonnage. The change has been applied back to April and for Haringey this has had a beneficial effect and led to an increase in the rate of recycling
- 8.3.7 The waste tonnage collected for September was maintained at 31 kg per head and although higher than expected shows a slight improving trend. Further to the on-going investigation, Haringey Accord is addressing non-household waste collected out of borough and identification of unknown vehicles that have been tipping and allocated to Haringey. It is hoped that this work will have a positive impact and the results will be reported on next month.
- 8.3.8 Waste collections missed per 100,000 stand in excess of 3,700 in the year to date making the target of 130 for the year unobtainable. The August figure was very high as a result of the strike but the figure for September is back down to usual levels.

- 8.3.9 August saw 36 out of 45 minor planning applications (80%) determined in 8 weeks however the year to date, 88% still exceeds our 83% target and beats the government target (65%).
- 8.3.10 The first phase survey results on street and environmental cleanliness were disappointing showing that 41% of our roads had unacceptable levels of litter and detritus against a target of 25% for 2006/07. Our 2005/06 performance at 37% was deterioration on the 32% achieved in 2004/05 and places us amongst the worst performing boroughs in London.
- 8.3.11 Performance on planning application appeals that have been allowed against the authority's decision to refuse permission improved in September. However our performance in the year so far at 45% is outside our 30% target for 2006/07. This relates to 32 out of 71 cases from April to September. The service is revisiting the 'practice' of refusing almost all applications for mobile phone masts as these are steadily being lost on appeal. In addition refusals in relation to conversions policy are also being looked at.
- 8.3.12 The number of seasonally adjusted visits to our sports and leisure centres at 1.12 million continues to be above the target of 1.08 million. Tottenham Green performed strongly in most areas and attendance at White Hart Lane was up 16%.
- 8.3.13 The parks cleanliness index of 85 in the year to September continues to exceed the target of 80. Following training, the assessment is now more in line with ENCAMs principles.
- 8.3.14 The average number of days to repair streetlights was 1.9 days in September well inside target of 3.5 days.
- 8.3.15 Faults relating to power supply handled by our District Network Operator (DNO) - currently EDF – increased in September with the average days to repair the fault at 15.5 days for the month. The year to date position has now increased to 15.2 days although still inside the target 20 days.
- 8.3.16 There were 62 people killed or seriously injured (KSI) in the period January to June '06, 11 of these in June. With numbers scaled up, there would be more people killed and seriously injured than in 2005 although the trend from the 1994-1998 baseline is improving. Although KSIs in June placed us above target the position in the 6 months to June was at 124 KSIs is at the target for the calendar year 2006.

8.4 Adults' & Older People's Social Care, Housing

- 8.4.1 The projected overspend in Social Services is £2.4m and this is £0.5m lower than reported last month. The improvements reflect both the application of a provision made by the PCT of £0.2m in respect of older people that are currently being assessed against the continuing care criteria and may be transferred to Health, and some clients in Adults services where services have ceased. There have been no major changes to the other budget areas.
- 8.4.2 The main elements of the overspend remain largely unchanged from those reported in previous months. These include, the loss of funding from the PCT

of £0.4m in respect of jointly commissioned services and continuing pressures in the Adults commissioning budgets in respect of client care packages.

- 8.4.3 The national context for Social Services is a trend of growth in both the demand and complexity of services. In particular, the numbers of people with learning disabilities are predicted to increase in the next decade and in Haringey, we have a larger than usual population with mental health needs. This has been evidenced by the London Observatory. The Older People's Service has seen an increase in the numbers with dementia and there have been increasing pressures from Health around reducing waiting lists. The current projections for commissioning reflect these pressures. The Adults commissioning projections include an overspend of £1.6m of which £0.7m is in respect of mental health, £0.5m in respect of physical disabilities and £0.4m in respect of learning disabilities.
- 8.4.4 The main element of the overspend in mental health is in the residential placements budgets where there are some 31 clients supported in excess of the budget. There continue to be pressures in the mental health sector with reduced funding available in the PCT and performance targets to reduce in-patient beds. 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. In physical disabilities there has been a growth in demand in terms of both client numbers and levels of need. At period 6, there were 44 clients supported in excess of what the budget could pay for, mainly in domiciliary care. The projected overspend in learning disabilities relates to growth in client numbers and slippage in the opening of Whitehall Street following refurbishment.
- 8.4.5 The Social Services budgets continue to be under severe pressure because of both demand pressures and reductions in services in the Health sector. These are being managed with some success through the management action put in place to contain these pressures. The growth in commissioned services in this financial year has been significantly below the underlying trend experienced by the council in recent years.
- 8.4.6 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. No projections have been made for growth in commissioning services between now and the end of the financial year. Given the pressures in the sector, there remains a risk to the council that these projections will not be sustained despite the management action in place.
- 8.4.7 Social Services capital is projected to spend £0.9m below budget in this financial year. This is due to revised phasing of the budgets for the E-Care (£0.6m) and Osborne Grove Older People's Services (£0.3m) projects.
- 8.4.8 The performance appendix reports the latest performance figures on some key indicators in Adults' and Older People's services. This shows that:

- 74.6% of items of equipment were delivered in 7 working days in September, a reduction for the third month running and short of the 88% target. The poor performance has been attributed to a number of changes to the staffing structure. This performance is now below the IPF average and a number of our comparator boroughs are performing in the high nineties. (BV56/PAF D54).
- 121 adults and older people per 100,000 population were receiving a direct payment as of September, short of the 136 target for the month and a decline on last years performance (BV201/ PAF C51). Performance on this indicator is cumulative with the target of 150 to be achieved by 31 March '07. Social Services DMT have requested an urgent report outlining the issues affecting direct payments and the recovery plan to improve performance and achieve the target.
- In the year to August there were 77 admissions, when scaled up per 10,000 population of older people, to residential / nursing care (PAF C72). Current performance places Haringey just inside the top banding for this indicator, despite being outside our target of 70. The service is taking a closer look at this area to understand the increasing trend in admissions since April.

8.4.9 Some areas where we need to sustain focus and improve our performance in Adults' and Older People's services remain:

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 September the average of these reduced further to 48.8% falling well below the key threshold levels for this year of 60% and 70% respectively and our target of 71%.

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

- 4% of Carers for Adults and Older People received a carer's break or specific carer's service in the year to September against a target of 12%. An issue around counting services for carers has been identified because, in common with a number of other authorities, our practice incorporates the carer's assessment with that of the person they care for making it difficult to identify which services belong to the carer and which to the cared for person. Staff have been instructed that carers should have their own assessment and in the meantime a manual count of panel decisions is being undertaken quarterly to give some indication of the support in place for carers.

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

- 54.4% of adults and older clients were recorded as having received a review as at September '06, an improvement on the 43% in April and the highest performance of the year so far although still short of the 60% target for 2006/07. Most services now have individual action plans to tackle this problem with weekly targets set for each service group in the four service

areas. Performance remains well below the IPF average of 65% and the worst amongst our comparator boroughs.

- 8.4.10 Social Services are in the process of moving from a position of reporting performance in rolling year format, to financial year. This will increase the accuracy of the data that is being presented and also incorporate the improvements that have been achieved so far this year. The elimination of the rolling year data will reduce the impact that previous data projects, or downturns, will have on current performance and altogether it is believed that a more robust and reliable representation of the performance position will be achieved.
- 8.4.11 The projected improvement on the homelessness general fund budget has increased from the £1.6m previously reported to £2m. 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.
- 8.4.12 The level and cost of repairs in the HRA are being carefully monitored following pressures in this area last year. Increased costs on gas maintenance contracts of £0.9m are being contained within the HRA contingency. There is also a risk that there will be a shortfall in rent income as a result of the lower performance on collection set out below, however this is partly offset from a lower number of right to buy sales than previously estimated. This will be carefully monitored as the actions to improve collection performance are implemented. The net current projection is an overspend of £139k which is mainly as a result of a shortfall of leasehold service charge income compared to the budget.
- 8.4.13 On HRA capital there is a cost pressure of £1.2m, however this will be managed through the over-programming allowance so that the capital budget will spend to target.

Performance issues in Housing are as follows:

- 8.4.14 The cost per nightly rated accommodation at £41.23 is slightly above the target of £40.20. The cost per private sector lease has been steadily increasing throughout the year and now stands at £873 against a target of £842.
- 8.4.15 BV213 records households who have been prevented from becoming homeless. There were 6 in September and 174 in the year to date which scaled up to an annual equivalent falls short of the target of 400 set for 2006/07. September's figure is lower owing to the fact that data has yet to be input following an IT change.
- 8.4.16 The average re-let time of local authority dwellings reduced to 48 days in September bringing the year to date position to 55.75 days. It is unlikely that the 2006/07 target (27 days) will be achieved.

Rent Collection

- 8.4.17 Rent collected as at September (BV66a) is projected at 95.44% of rent due for the year against a target of 97.5%. This performance places us in the worst quartile, compared to our 2005/06 outturn of 97.4% which placed us in the second best quartile. However Housemark quarter 1 benchmarking with other ALMOs puts their performance in the second quartile. 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.
- 8.4.18 The percentage of tenants with more than seven weeks rent arrears increased further to 15.51% in September remaining short of our target of 10% for 2006/07.
- 8.4.19 The proportion of local authority homes which were non 'decent' as at July '06 was 44.5% against a target of 42%. The estimated top quartile for this indicator is 21%.

Repairs

- 8.4.20 In September 97.6% 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.
- 8.4.21 The average time to complete non-urgent responsive repairs increased to 14 days in September against a target of 14 days.
- 8.4.22 The percentage of urgent repairs completed within Government time limits increased to 95% in September although short of the 97% target.

8.5 Finance

- 8.5.1 As previously reported 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. The shortfall is largely around vacancies at Technopark. Work is being done to market the vacancies as well as reviewing the demand for different types of workspace to attract further business. Management action to reduce spend is also being taken and therefore the Finance Department as a whole is projected to be on budget.
- 8.5.2 The capital budget is projected to spend at budget.

Council Tax and Business Rates

- 8.5.3 94% of Council tax was collected in September exceeding the 93.75% target for the first time this year. Collection in the second quarter has been consistent with a year to date position just slightly short of the target at 93.4%. Based on the latest estimates of London performance Haringey is now very close to 3rd quartile boundary improving from previously bottom quartile performance. (BV9)

8.5.4 The collection of business rates in September at 99.3% continues to exceed the 99% target placing us amongst the best authorities in London. (BV10)

Invoice payments (BV8)

8.5.5 Performance improved in September with 87.75% of invoices paid in 30 days, up from 83% in August. Whilst still short of the 92% target performance in the year to date is now 85.2%. This is being monitored carefully with services to further improve performance.

Benefits

8.5.6 The performance for the number of days to process a benefit claim has improved from an average of 50 days in April to 42 days in August and September although still short of the 36 day target. Benefits and Local Taxation has concentrated on reducing the waiting time between the receipt of new claims and their allocation for processing by an Officer. During the first few months of the year a backlog occurred and there were between 350 and 400 benefit claims awaiting allocation with waiting times of over 20 days. A reduction in the number of outstanding claims has been achieved by an increase in staff productivity and process improvements particularly around the holding of claims whilst awaiting additional information. The management of the New Claims Team has also been strengthened with the appointment of a new team manager and a redefining of team leader roles and responsibilities. Further planned improvements include introducing mobile working so claims can be assessed with the customer present and tackling delayed processes such as setting up rent accounts.

8.5.7 Performance on the accuracy of benefit cases was disappointing in the second quarter with 95.6% of cases for which the calculation of benefit due was correct, against a target of 99%. Significant improvement of quality and accuracy is a key objective for Benefits and Local Taxation.

8.5.8 Positive progress is being made on the majority of other benefits measures putting us on track to achieve the standards set for 2006/07.

8.6 Chief Executive's

8.6.1 The revenue budget is projected to underspend by £0.2m. This is mainly due to vacancies and time needed to recruit to posts in OD&L, Members' Services and Equalities that is projected to save £0.3m. This is offset by a projected overspend of £90k in Legal Services in respect of Local Land Charges income where there is now a projected shortfall based on the current housing market activity.

8.6.2 As reported last month there are no capital budget variations reported at this stage.

8.6.3 Visits to our libraries in September equated to just over 10 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 £2.88 and reflects higher expenditure in the early part of the year and a lower number of

visitors. It is expected to fall once the lower level of expenditure later in the year is taken into account.

- 8.6.4 There were 192 domestic burglaries in September which seasonally adjusted and scaled to an annual equivalent is well inside the target with burglaries in the year to date (1,202) when seasonally adjusted and scaled to an annual equivalent of 2,485 are inside the target of 2,711 for 06/07.

9 Customer Focus

- 9.1 The September balanced scorecard shows 67% of customer focus indicators on or near target including some key measures from the Better Haringey survey.
- 9.2 Environment directorate has started to collect resident satisfaction data in all the areas currently included in the CPA service assessment. Some results are included in this report for consideration ahead of the Local Government BVPI survey results which will be available in December. The findings are based on 341 face to face interviews (178 'exit interviews' from Customer Service Centres and 163 'in street' interviews in Crouch End Broadway, Wood Green High Road and Tottenham High Road) and give some indication of how public perception has changed over the past year.
- 9.3 The results show some encouraging news with the majority of key indicators achieving target and showing an improving trend but need to be taken in the context of the smaller sample size and the fact that face to face surveys usually achieve better results. Confidence intervals have been calculated for each of the measures reported so that the precision of the results can be gauged. These survey results should not be directly compared with the local government BVPI survey results but do give some indication of how perception is changing. Some of the key findings are as follows:
- 70% of residents rated the refuse collection service good or very good. Performance is marginally better than that reported in the annual residents' (TNS) survey and the last BVPI survey in 2003 but this is encouraging given the fact that the survey was conducted during the refuse strike.
 - 62% of residents were satisfied with street cleaning exceeding the 55% target and showing a significant improvement on figures reported in the annual residents' and BVPI survey in 2003. This is at odds with the BV199 litter and detritus results reported earlier.
 - Satisfaction with parks, playgrounds and open spaces at 66% is close to the 70% target with a net good increase of 16% over waves 4 and 5 of the survey.
 - 62% of residents expressed satisfaction with re-cycling facilities close to the 60% target taking account of the +/- 7% confidence interval. It is hoped that the roll out of new, improved and expanded recycling over the next few months should improve both performance and perception in this area.
 - Satisfaction with local tips or Re-use and Re-cycling centres at 57% was well below the 70% target. A return of 40% 'don't know' answers suggests that more work needs to be done to promote these centres. Work has already begun with further promotion planned for coming months.
- 9.4 Performance on complaints handling timescales continues to disappoint with only stage 3 reviews hitting target. In September 167 of the 231 (72%)

complaints at stage 1 (local resolution) were responded to within the 10 working day timescale against a target of 80%. For the more complex service investigation (stage 2), performance improved in September, with 21 out of 25 (84%) of complaints resolved within the 25 working day timescale. The year to date position of 70% still falls short of the 80% target. Figures exclude Homes for Haringey performance which is at similar if not lower levels with 66% and 69% of stage 1 & 2 complaints responded to within target timescales.

- 9.5 In September all 5 stage 3 complaints (independent review) received were completed within the 20 working day timescale with 24 out of 25 in the year to date.
- 9.6 Of Members' enquiries cases closed in September 253 (81%) were handled within 10 working days, 83% (1489) of cases in the year to date, both falling short of the 90% target.
- 9.7 Freedom of Information (Fol) performance in September improved to 73.8% bettering the 70% target for the second consecutive month. However only 65% of Freedom of Information (Fol) requests were actioned within the 20 day timescale in the year to September.
- 9.8 75.2% of Council wide telephone calls were answered within 15 seconds in September, falling slightly short of the 77% target, although the year to date position of 78% still exceeds the target.
- 9.9 Customer Services performance is continuing to cause concern. In September performance deteriorated further to just 22.2% of call centre calls answered within 15 seconds against a 70% target for the year. In addition, the average queuing time in September increased to nearly two minutes from 43 seconds in July. With a year to date figure of 1 minute 48 seconds the 40 second target is unlikely to be met. The Customer Services improvement plan is now being implemented and we expect to see improvement in the coming months.

10 Organisational Development/ Capacity

- 10.1 Some staff survey results were reported in the June report. These have been reviewed and a more representative sample of indicators has now been included in the scorecard.

Sickness

- 10.2 The average number of working days lost to sickness per full time equivalent employee in the six months to September is 8.56 days per annum inside our 8.8 day target and an improvement on last year's 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 as at the end of September. For 24 of the 36 (67%) customer focus measures, performance targets are being met or close to being met. For financial health 22 of the 31 measures achieved green or amber status, meaning for 71% 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 17 of the 18 (94.4%) measures, performance is meeting or close to expectation. Overall 72% of indicators are achieving or close to achieving target up from 69% reported in August. In addition 69% of indicators have maintained or improved performance since the end of last year up from 58% reported in August.

12 Summary - Budget Monitoring

12.1 Overall revenue budget monitoring, based on the September position, shows a balanced position overall. A net service variation of £1.1m can be met from the service development / contingency set aside in the 2006/07 budget process. It is now proposed to formalise those virements.

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 and Young People	215.5	0
Asylum Seekers	0.3	0.9
Social Services	56.7	2.4
Housing	(1.2)	(2.0)
Environment	51.7	0
Finance	9.9	0
Chief Executive's	26.0	(0.2)
Non-service revenue	7.6	(1.1)
Total	366.5	0.0

12.3 Executive agreed to fund the one-off pension fund deficit costs in 2006/07 in order to facilitate the proposed development of Alexandra Palace on a long lease to Firoka. This was to be funded from the Council's budget for the operational deficit, which would no longer be fully required. The lease agreement has not yet been finalised and therefore the ability to fund this one-off cost in full this year will need to be reviewed.

12.4 The Bernie Grant Centre Partnership is a company limited by guarantee and a registered charity established in September 2006 to build a theatre and arts centre, including education and training facilities, on a disused site adjacent to Tottenham Town Hall. The Council is a member of the company and is represented on the Board by the Chief Executive.

12.5 Following demolition and site preparation construction work began in November 2005 and is due to be completed in July/August 2007 with the centre opening in September 2007.

12.6 The current capital budget for the construction project, which includes setting up the operational phase of the centre, is £14,292,700. This is being funded largely by four government sponsored agencies with a contribution of £200,000 from the Council which represents just over 1% of the budget.

		Original funding	
		£	
1	Millennium Commission	5,850,000	41%
2	London Development Agency (LDA)	3,500,000	25%
3	Government Office for London (ERDF)	3,592,700	25%
4	Arts Council, England	1,150,000	8%
5	LB Haringey	200,000	1%
		14,292,700	100%

12.7 Although construction on site is now progressing satisfactorily there was a significant delay during the early part of the works which has had a significant cost impact. Together with the effect of unforeseen additional works to the listed building incorporated within the project and ground conditions this has resulted in current budget projections showing a potential over spend of approximately £1.5m.

12.8 The project has carried out a thorough review of all costs and budgets and has also approached the project funders with a request for additional funding. The Government Office for London has informed that it does not have the flexibility to make any further funding available to the project therefore the other four funders are being asked to consider funding the current projected budget shortfall.

12.9 Although no formal decisions have yet been taken, other funders are considering the following sums:

	£m
Millennium Commission	0.30
Arts Council	0.35
LDA	0.35
Total	1.00

The contribution requested from the Council is therefore £0.5m.

12.10 Should Members, wish to agree this contribution, the most appropriate source of funding would be the LPSA reward grant.

13. Capital

13.1 The aggregate capital projected position in 2006/07 is as shown in the following table

Capital	Approved Budget	Spend to date	Projected variation
	£m	£m	£m
Children and Young People	45.3	18.1	0.7
Social Services	7.0	1.3	(0.9)
Housing – General Fund	2.9	0.5	0
Housing – HRA	18.2	2.3	0
Environment	17.2	4.1	0
Finance	5.6	1.1	0
Chief Executive	14.5	3.5	0
Total	110.7	30.9	(0.2)

14. Financial administration

14.1 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.

14.2 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.

14.3 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.

14.4 Proposed virements are set out in the following table:

Period	Service	Key	Amount current year (£'000)	Full year Amount (£'000)	Description
6	Chief Executives, Housing, Social Services, NSR	Rev*	3,300		Asylum Seekers £0.9m Social Services £2.4m Adults & O.People Total £3,3m Met from homelessness underspend of £2 million, Chief Exec £0.2m and from service development contingency £1.1m
6	Chief Executives	Cap*	500		Bernie Grant Centre – additional contribution to meet higher capital costs to be funded from LPSA grant; paragraphs 12.4 to 12.10 refer.
6	Social Services	Rev	37	37	Transfer of budgets from Older People and Adults for two policy and planning assistants within the Policy and Performance Team.
6	Environment	Rev*	626		Budget revised to reflect Planning and delivery grant (PDG) allocation.
6	Children's, Finance	Rev	10	10	Transfer of non staff costs for Children's Finance Team to Corporate Finance
6	Housing	Cap*	-1,144		Reversal of carry forward from 05/06
6	Housing	Cap	42		Additional budget for Recycling Estates (£30k) and for Booster Pumps (£12k) that are funded from monies received.
6	Chief Executives	Rev*	413		SSCF Neighbourhood element monies
6	Environment	Cap*	-1,000		Revision of 06/07 spend profile re Haringey Heartlands Spine Road project.
6	Environment	Cap*	621		Reallocation of £579k of TFL funded schemes to other TFL schemes in our budget and the balance of £42k is new TFL monies.
6	Environment	Cap*	545		Additional budget for Finsbury Park HLF project that is largely funded from HLF monies and the balance of £160k from capital receipts. The capital receipts have been generated due to lower capital spend requirements on the Lordship Rec project (£100k) and on the Parks and Open Spaces project (£60k).
6	Environment	Rev	120		Greenways allocation funded by TFL monies. Highgate Station to Alexandra Palace Station (£60k) and Finsbury Park to White Hart Lane (£60k).
6	HRA		167		Reallocation of managed budgets for grounds maintenance, waste management and pest control. - pest control “

6	HRA	*	1,913		- waste management “
6	HRA	*	1,233		- grounds maintenance “
6	HRA	*	-3,313		- central recharges “
6	HRA		3		Homes for Haringey proposes to fund various environmental works from the management fee budget. - pest control “
6	HRA		60		- waste management “
6	HRA		70		- grounds maintenance “
6	HRA		45		- landscaping works “
6	HRA		-178		- management fee – retained budgets
6	HRA	*	-732		Leasehold income - an over-recovery of leaseholder income of £732k is forecast. This reflects the recovery of leaseholders’ insurance costs. This is offset by a matching overspend in the Retained Budget where the costs have been incurred.
6	HRA	*	1,500		Reallocation of the provision of bad debts from leaseholder income.

15. Recommendations

- 15.1 To note the report.
- 15.2 To agree the virements set out in section 14.

16. Use of Appendices

Appendix i. September balanced scorecard and Performance summary