



Haringey Council

Agenda item:

Overview and Scrutiny

On 03/12/2007

Report Title: **The Council's Performance – September 2007**

Report of: **The Chief Executive and Chief Financial Officer**

Wards(s) affected: **All**

Report for: **Information**

1. Purpose

- 1.1 To set out an exception report on the finance and performance monitoring for September 2007 using the balanced scorecard format and showing progress against achievement of council priorities.
- 1.2 To agree the virements set out in section 21.5 of the report.

2. Introduction by Cabinet Member for Performance Management (Cllr George Meehan)

- 2.1 Members of the Cabinet will be pleased to note that 90% of indicators are achieving or close to achieving target as at September '07. This illustrates that we continue to make good progress against the council priorities. In addition 83% of indicators in our scorecard have maintained or improved performance compared to last year.

3. Introduction by Cabinet Member for Resources (Cllr Charles Adje)

- 3.1 This report provides members with the financial position for the month of September and it is worth noting that the forecast net overspend has come down from £0.8m in August to £0.5m on revenue. I draw members' attention to paragraphs 20 and 21 in terms of Capital and Financial Administration and ask that the virements proposed are approved.

4. Recommendations

- 4.1 To note the report and progress against council priorities as shown in the appendix.
- 4.2 To agree virements set out in section 21.5.

Report Authorised by: **Dr Ita O'Donovan – Chief Executive**

Contact Officers:

Margaret Gallagher – Performance Manager

Telephone 020 8489 2553

John Hardy – Head of Finance – Budgeting, Projects and Treasury

Telephone 020 8489 3726

5. Head of Legal Services Comments

There are no legal implications

6. Local Government (Access to Information) Act 1985

6.1 Budget management papers

6.2 Service PI returns including unit cost data

7. Strategic Implications

7.1 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 2008. The report also gives an indication of the level and quality of services delivered on the ground.

8. Financial Implications

8.1 The overall revenue budget monitoring, based on the September position, shows a forecast net overspend of £0.5m. This is made up of a number of budget pressures that largely relate to Asylum and Adult Social Care. These are partly offset by a projected underspend on the Housing general fund, an earmarked reserve for asylum and additional investment income.

8.2 The aggregate capital projected position in 2007/08 is currently projected to underspend by £8.1m. This is made up of £4.5m in Children and Young People, £3.3m Housing and £0.3m in Adult, Community and Culture. These are mainly profiling issues that are explained later in the report.

8.3 The DSG element of the overall Children and Young People's Service budget is projected to underspend by £0.4m and this is in respect of the Network Family support budget that will be requested to be carried forward to meet the summer term 2008 commitments.

8.4 In relation to the HRA, the net current revenue projection is a surplus of £0.7m against the approved budget. This latest forecast position was reported by HfH to their Board on 30 October 2007. Further details are set out later in this report.

9. Legal Implications

9.1 There are no specific legal implications arising from this report.

10. Equalities Implications

10.1 Equalities are a central thread throughout the council's performance and performance updates on key equalities indicators are reported on in this report.

11. Consultation

11.1 The scorecard includes a number of resident and staff satisfaction measures to show how well the Council is perceived. 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.

12. Background

12.1 This is the regular finance and performance monitoring report for September 2007. It is based on the financial monitoring reports prepared for the budget management meetings held on 22 October for period 6 and the service submission of the basket of performance indicators that have been agreed for 2007/08.

12.2 Members have agreed the Council Plan and five priorities for Haringey. These are:

- Making Haringey one of London's greenest boroughs
- Creating a better Haringey: Cleaner, Greener and Safer
- Encouraging lifetime well-being
- Promoting independent living
- Delivering excellent services

12.3 This report focuses on monitoring and reviewing performance against those priorities and against key objectives as set out in our Council Plan. The indicators included have been categorised according to the priority under which they sit and progress is illustrated against indicators achieving, close to or failing to achieve agreed targets for 2007/08.

12.4 The reporting continues to be 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.

12.5 The report continues to include routine monitoring of unit costs so that performance and costs reflecting activity allow us to make judgements around whether we are delivering value for money services.

13. How the reporting works and interpreting the scorecard

13.1 Performance data is shown in Appendix 1. Performance is reviewed against a representative basket of 109 indicators at least 58 of which are updated monthly. Where specific indicators do not lend themselves to monthly reporting, they will be reported at the appropriate frequency. The scorecard illustrations in the summary are based on year to date traffic lights and reflect progress as at the month being reported i.e. this report is based on performance as at August '07. Where data is unavailable for particular indicators at a specific point in time e.g. survey data, these still feature in the scorecard illustrations with our assessment of progress as at that

time. The latest available data and traffic light awarded is incorporated into the calculations and the numbers shown both on the balanced scorecard and in the graphs showing progress against council priorities.

13.2 Progress on indicators continues to be tracked on a monthly and year to date position against the 2007/08 target using a traffic light annotation where:

- green: = target achieved / performance better than planned
- amber: = just below target (normally a 5% tolerance)
- red: = target not achieved / below expectation

13.3 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.

13.4 This year's scorecard appendix also includes some graphs to illustrate monthly progress on some key indicators over time and against target.

13.5 The latest all England top quartile data (for 2006/07) also features in the scorecard along with an indication of our quartile position in 2006/07. This enables progress to 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.

14. Making Haringey One of London's Greenest Boroughs

Urban Environment

14.1 Recycling and composting performance improved slightly in August and has remained strong with 24.5% achieved in the year to September. Despite this, performance is just short of the 25% target set for 2007/08. To ensure that the target is met the recycling service will be further improved this year by rolling out an additional commingled round in November/ December '07, introducing recycling on private estates in January '08 and generally by improving participation rates across all existing schemes. The services Communications Plan and Waste Minimisation Plans are both expected to impact on reuse, recycling and composting.

14.2 The waste tonnage collected for September reduced to an annual equivalent of 351kg of household waste collected per head exceeding the target. This is top quartile performance and with the residual tonnage for the year to date below the equivalent figures for 2006/07 it is expected that the target of 370Kg per head will be met. Also, communications work around waste prevention is planned this year which should help contribute towards reduce household waste arisings.

14.3 There are no financial issues to report within this priority.

15. Creating a Better Haringey, Cleaner, Greener and Safer

Urban Environment

- 15.1 Performance in September for street cleanliness was 18% of streets with unacceptable levels of litter and detritus, down from 24% in August. Performance in the year to September has improved significantly. 20% of streets had unacceptable levels of litter bettering the 29% target and a 20 percentage point improvement from our position at the end of 2006/07
- 15.2 Performance for Graffiti improved in September, whilst flyposting stood still at 5%. Waste Management have been working with the service provider to ensure that work is targeted in areas which have historically suffered from high levels of graffiti and flyposting. The service is also liaising with other internal council services to ensure that their land and buildings are kept graffiti-free as the condition of these impacts on the graffiti score.
- 15.3 The Enforcement budget is projected to spend at budget. The current pressure on the parking account is £0.1m as reported last month and is made up of a projected net income shortfall against current budget assumptions. This net deficit will be contained within the Streetscene and/or Urban Environment overall approved budget.

Safer Communities (PPPC)

- 15.4 The number of British Crime Survey (BCS) comparator crimes reported in September fell again to 1,376. When projected up this performance remains short of our challenging target of 17,211 (1395 fewer offences than in 2006/07) for 2007/08. The performance in the period April to September with 9,196 crimes committed is 0.9% higher than the same period in 2006.
- 15.5 Three of the BCS comparator crimes showed a decrease in the performance with increases seen in six. There were significant falls in personal robbery (15.2%), theft of a motor vehicle (11.9%) and wounding (10%). However notable increases were seen in criminal damage (10.3%), burglary (9.9%) and theft from motor vehicle (6.3%).
- 15.6 Good progress has been made on sanctioned detections for incidents of domestic violence, one of our local area agreement stretch targets. There have been 361 sanctioned detections in the year to August which scaled up equates to 866 in a year, an improvement from the 671 achieved in 2006/07 putting us on track to achieve the agreed stretch. The stretch was an additional 129 sanctioned detections by year ending 31st March 2010. However figures stated in the local area agreement were erroneously based on offences not sanctioned detections and the number of offences is reducing. Although initial feedback from CLG was that they were not prepared to accept changes to the baseline discussions with the Home Office who were involved in the detailed negotiations are more positive.

16. Encouraging Life Time Well-being

Children and Young People

- 16.1 Provisional results for 2007 show 57% of students gaining 5+ GCSEs at grades A*-C, closing the gap with the national result from 19.1% in 2001 to a provisional 6% in 2007. This represents progress at twice the national rate sustained over a six year period. It should be noted that currently the DCSF website quotes 53% for Haringey but this is because newly arrived pupils have not been excluded from the statistics. This happens in January and will be closer to 57%.
- 16.2 Haringey's looked after children also did extremely well in their GCSE's this year with 64% achieving at least one A-G compared with 30% in 2004/05.
- 16.3 The percentage of 19 year olds achieving level 2 qualifications in Haringey has increased from 53% in 2004 to 62% in 2006. Good strategies are in place to raise participation and achievement through the development of a broader more personalised curriculum. Fourteen of our young people in care achieved Level 3 national qualifications.
- 16.4 The BSF capital programme is currently projecting an underspend in 2007/08 of £4.3m. This relates to programme re-phasing and it is planned that this sum will be fully spent over the life of the BSF programme.

Adult, Community and Culture

- 16.5 Despite a dip in the number of visits to our libraries in the second quarter, performance at almost 9 visits per head of population continues to exceed target. The dip in visits was owing to Hornsey and Stroud Green Library closures.
- 16.6 The commissioning budget for adult social care is currently projected to overspend by £1m. Part of this is in the learning disabilities service where there is a significant pressure from the number of people known by the service, who may potentially require support in this financial year. It also includes physical disabilities where actual client numbers are 16 above the budget assumption. The service is reviewing high cost care packages to ensure costs are minimised.
- 16.7 The capital programme is projected to spend £0.3m below budget in respect of the Lordship Recreation Ground. Additional bids have been made to the Heritage Lottery Fund to enable all the required. It is anticipated that the work will be carried out next year. The funding will therefore need to be carried forward to next year.

17. Promoting Independent Living

Children and Young People

- 17.1 Excellent performance has been sustained with looked after young people in employment, education or training (BV161/ PAF A4) and care leavers are achieving above that of the local population of 19 year olds in education, training or

employment. Monthly monitoring must be interpreted with caution as the cohort of children increases as the year progresses and monthly percentages vary often reflecting a very low number of young people. As at September '07 61.1% of care leavers (aged 16) were engaged in employment, education or training at the age of 19 against a target of 72% for 2007/08.

- 17.2 There have been 19 adoptions or special guardianship orders granted in the year to September (6%) against a target of 24 (7%) by the end of March '07. Performance on this indicator is cumulative but current performance suggests that the 2007/08 target should be achievable. (BV163/ PAFC23)
- 17.3 The Children and Young People's budget (excluding Asylum and DSG) has up to £0.3m of projected pressures relating to the commissioning budget (Looked After Children) that the service are working to manage. This is £0.5m lower than that reported last month and is mainly due to the cancellation of eleven higher cost placements in the commissioning budget net of ten new placements at a lower cost.
- 17.4 The DSG element of the overall Children and Young People's Service budget is projected to underspend by £0.4m and is in respect of the Network Family support budget that will be requested to be carried forward to meet the summer term 2008 commitments.
- 17.5 The Asylum position relating to Children is projected to overspend by a net £0.5m. This projected overspend is over and above the additional base budget allocated to the service. However, a contingency has been assumed to offset the projected asylum overspend in Children and Young People and in Adults, Culture and Community. When the matter of disputed cases is fully resolved, all those where there is not an eligibility for grant claim will be reassessed to identify if there is still a need to provide a service. Consideration will be given to undertaking full 'Human Rights' assessments to identify if it is possible to reasonably cease support.
- 17.6 The Children's capital budget is projected to underspend by £0.2m excluding BSF.

Adult, Community and Culture

- 17.7 As at September we have helped 97 older people per 1,000 populations to live at home bringing performance much closer to our target of 101. This improvement reflects the inclusion of clients in receipt of telecare as helped to live at home and the service expect that the 2007/08 target will be exceeded. (BV54/ PAF C32)
- 17.8 99% of equipment was delivered within 7 working days in September exceeding our 90% target on this key threshold indicator.
- 17.9 The number of adults and older people per 100,000 population that received a direct payment dipped slightly as at September '07 and is slightly short of the monthly profiled target of 139. There are currently 19 pending clients being counted towards this indicator and the service are working with the Direct Payments team to get progress reports on all **of these** cases. With these clients counted the service are on track to hit their 150 target by the end of the year. (BV201/ PAF C51)
- 17.10 Excellent performance has been maintained on waiting times for assessment. This indicator is the average of new older clients receiving an assessment where time

from initial contact to first contact with the client is less than or equal to 48 hours (part a) and the percentage where time from first contact to completion of assessment is less than or equal to 4 weeks (part b). The average of the two is 96.2% and continues to exceed our 90% target. (BV195/PAFD55)

- 17.11 Performance on waiting time for care packages remained at 91% of older clients receiving their care package in less than 4 weeks in September. Although performance has improved recently and is within the top performance (PAF) banding, it remains short of the 96% target. (BV196/PAF56)
- 17.12 The cost of intensive social care per client remained at £654 in September, slightly above our target of £640.
- 17.13 Asylum that relates to the Adults, Community and Culture budget is projected to overspend by a net £0.4m. There are currently 132 clients that have no recourse to public funds who are supported by the authority, this is one lower than reported last month. Following a planned review of clients' eligibility for services, the Asylum team will look to move clients out of the service. There is an expectation that the projection will fall during the financial year. As previously mentioned a contingency for asylum in reserves has been assumed to offset the projected asylum overspend in Children and Young People and in Adults, Culture and Community.

Benefits

- 17.14 The average number of days to process a benefit claim slightly improved to 38 days for the month of September. Year to date performance is 35 days against a target of 32 days. It is common to experience a dip in performance following implementation of a major new IT System (Comino W2).
- 17.15 Areas of delay have been identified and strategies are in place to address the dip in performance (BV78a). There will not be an immediate improvement in BV78a until the build up of claims had been cleared. It is expected they will be cleared by the end of November and a recovery of BV78a will be seen from December onwards.

Housing Strategy (Urban Environment)

- 17.16 In the year to September the average length of stay in hostels is 54.9 weeks just inside our target of 60 weeks. The count for this indicator measures the entire history of all stays in hostels where the family has been permanently re-housed in the period. Although performance on this indicator is now within the target level, it remains in the lower quartile nationally. An exercise is being undertaken in October to look at all cases that have spent time in shared facilities within the parameters of the indicator. It is hoped that this will enable a better method of projection for future performance.
- 17.17 The number of households in temporary accommodation is remaining at higher levels than estimated. The actual number at the start of the year was 5,709. The target for end of 2007/08 is 4,824. The actual at period 6 is 5,621 compared to a profiled position of 5,267. The budget figures were set taking account of Government reduction targets in respect of homelessness numbers and achievement of these this

year is proving to be very challenging. Therefore there is a projected variance of £1.0m in respect of this.

18. Delivering Excellent Services

People and Organisational Development (POD)

- 18.1 The average number of working days lost to sickness per full time equivalent employee increased to 9.37 days in September. Performance in the year to September at 9.18 days remains above our 8.8 day target. Although sickness absence levels are reducing and performance is in the second best quartile this remains an area that needs to be closely monitored.
- 18.2 The Local Democracy budget is projected to underspend by £108k and this is partly due to vacancies that are in the process of being filled.

Policy, Performance, Partnerships and Communication (PPPC)

- 18.3 Performance on complaints handling in timescale remains above the target. In September 136 of the 153 (89%) complaints at stage 1 (local resolution) were responded to within the 10 working day timescale. For the more complex service investigation (stage 2), 80% were responded to in time in September. In the year to September of the 94 stage 2 cases, 76 were resolved within the 25 working day timescale and performance at 81% is now exceeding the target set for 2007/08.
- 18.4 28 of the 31 (90%) stage 3 (independent review) complaints closed in the year to September were completed within the 20 working day timescale, just short of the 95% target.
- 18.5 Of the 269 Members' enquiries cases closed in September, 231 (86%) were handled within 10 working days, just short of the 90% target although performance in the year to date at 92% still exceeds target.
- 18.6 The PPP&C budget is projected to underspend by £71k and this is due to staff

Children and Young People

- 18.7 Performance on handling Children's Act Complaints at stage one improved in September with all of the 7 cases closed in timescale bringing performance in the year to date at 78% closer to the 80% target. This represents 21 of the 27 cases responded to in the 10 day timescale.

Adult, Culture and Community Services

- 18.8 The cost per visit to our libraries at £2.55 is just above our local target of £2.50. This is amongst the lowest costs in London with unit costs ranging from between £1.90 to £4.20 per visit.
- 18.9 The Libraries Service has been asked to make all efforts to meet its income target but if this is not possible the service will need to find savings elsewhere. This is required to contain the forecast non achievement of income that is mainly due from previously providing a consultancy service.

Corporate Resources

- 18.10 On telephone answering our council wide performance improved to 81% of calls answered within 15 seconds, exceeding our 80% target. This is the result of close working with a couple of business units to improve their telephone answering performance.
- 18.11 Call centre performance remains below target with a further dip in telephone answering in September. 40% of calls to the call centre were answered within 30 seconds (53% year to date) against a target of 70%. This may to some extent be due to increases in call volumes. The Policy and Performance team have begun a review of performance in this area. This will include some detailed analysis of the reasons for the increase in call volumes and address any particular areas of under-performance. In advance of this work a rapid improvement plan has been put in place for the call centre to address the performance levels.
- 18.12 The percentage of customers seen within 15 minutes in our Customer Service Centres improved to 73% in September, exceeding the target for the third time this year. The position in the year to date (67%) whilst slightly short of the target remains a significant improvement on the corresponding period last year.
- 18.13 The level of performance on invoice payments improved in September with 92.2% of invoices paid in 30 days bringing the position in the year so far to 90.9% remaining short of the 92% target.
- 18.14 93.68% of council tax was collected in the year to September '07. Although performance is only just short of our target of 93.85% for 2007/08 this places us in the bottom quartile when compared with other authorities. Action is being taken to ensure the year end target will be met.
- 18.15 The overall sundry debt (211 day debt) reduced further in September and although the monthly profiled target was not quite achieved, we are on track to hit our target of £4.16m by the end of 2007/08. Children's 211 day debt has increased due to several schools debts rolling forward. This will be discussed in the October schools debt review meeting. The Debt Management Board has also instigated a review of all aged debt.
- 18.16 As previously reported the revenue budget has a number of budget pressures. £0.4m is in respect of Property Services where there are higher electricity charges for River Park House (£0.1m) and the impact of high vacancy/voids at Technopark

(£0.3m) which will continue to challenge achievement of the income target. A management plan is in place to reduce this deficit which includes a drive for new tenants. However, this intervention is unlikely to produce results early enough to allow budgeted income to be fully achieved this year. Other savings will be identified to remain within the budget.

- 18.17 Legal land charges income is still projected to be £0.3m below budget as the number of searches is lower than anticipated in the current volatile market conditions. Local land charges search numbers are down by 18 per cent when compared to 2006/07. The reduced numbers appear to be due to the effect of home information packs (HIPs) and uncertainty caused by delays to their introduction. The inclusion of three bedroom houses from 10 September 2007 may cause the situation to worsen in the coming months.
- 18.18 The £0.5m savings target through improved procurement is likely to be delayed, however other savings will be identified to balance the budget overall.

Urban Environment

- 18.19 The net cost of service per parking ticket issued (surplus) at £14.17 exceeded the target. It is anticipated that the 2007/08 target will be met this year.
- 18.20 The residual waste collection costs per tonne at £88 in September increased owing to a reduction in the residual tonnage. The basis for the cost per tonne calculations have been altered due a change in the way the budget is calculated and as such the target will be revised. The suggested revised target is £84 and cost in the year to September at £82 remains below target.
- 18.21 The recycling costs per tonne increased further to £168 in September. As above calculations have been revised in line with changes to the budget and the target has been revised to £150. Although the cost per tonne increased in September, it is expected that figures will improve as more tonnage information becomes available and the position in the year so far suggests that we are on track to achieve the revised target.
- 18.22 As previously mentioned in partnership with the South African embassy and in consultation with the Oliver Tambo family, local schools and community groups, the London Borough of Haringey organised and held a high profile event to commemorate the life of Oliver Tambo in October 2007. The South African embassy financed key elements of the event.
- 18.23 Capital is currently projected to spend at budget.
- 18.24 The NDC capital budget for 2007/08 is £4.396m and has recently been transferred to Urban Environment. There is currently an underspend against the profiled budget amounting to £0.7m. The majority of the budget has now been allocated to projects and spend is expected to increase significantly during the second half of the year.

Homes for Haringey

18.25 97.05% of rent due was collected in the year to September '07 closer to our 97.5% target.

18.26 The percentage of tenants with more than seven weeks rent arrears was 15.9% in September remaining short of our 10% target for 2007/08. The drive to serve Notices of Seeking Possession (NOSPs) has seen an increase in the number served, now at 19.3% exceeding our 15% target. The service plan to continue to serve NOSPs as appropriate with the aim of increasing income collection. Exercises focusing on tenants owing between 7 and 20 weeks rent are nearing completion and it is hoped that this will result in a further increase in both the NOSPs served and in the collection rate.

Equalities

18.27 The equalities review at the back of the scorecard details our performance on some key equalities indicators. Some indicators in relation to the profile of our staff are also included. The second quarter shows some positive progress against targets in the following areas:

- 45.6% of our staff are from minority ethnic communities continuing to exceed our target of 40% for 2007/08
- 54% of the top 5% of local authority staff are women exceeding our 50% target

18.28 And some areas where performance remains short of target:

- 21% of staff from ethnic minorities are in the top 5% of earners falling short of the 26% target set for 2007/08. This represents 40 out of 194 full time equivalent staff.
- The percentage of top earners that meet the Disability Discrimination Act disability definition decreased to 2.11% against a 4.9% target although small numbers are involved. This represents a reduction to 3 members of staff from 4 in quarter 1 who declared a disability under this definition. In order to hit the 4.9% target we would need 7 staff to declare a disability under the Disability Discrimination Act definition.

18.29 The percentage of pupils from black and minority ethnic groups that achieved 5 GCSE's at grades A*-C. Provisional results show an improvement from 48% in 2006 to 54% in 2007, just below the borough average of 57%, up from 52% in 2006.

18.30 Indicators assessing whether the need for social services of people from minority ethnic groups are as great as that for the general population show no disparity with older service users receiving an assessment. The same applies to older service users receiving services following an assessment.

- 18.31 The number of social services clients with physical disabilities in receipt of a direct payment increased in the second quarter to 151 per 100,000 population. There remain just 3 mental health clients per 100,000 population in receipt of a direct payment.
- 18.32 37% of council buildings open to the public have been assessed as having all public areas accessible to disabled people putting us on track to exceed our 40% target for 2007/08.

Non Service Revenue (NSR)

- 18.33 The NSR budget is projected to underspend by a net £0.5m.
- 18.34 As previously reported there are some budget pressures in respect of Council costs regarding Alexandra Palace as there has been a delay in the lease being granted.
- 18.35 The recent Court decision to quash the Charity Commission's order means that the future loss will be continuing at least until a new order is composed by the Commission and consulted upon in accordance with the Court judgement. This is estimated to cost the Council £1.0m in 2007/08 above the planned budget. It is proposed that this be formalised with a virement from the variation shown under Urban Environment.
- 18.36 The NSR budget shows the £0.9m earmarked reserve for Asylum that has been previously referred to for funding the currently projected Asylum budget pressure.
- 18.37 A new item reported this month is an over-achievement of income on the investment income budget of £0.5m based upon improved cash flow, some debt restructuring and interest rates remaining at a relatively high level.
- 18.38 Other net variations amount to £0.1m underspend.

19. Performance Summary

- 19.1 Good progress is being made across all the priorities with 90% of indicators achieving green or amber status as at September '07. We continue to make good progress on promoting independence (93%, 14 indicators green or amber), encouraging lifetime well-being (93% or 13 indicators green or amber) and delivering excellent services 93% or 50 indicators green or amber).
- 19.2 In summary the balanced scorecard shows that for service delivery 89% of indicators are on target or close to the end of year target as at September '07. For 13 of the 15 (87%) customer focus measures, performance targets are being met or close to being met. For financial health 29 of the 30 traffic lighted measures achieved green or amber status, meaning for 96.7% of traffic lighted indicators performance levels are achieving target or being maintained at an acceptable level. Our organisational development /capacity indicators show that for 6 of the 8 (75%)

measures, performance is meeting or close to expectation. In addition 83% of indicators have maintained or improved performance since the end of last year.

Summary - Budget Monitoring

19.3 Overall revenue budget monitoring, based on the September position, shows a forecast net overspend of £0.5m. This is made up of a number of budget pressures that largely relate to Asylum and adult social care. These are partly offset by a projected underspend on the Housing general fund, an earmarked reserve for asylum and additional investment income.

19.4 The aggregate revenue projected position in 2007/08 is shown in the following table.

General Fund revenue	Approved Budget	Projected variation
	£m	£m
Children and Young People - Asylum	227.6	0 0.5
Adults, Culture & Community - Asylum	73.0	1.0 0.4
Corporate Resources	9.5	0.3
Urban Environment	45.7	(1.0)
Policy, Performance, Partnerships & Communications	8.1	(0.1)
People, Organisation & Development	0	(0.1)
Chief Executive	0.5	0
Non-service revenue	20.2	(0.5)
Total	384.6	0.5

19.5 The DSG element of the overall Children and Young People's Service budget is projected to underspend by £0.4m and this is in respect of the Network Family support budget that will be requested to be carried forward to meet the summer term 2008 commitments.

19.6 In relation to the HRA, the net current revenue projection is a surplus of £0.7m against the approved budget. This latest forecast position was reported by HfH to their Board on 30 October 2007. The net surplus arises because rent and service charges income is projected to be above budget mainly resulting from a 53rd rent week falling into 2007/08, but this is partly offset by additional costs pressures which have emerged, such as increased bad debt provision to give a net projected surplus of £0.7m. This projection is an improvement of £0.3m compared to that reported last month.

20. Capital

20.1 The aggregate capital projected position in 2007/08 is as shown in the following table.

Capital	Approved Budget	Spend to date	Projected variation
	£m	£m	£m
Children & Young People	43.9	13.7	(4.5)
Adults, Culture & Community	7.6	1.6	(0.3)
Corporate Resources	9.1	3.7	0
Urban Environment – General Fund	32.3	4.9	0
Urban Environment - HRA	19.8	7.1	(3.3)
Policy, Performance, Partnerships & Communications	0.3	0.1	0
Total	113.0	31.1	(8.1)

20.2 The latest forecast position for the HRA Capital outturn is an under spend of £3.3m as reported by HfH to their board. This is mainly due to slippage in the external decorations programme of £2.5m due to delays in the procurement process which would have resulted in works having to be undertaken during the winter months. The works will now be scheduled in next financial year. In addition the Saltram Close scheme of £1m is dependant on the sale of the playground site which is not yet concluded.

21. Financial administration

21.1 Financial regulations require proposed budget changes to be approved by Cabinet. 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.

21.2 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.

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

21.4 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.

21.5 Proposed virements are set out in the following table:

Period	Service	Key	Amount current year (£'000)	Full year Amount (£'000)	Description
6	CR	Rev	132	132	Additional work from services for Legal Services.
6	CR	Rev	158	158	LCE energy work by procurement charged to services.
6	Various	Rev	80	80	Reshape of strategy legal budget
6	PPPC	Rev	55	55	Part of HSP project allocated to Performance & Policy
6	UE	Rev	103	103	Complaints team merged with street scene customer support
6	UE	Cap*	430		Section 106 funding for Street-lighting works
6	UE	Rev	87		Growth Area fund grant
6	UE	Rev	108	108	PPD restructure
6	UE	Rev*	468	468	Enforcement restructure
6	UE	Cap	160		Section 278 funding for Homebase
6	NSR/Urban Evt	Rev*	1,000		Alexandra Palace – Council continued support in 2007/08.
6	C&YP	Rev*	735		Alignment of sixth from centre LSC grant and expenditure 2007/08
6	C&YP	Rev*	250		Budget for Autism/Aspergers transferred from Change for Children to Children and Families business unit
6	C&YP	Cap	68		Standards Fund Grant 201c- School Travel Plans

22. Use of Appendices

Appendix i. September balanced scorecard and performance summary including quarterly Equalities indicators