



Haringey Council

Agenda item:

CABINET

On 19/02/2008

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

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

Wards(s) affected: **All**

Report for: **Key Decision**

Purpose

- 1.1 To set out an exception report on the finance and performance monitoring for December 2007 using the balanced scorecard format and showing progress against achievement of council priorities.
- 1.2 To agree the virements and the other budget adjustment 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 70 out of the 105 indicators in our basket are hitting target. An additional 22 indicators are close to target with an amber light as these are within a 5% tolerance of the target set. Overall 88% of indicators in our basket of indicators are achieving or close to achieving target as at December '07. This illustrates that we continue to make good progress against the council priorities. In addition 90% of indicators in our scorecard have maintained or improved performance compared to last year.

Introduction by Cabinet Member for Resources (Cllr Charles Adje)

- 3.1 I draw colleagues' attention to paragraph 9 of the report on financial implications for the month of December 2007 report period. Paragraph 19.40 provides the summary and Capital and financial implications are set out at paragraph 20 and 21 respectively.

Recommendations

- 4.1 To note the report and progress against council priorities as shown in the appendix.
- 4.2 To agree virements and the other budget adjustment 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. Performance Summary

7.1 Good progress is being made across all the priorities with 88% of indicators achieving green or amber status as at December '07. We continue to make good progress on promoting independent living (93%, 14 indicators green or amber), encouraging lifetime well-being (100% or 14 indicators green or amber) and delivering excellent services 88.5% or 46 indicators green or amber).

7.2 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 December '07. For 12 of the 15 (80%) customer focus measures, performance targets are being met or close to being met. For financial health 26 of the 28 traffic lighted measures achieved green or amber status, meaning for 93% 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 90% of indicators have maintained or improved performance since the end of last year.

8. Strategic Implications

8.1 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.

9. Financial Implications

9.1 The overall revenue budget monitoring, based on the latest position, shows a forecast net general fund underspend of £0.2m. The main budget pressure relates to

increased costs of Adult Social Care arising from additional clients above that budgeted for, however, this is offset by additional treasury investment income this year. The previously reported higher costs of asylum is met from the one-off contingency set aside. The additional one-off costs in respect of Alexandra Palace are included together with the approved budget changes to fund this.

- 9.2 The aggregate capital projected position in 2007/08 is currently projected to underspend by £15.2m. This mainly relates to £3m for the HRA, £1.6m in Urban Environment, £7.7m for Children and Young People (mainly BSF) and £2.4m in Corporate Resources. These are mainly profiling issues that are explained later in the report.
- 9.3 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.
- 9.4 In relation to the HRA, the net current revenue projection is a surplus of £0.4m against the approved budget.

10. Legal Implications

- 10.1 There are no specific legal implications arising from this report.

11. Equalities Implications

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

12. Consultation

- 12.1 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.

13. Background

- 13.1 This is the regular finance and performance monitoring report for December 2007. It is based on the financial monitoring reports prepared for the budget management meetings held on 21 January for period 9 and the service submission of the basket of performance indicators that have been agreed for 2007/08.
- 13.2 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

- 13.3 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.
- 13.4 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.
- 13.5 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.

14. How the reporting works and interpreting the scorecard

- 14.1 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 November '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.
- 14.2 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
- 14.3 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.
- 14.4 This year's scorecard appendix also includes some graphs to illustrate monthly progress on some key indicators over time and against target.
- 14.5 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.

15. Making Haringey One of London's Greenest Boroughs

Urban Environment

- 15.1 As at December 2007 83 of the 98 schools (84.7 %) have travel plans. The service has engaged with all 15 schools that have travel plans outstanding. School travel plans are submitted once a year to Transport for London (TfL) in March for quality assurance before being sent off to DCSF/DfT for approval. We are normally advised if travel plans have been approved between June and July of that year. The service is confident that we are on track to achieve a minimum 98% but are aiming for 100% of schools with a school travel plan by 31 March 2008.
- 15.2 Recycling and composting performance dipped slightly in December to 24.31% although this is still a provisional figure pending receipt of all tonnage data. The dip is attributable to a seasonal decline in green waste. However performance for the year to date is now exceeding target at 25.37%. The improvement in performance is due to some new recycling tonnage that has been identified by the North London Waste Authority for the period April - December. This new tonnage has had a direct impact on recycling performance and brings performance above the 2007/8 target of 25%. The recycling performance is linked to lower overall waste arisings in December (see BV84 below).
- 15.3 The waste tonnage collected for December decreased to an annual equivalent of 304kg of household waste collected per head (BV84). This brings the tonnage collected in the year to December to 365kg per head and is now exceeding our target for 2007/08. The reduction in waste collected for December will be linked to the fewer collections of waste made in that month due to the Christmas and New Year bank holidays. Communications work around waste prevention is planned this year and should help contribute towards reducing household waste arisings further.
- 15.4 The financial position is on target within this priority.

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

Urban Environment

- 16.1 In December performance results from our in-house cleanliness inspections showed a slight deterioration to 24% of streets inspected with unacceptable levels of litter and detritus. Performance based on these results is an average 20% unacceptable in the year to December and currently exceeds the 29% target. However we still receive independently inspected results from Capital standards and these are slightly worse than our own results at 25.9% for Tranche 1 and 29% for Tranche 2. One of the land use types which brought our overall score down in 06/07 was industrial land and the Tranche 2 results from Capital standards are still highlighting this as a problem area. Although based on a small sample of sites 67% of industrial land inspected was considered a fail in terms of cleanliness. Our own monitoring results are somewhat better and are showing improvement although the 29% target is still not being achieved across this land use type.

- 16.2 On the whole data suggests that our annual target for BV199 will be exceeded and this is a considerable improvement on 06/07 performance. However this is an area where continued focus and resources will be needed if we hope to bring performance levels for 07/08 above the average for London. There is a new national indicator (NI 195) which will continue to look at cleanliness across four areas; litter, detritus (possibly disaggregated), graffiti and flyposting so this remains an important area for focus not only in terms of service delivery but also for our residents who rate this highly in terms of areas of personal concern.
- 16.3 Performance for graffiti and fly posting remained poor and above target in December at 8% and 6% respectively. During December the graffiti removal contractor carried out work in relation to this year's Tranche 3 target wards based on information provided by officers from detailed ward inspections. The improvements as a result of the targeted work are expected to appear in future survey results. For fly posting standards in five land use types, namely primary retail, secondary retail, high density housing, low density private housing and main roads, caused the December score to be worse than the target although there was a slight improvement from November.
- 16.4 The monitoring information which has been captured is being used to target both graffiti and fly poster removal resources to achieve the best possible results from in-house surveys and Encams surveys when they take place in target wards. Nevertheless these remain challenging performance targets.

Safer Communities (PPPC)

- 16.5 The number of British Crime Survey (BCS) comparator crimes reported in December increased slightly to 1,534. When projected up this performance remains short of our challenging target of 17,211 (1,395 fewer offences than in 2006/07) for 2007/08. The performance in the period April to December with 13,830 crimes committed is a 0.2% decrease on the same period in 2006. If current performance continues the 7.5% reduction target will not be achieved.
- 16.6 Four of the BCS comparator crimes decreased compared to the previous period, and six crime types increased. There has been a significant fall in personal robbery (21.8%), theft of motor vehicle (9.4%) and wounding (9.3%) but notable increases have been seen in criminal damage (11.5%) and burglary (5%). In the third quarter, Haringey had a higher than average number of BCS comparator crimes per 1,000 population when compared to its 'Most Similar' Crime and Disorder Reduction Partnerships (CDRPs) (third highest), and was higher than the group average (20.54 versus the Haringey Family average of 17.51). Haringey has the highest incidences of burglary and theft from the person among similar CDRPs.
- 16.7 No data for the number of people killed or seriously injured in Haringey has been received from Transport for London since March '07. This is apparently due to the Police experiencing IT problems which has resulted in the delay.
- 16.8 The financial position is on target within this priority.

17. Encouraging Life Time Well-being

Children and Young People

- 17.1 Robust action has been taken to improve the Youth Service and targets for participation in youth work are now being exceeded. In 2006-7 1,053 young people 13-19 had recorded outcome from youth work and the plan for 2007/08 is 1,719 with 860 young people achieving an accredited outcome. The actual number of young people participating in youth work between April and November 2007 was 1,929 with 54% achieving a recorded outcome in this period and 37% have achieving an accredited outcome. This is a considerable improvement from the same period last year and targets for both recorded and accredited outcomes are being exceeded.
- 17.2 The percentage of 19 year olds achieving level 2 qualifications in Haringey has increased from 53.1% in 2005/06 to 58.3% in 2006/07 and show that the work with 14-19 year olds has continued to produce positive results. The 06/07 provisional results indicate we are on track to meet the 07/08 target of 59%. Data for 07/08 will continue to be collected between January and March and the 07/08 result will be confirmed in the later part of 2008 due to the timeframe for collecting data from the relevant educational establishments.
- 17.3 The new Haringey Sixth Form Centre will offer places for over 600 young people. An increased range of courses from Pre Level 1 to Level 3 are in place through various providers in Haringey and plans are well underway to increase the provision of courses further.
- 17.4 As at December '07 406 or 10.9% of Haringey's young people were not in education, employment or training (NEETs), slightly up on November's 10.4% but bettering the target of 12.3%. There has been a marked reduction in the percentage of NEETs compared with the same period in 2006 (December '06 12.2%) although current levels remain higher than comparator boroughs. There was also a sizeable reduction in the 'unknowns' which at 10.5% in December has come down from the 12.5% reported in November and is considerably better than the same time last year although still not achieving target. If the improving trend continues with the 'not knowns' and the reduction in NEETs both the 2010 NEET target and the LAA stretch target of 10.4% should be achievable.

Adult, Community and Culture

- 17.5 The projected performance based on 880,769 visits to our leisure centres in the year to December equates to 1.21million visits in a year and puts us on track to exceed our 1.18million visits target for 2007/08. The cost per visit to a leisure centre at £2.49 increased in December but the position in the year so far at £1.82 remains below our £2.09 target for 2007/08.
- 17.6 The number of visits to our libraries improved in the third quarter to over 9 visits per head of population continuing to exceed target. Recently published CIPFA results for 2006/07 show Wood Green Central library as the 2nd busiest library in London with

783,687 physical visits, pipped at the post by Croydon who managed to achieve 1,033,410 visits.

- 17.7 As previously reported the commissioning budget for adult social care is currently projected to overspend by £1m. There are significant pressures from the numbers of people with disabilities that are known to Adult services and may need to be supported by the council in this and future financial years. The directorate is taking steps to reduce expenditure outside of its care budgets to fund some of these pressures and reduce the overspend as well as taking action to ensure high cost care packages are reviewed to reduce costs where ever possible.
- 17.8 The capital programme is projected to spend £0.5m below budget and is mainly in respect of the Lordship Recreation Ground (£0.3m) where work has been deferred. A bid for Heritage Lottery Funding has just been agreed to enable all the required work to be undertaken. It is anticipated that the work will be carried out next year. The funding will therefore need to be carried forward to next year.

18. Promoting Independent Living

Children and Young People

- 18.1 In December 6 of the 7 (86%) looked after young people who turned 19 were in employment, education or training. Good performance has been sustained in this area with looked after young people in employment, education or training (BV161/ PAF A4) and care leavers achieving at a level in line with the local population of 19 year olds. Performance in the year to December '07 stands at 67.2% and although this is still short of the 72% target for 2007/08 it remains above the average for our statistical neighbours and England
- 18.2 24 children have been adopted or granted special guardianship in the year to December (7.6%) achieving the target three months ahead of schedule. Performance on this indicator is cumulative but current performance suggests that the 2007/08 target will be exceeded. (BV163/ PAFC23)
- 18.3 Two areas for continued focus in the coming months include the stability of placements indicators for looked after children and the percentage with final warnings and convictions. The stability of placements indicators show that children who have had 3 or more placements in the last year increased to 16% against 12% target and those in the same placement for at least two years are currently below target. The number of children looked after with a final warning, caution or conviction in the year has increased in 2007 and is higher than our statistical neighbours.
- 18.4 The cost of service per looked after child at £781 is slightly above the revised and more challenging target of £760 for 2007/08 but still an improvement on the 2006/07 cost of £877 per looked after child.
- 18.5 The cost of special education need residential placements in independent schools at £65,845 equates to 34 full time equivalent placements and is above the target of £64,677 set for the year and leads to higher spend against the budget. However there are 62 Full time equivalent day placements at a cost of £37,948 and this is

better than the target of £40,197 for 2007/08, which partially offsets the higher rescheduled costs.

- 18.6 The Children and Young People's budget (excluding Asylum and DSG) has up to £0.2m of projected pressures that mainly relate to the commissioning budget (Looked After Children) that the service are working to manage. The commissioning budget is currently projecting an over spend of £0.4m. This is £0.1m higher than that reported last month. Overall numbers have increased by 12 and we now have 4 clients in secure accommodation projected at a cost of £0.3m for the financial year. This is net of £0.2m of savings in respect of SEN transport. Transport savings are largely due to the tendering process for contracted transport providers, with newly contracted routes being 27% less expensive than they would have been with the old contract. Strict measures introduced to control SEN transport and better management of staff has also contributed towards this saving. The service are seeking to contain all cost pressures within current approved budgets.
- 18.7 The Play Service is encountering some budget pressure. The consultation process has begun on the proposal to devolve or delegate the play service after school clubs to schools as part of the Extended Schools agenda. The service is working hard to contain this overspend within its approved cash limit. The Asylum position relating to children is now projected to balance following the one off virement from contingency. Actions are being taken to reduce ongoing costs. The back dated claim issues are almost all resolved and this is a positive outcome for the Council.
- 18.8 The Children's capital budget is projected to underspend by £7.7m. This is mainly because the BSF programme is currently projecting a net under spend of £7.2m this year. A budget profile was agreed by the BSF Board early in 2007, and this reflected some uncertainty around the complexity and timing of spend profile for the 13 projects. It is not unexpected that project profiles drawn up in the early stages of such a complex programme will be subject to change. Changes will become less volatile over time as the projects are refined.

The projected under spend of £7.2m is made up of two budget areas:-

- Construction projects (£3.8m projected underspend)

Design work has been ongoing on the 13 individual projects since the Outline Business case was agreed with Partnership for Schools late in 2006. The projects are separated into two construction phases aligned to Wave 2 and 4 of government funding. The budget profile was estimated and agreed based on anticipated project plans that anticipated conclusion of designs, letting contracts and start on site on a phased basis.

In reality, the development of projects has been delayed by the process of aligning and agreeing key stakeholder requirements – the final point of this

being the sign off of a Final Business Case for each project before contracts are let. Some project delays were apparent earlier in this financial year, but it was anticipated that time could be recovered.

- Contingency provision (£3.4m projected underspend)

Contingency resources were allocated to financial years when budgets were set and agreed based on the general prediction of overall need. The BSF Board has taken a hard line on the allocation of Contingency resources, recognising the need to reserve resources for later stages of each project.

Given the overall status of the BSF Programme, it is currently projected that none of the £3.4m contingency resources budgeted in 2007/08 will be spent, reflecting the careful sponsorship by the BSF Board. It should be noted however that it is fully expected that these resources will be required over the life of the BSF Programme to successfully complete the projects.

Adult, Community and Culture

- 18.9 As at December we have helped 101 older people per 1,000 population to live at home achieving our target and placing us just inside the top PAF banding. (BV54/PAF C32)
- 18.10 99.8% of items of equipment and adaptation were delivered within 7 working days in December continuing the excellent performance and bringing the position in the year to date to 97.2% exceeding our 90% target on this key threshold indicator.
- 18.11 The number of adults and older people per 100,000 population that received a direct payment improved to 153.2 in December above the profiled target and bettering the end of year target of 150.
- 18.12 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 96.5% and remains within the top banding continuing to exceed our 90% target. (BV195/PAFD55)
- 18.13 Asylum that relates to the Adults, Community and Culture budget is projected to balance taking account of the one off increase in the cash limit as previously agreed.
- 18.14 There are currently 132 clients that have no recourse to public funds who are supported by the authority. Following a planned review of clients' eligibility for services, the Asylum team will look to move clients out of the service. The Council has been meeting with officers from the Border and Immigration Agency in order to progress the Home Office processes to resolve these asylum cases.

Benefits

18.15 The average number of days to process a benefit claim increased to 39 days for the month of December from 36 days in November but still ahead of the 44 days reported in October. Year to date performance is now 36 days against the target of 32 days. The backlog of new claims built up following migration to a new document management system earlier in the year are now almost all cleared, however performance figures for December have dipped where the final number of claims being cleared feed through. Performance for January will reflect this with an estimated figure of 33 days. Expected end of year performance, although slightly short of the target set will still score 3 out of 4 in the Benefits CPA Assessment.

Economic Regeneration (Urban Environment)

18.16 There are 2 stretch targets in our Local Area Agreement relating to economic development and helping people into sustained work. For the target aimed at helping people from the 12 worst wards into work, since April '07 there have been 47 job starts which have been sustained; 30 of these were long term job seekers allowance claimants and 17 were lone parents. This puts us on track to achieve our target of 60 people helped into sustained employment in 2007/08.

18.17 However the second stretch target relates to people on incapacity benefit for more than 6 months helped into work. The 2007/08 target is 45 and to date there have been no people on incapacity benefit that have been helped into sustained employment. It is therefore extremely likely that the year 1 LAA target will be missed putting the three year target of 180 at significant risk. Interventions will need to be put in place to address performance in this area if this stretch target is to be delivered. The TPCT in partnership with Tomorrow's People, an employment provider, has been working, as part of the Haringey Guarantee, to help a significant number of long-term Incapacity Benefit (IB) claimants into work. Engagement with IB claimants has been done through GP surgeries and while the response from both GPs and IB claimants has been encouraging, it has also been a challenge to tackle the significant barriers to employment that many long-term IB claimants face in such a short space of time.

18.18 To turn this around, the TPCT have introduced a Condition Management Programme (CMP) into their project, which will provide assistance to IB claimants in terms of being able to manage their health condition once they re-engage with the labour market. Extra outputs have also been commissioned as part of the Haringey Guarantee and the delivery partners all have targets in relation to getting long-term IB claimants into sustained employment by March 2008. Beyond March 2008 new contracts will be issued to providers that will have specific targets around getting long-term IB claimants into work.

18.19 Through the Haringey Guarantee there are currently two long-term Incapacity Benefit claimants who have found employment and this will hopefully be sustained

through to 13 weeks and beyond. It is also worth noting that a significant number of other London boroughs, many of which are earlier round LAA areas, are facing similar challenges with their IB stretch targets.

Housing Strategy (Urban Environment)

18.20 Although the average length of stay in hostels increased to 95 weeks in December the position in the year to December remains just above 59 weeks inside our target of 60 weeks. The count for this indicator measures the time that homeless households with children have spent in shared hostel accommodation. Households are only counted at the point that they are provided with a settled home and leave temporary accommodation. Of the thousands of households with children who are currently living in temporary accommodation, only 27 have previously spent some time in shared hostels, so will count towards this indicator when they are eventually provided with settled accommodation. Although performance on this indicator is now within the target level and remains in the lower quartile nationally, the Council works hard to minimise its use of shared hostels for families with children and, where this cannot be avoided, ensures that families are moved to more suitable temporary accommodation as soon as practicable. This ensures that households with children spend as short a time as possible in shared hostel accommodation.

18.21 The number of homeless households living in temporary accommodation is higher than projected under the Council's temporary accommodation reduction plan. Although the budget was based on the assumption that the number of households would reduce from 5,861 to 4,824 during the year 2007/08, it has proved difficult to reduce the number of households in temporary accommodation and the actual figure at period 9 was 5,449, compared to a profiled position of 5,045. The new Assistant Director for Strategic Housing, appointed in October, has put in place an action plan to meet the governments temporary accommodation target of 2,600 by March 2010.

19. Delivering Excellent Services

People and Organisational Development (POD)

19.1 The average number of working days lost to sickness per full time equivalent employee decreased to 7.93 days in December. Performance in the year to December at 9.48 days remains above our 8.8 day target. Although our 06/07 performance is in the second best quartile this remains an area that needs to be closely monitored if we are to achieve our 8.8 day target for 07/08.

Policy, Performance, Partnerships and Communication (PPPC)

19.2 Performance on complaints handling in timescale remains above target. In the year to December 1,249 of the 1,403 (89%) complaints closed at stage 1 (local resolution) were responded to within the 10 working day timescale against an 80% target. For

the more complex service investigation (stage 2), 5 out of the 6 cases were resolved in time in December (83%) and 125 cases in the year to December, 96 were dealt with within the 25 working day timescale. Performance at 80% for stage 2 is at the target level set for 2007/08.

- 19.3 Five out of the seven stage 3 (independent review) cases were completed within the 20 working day timescale in December and 40 out of 47 (85%) of complaints closed in the year to date. This remains short of the 95% target and although a challenging target amounts to 5 cases short of the target set for 2007/08.
- 19.4 Of the 2,335 Members' enquiries cases closed in the year to December, 90% were handled within 10 working days, just hitting the 90% target although since September performance has fallen below target, 85% in December despite a lower number of enquiries dealt with. This was largely due to a number of issues in Urban Environment, who receive two thirds of all enquiries. These are being addressed and the directorate anticipate meeting the 90% target for the full year- they are in fact currently at target for the year to date.
- 19.5 The PPP&C budget is projected to underspend by £0.1m which largely relates to savings on staffing costs due to vacant posts.

Children and Young People

- 19.6 Performance on handling Children's Act Complaints at stage one was 100% in November and December with 32 out of the 38 cases received in the year so far dealt with inside the 10 day timescale. This brings performance in the year to date to 84% exceeding the 80% target.

Adult, Culture and Community Services

- 19.7 The cost per visit to our libraries at £2.63 is just above our local target of £2.50. Library closures in Hornsey and Stroud Green and heating issues in Stroud Green have impacted and it is unlikely that our 07/08 target will be achieved. However we are still performing favourably against our surrounding boroughs.

Corporate Resources

- 19.8 On telephone answering our council wide performance of 80.6% of calls answered within 15 seconds in December continues to exceed our 80% target although the year to date position at 79.3% is just below the target.
- 19.9 Call centre performance improved further in December and exceeded target for the second time this year with 80% of calls to the call centre answered within 30 seconds. The actions put in place by Customer Services as part of their rapid improvement plan have impacted on the performance in this area. The position in the year to December at 56% remains short of the annual 70% target.
- 19.10 The percentage of customers seen within 15 minutes in our Customer Service Centres improved further to 84% in December, exceeding target for the fifth time this

year. The year to date position of 69% remains just short of the 70% target but is a significant improvement on the corresponding period last year.

- 19.11 90.7% of invoices were paid in 30 days in December bringing the position in the year so far to 90.8% remaining slightly short of the 92% target.
- 19.12 93.65% of council tax was collected in the year to December '07. Performance is only just short of our target of 93.85% for 2007/08 and the target is expected to be achieved for the year.
- 19.13 Overall sundry debt has risen slightly by £0.4m in Period 9 to £13.8m but this is still one of the lowest recorded balances on SAP. Aged debt (211 day debt) has fallen by £0.5m to £5.75m against a monthly profiled target of £4.71m - performance is currently £1.04m short of the target, however by year end it is projected to be significantly closer to target set. This reduction has been achieved by:
- Children's have recorded a £0.2m improvement to turn a £117k deficit against target in P8 to £105k above target in Period 9.
 - Leasehold aged debt has reduced by £0.2m and has recovered £168k of the reversal reported in Period 8.
- 19.14 Corporate Resources is projected to spend at budget. The previously reported projected overspend of £0.3m in respect of a shortfall in Legal land charges income is being funded this year by means of a one-off virement from an underspend elsewhere in the department. Local land charges search numbers are now down by 24% 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 all houses from December 2007 may cause the situation to worsen in the coming months.
- 19.15 As previously reported there are a number of other budget pressures being managed. The position has improved slightly to £0.3m in respect of Property Services following a detailed review of budgets across the service.
- 19.16 The full £0.5m savings target through improved procurement in this year has been partially delayed, however other savings will be identified to balance the budget overall. Plans and projects are in place to meet the full £2m base budget saving.
- 19.17 As highlighted last period there will be under spends on revenue budgets within IT this financial year currently forecasted to be circa £0.5m although it is likely that the underspend will increase by the year end. The main reasons for this are reduced recruitment following the Insource project and one-off savings on licence costs. As previously mentioned £0.3m of this projected underspend will be vired to cover the local land charges overspend in this year.
- 19.18 The Directorate is projecting a £2.4m underspend on capital, £0.8m is in Property Services and is largely due to delays in agreeing dilapidation settlements, slippage on the Alexandra House refurbishment and delays in the Tottenham Hall relocation. The remaining sum is due to delays in scoping and agreeing the projects within the IT capital programme and this has inevitably resulted in slippage of spend of approximately £1.6m this financial year. Projects have now been scoped and full carry forward of this budget into 2008/09 will be required to meet project plans.

Urban Environment

- 19.19 The net cost of service per parking ticket issued (surplus) at £14.24 in December met the target and although the monthly rate of achievement is subject to variation it is anticipated that the 2007/08 target will be met.
- 19.20 Capital is currently projected to spend £1.6m below budget. This mainly comprises slippage of £1.2m for the mortuary and projected underspends of £0.4m on the following two projects
- 19.21 The Borough Wide Recycling Collections project is projecting an under-spend of £195k is projected. This comprises of £115k savings due to a beneficial procurement process which resulted in improved unit prices and £75k which is due to a delay in purchasing the majority of the Green Recycling Boxes. A Business Case has been submitted to utilise the under-spend of £115k by purchasing lifting equipment for four vehicles to assist recycling collections. The costs for the equipment are estimated at £120k and the proposal is to purchase this equipment in this financial year. The Service is proposing to carry forward the remainder of the underspend of £75k to purchase the green recycling boxes next financial year.
- 19.22 The Hearthstone Redevelopment project is projecting an underspend of £250k due to delays in agreeing the design, and the subsequent need to obtain planning permission means that the works will not commence on site until early March. The Service will request funding to be carried forward to complete the project in the New Year.
- 19.23 The timescales for the completion of the mortuary project are projected to slip into next financial year. The completion timescale has moved from August to October 08. This is being reported to GoL/CLG for their approval. The project is partly funded from GAF grant funding totalling £1.5m, of which £0.2m was spent last year. The balance of £1.3m has to be spent this financial year and plans are being evaluated and finalised to ensure that this is achieved. Slippage of £1.2m against the total project budget is projected and will need to be rolled forward to next year.
- 19.24 The Haringey Heartlands Spine Road project is mainly funded from CIF grant funding of £5m, of which £0.4m was spent last year. The balance of £4.6m must be spent in this financial year. Spend to the end of period 9 is £1.8m and has been slow due to various issues including inclement weather and work difficulties on site. However, plans are now in place to achieve the remaining grant spend by the end of the year. Project completion may run into the next financial year but National Grid have verbally agreed that their contribution of £400k towards total project costs of £5.4m, over two years, can be made in the new financial year. GoL are being kept apprised of the tight timescales to achieve this project.
- 19.25 The NDC capital budget for 2007/08 is £4.396m and actual spend to date is only £1.1m. The position was discussed with the NDC at the latest meeting held with them on 12 January and a further meeting was held on the 2nd of February to assess progress. The spend schedule always anticipated the majority of the spend occurring

in the last quarter. The two largest programmes are estate improvements being carried out by Homes for Haringey which still need to achieve a spend of £1.648m. The NDC has been assured that a full spend will be achieved on this and contractors are on site. The new St Anne's library Hall being lead by Adults, Community and Culture is potentially a risk. Contractors are on site but it appears that the building will not be completed in this financial year. As result it looks as if only £600k out of the allocation of £950k will be spent this year. NDC officers are exploring options for the balance of the project to be used to bring forward works planned for next year on another project but this work is not yet finalised.

Homes for Haringey

- 19.26 97.51% of rent due was collected in the year to December '07, hitting target for the first time this year. However the percentage of tenants with more than seven weeks rent arrears at 15.71% remains short of our 10% target for 2007/08.
- 19.27 A detailed action plan has been developed by Homes for Haringey to improve rent collection rates and reduce rent arrears through timely intervention, improved case management and the effective targeting of resources. This action plan was discussed at Homes for Haringey's monthly monitoring meeting with the Council in November 2007, and its implementation will be monitored at subsequent meetings of that group to ensure that it is having a positive impact on rent collection rates and rent arrears.
- 19.28 The rent exercises which have targeted resources on particular cases i.e. those owing between £200 and £500 and cases with possession orders are now starting to impact on performance. A mail shot letter was also despatched in December and it is hoped that these actions, will have a positive affect and will further increase the collection rate and decrease the corresponding arrears.
- 19.29 42% of Haringey's housing stock is deemed non-decent as at December '07. There were 7,099 properties which were non-decent at the end of 06/07 and now there are 6,874 – a reduction of 225. Performance is now hitting the target set for 2007/08 although there is unlikely to be much movement on this indicator in the remaining part of the year as the decent homes funding has not yet been received. The programme is due to begin in earnest in 08/09 and this is when we expect to see more progress being made.

Equalities

- 19.30 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 third quarter shows some positive progress against targets in the following areas:

- 45.5% of our staff are from minority ethnic communities continuing to exceed our target of 40% for 2007/08
- 52.6% of the top paid 5% of local authority staff are women, exceeding our 50% target. This represents 106 women in Quarter 3 up from 103 in Quarter 1.

19.31 And some areas where performance remains short of target:

- 20.1% 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 increased to 2.9% in Quarter 3 against a 4.9% target although small numbers are involved. This represents an increase from 3 members of staff to 4 in quarter 3 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.

19.32 The indicator measuring BME applicants on the Housing Register and comparing this with lets to BME applicants at 4.29% in the 3rd quarter is within the target tolerance of plus or minus 5%. The position in the year to December at -6.05% does not show a statistical variation that would lead us to consider that BME applicants are not receiving a proportional share of lets. The Housing Service regularly review housing applications and lettings by individual ethnicity and examine factors which may affect discrepancies such as area required and bed size. This in turn gives them a better understanding of housing need.

19.33 Choice Based lettings began operating in January 2007 under Home Connections. The percentage of lets made through this system, counting only those which are eligible for choice, has risen again in the third quarter and at 87.2% is exceeding the 80% target set for 2007/08.

19.34 The percentage of pupils from black and minority ethnic groups that achieved 5 GCSE's at grades A*-C. Results show an improvement from 48% in 2006 to 54% in 2007, just below the borough average of 56%, up from 52% in 2006.

19.35 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.

19.36 The number of social services clients with physical disabilities in receipt of a direct payment increased in the third quarter to 160 per 100,000 population. However there remain just 3 mental health clients per 100,000 population in receipt of a direct payment.

19.37 39% of council buildings open to the public have been assessed as having all public areas accessible to disabled people putting us on course to meet our 40% target for 2007/08. Independent surveys for audit purposes show that 19 of the 49 buildings were compliant with requirements as at January '08.

Non Service Revenue (NSR)

19.38 The NSR budget is projected to underspend by a net £1.1m which is mainly the over-achievement of income on the treasury investment income budget at £1m as reported last month. This is based upon improved cash flow that is partly due to the improved debt collection, some loan restructuring and interest rates remaining at a relatively high level, although indications are that there will be a further downturn in rates in the future.

19.39 Cabinet received an urgent and confidential report on 18 December 2007 to consider the granting of additional financial assistance in respect of Alexandra Palace. These additional costs have arisen because of the protracted position on the lease transfer and also the continuation of the short term trading licence for Firoka. Cabinet agreed to provide one-off support of £2m with some conditions attached. It was agreed that this would be funded partially from a saving of £0.8m in the pension deficit provision in respect of APTL staff and the rest from general balances. This additional budget provision is reflected in the now approved budget.

Summary - Budget Monitoring

19.40 Overall revenue budget monitoring, based on the December position, shows a forecast net underspend of £0.2m. The main budget pressure relates to Adult Social Care, and this is partly offset by additional treasury investment income.

19.41 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	228.4	0
Adults, Culture & Community - Asylum	74.1	1.0
Corporate Resources	9.5	0
Urban Environment	44.8	0
Policy, Performance, Partnerships & Communications	8.2	(0.1)
People, Organisation & Development	0.1	0
Chief Executive	0.6	0
Non-service revenue	18.9	(1.1)
Total	384.6	(0.2)
HRA	0	(0.4)

19.42 As previously mentioned the DSG element of the overall Children and Young People's Service budget is projected to underspend by £0.4m, not reported above, 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.

19.43 In relation to the HRA, the net current revenue projection is a surplus of £0.4m against the approved budget.

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	40.4	17.4	(7.7)
Adults, Culture & Community	7.5	2.6	(0.5)
Corporate Resources	9.1	4.6	(2.4)
Urban Environment – General Fund	32.9	12.0	(1.6)
Urban Environment - HRA	19.8	10.6	(3.0)
Policy, Performance, Partnerships & Communications	0.3	0.1	0
Total	110.0	47.3	(15.2)

20.2 The key variations and reasons for the projected underspend in 2007/08 of £15.2m on capital are as follows.

20.3 The Children's capital budget is projected to underspend by £7.7m. This is mainly related to the BSF programme that is currently projecting a net under spend of £7.2m this year. This is due to delays in the development process for construction and not using this year's contingency provision. This is set out in more detail in paragraph 18.9.

20.4 The Corporate Resources projected underspend is made up of £0.8m in Property Services and is largely due to delays in agreeing dilapidation settlements, slippage on the Alexandra House refurbishment and delays in the Tottenham Hall relocation. The remaining sum is due to delays in scoping and agreeing the projects within the IT capital programme and this will inevitably result in slippage of spend of approximately £1.6m this financial year.

20.5 For Urban Environment capital is currently projected to spend £1.6m below budget. This mainly comprises slippage of £1.2m for the mortuary. The timescales for the completion of the mortuary project are projected to slip into next financial year, although are due to start on site in mid February.

20.6 The HRA projected underspend is mainly due to slippage in the external decorations programme of £2.2m due to delays in the procurement process which would have resulted in works having to be undertaken during the winter months.

The works are now scheduled for early in next financial year. In addition go ahead of the Saltram Close scheme of £1m is dependant on the sale of the playground site which has been agreed, subject to planning, and is currently progressing through to contract exchange. However, the use of this money is likely to be in the new financial year. There is also over programming of £0.2m within the budget still to be managed out giving a net underspend of £3m.

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 are 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 and other budget adjustments are set out in the following table:

Period	Service	Key	Amount current year (£'000)	Full year Amount (£'000)	Description
9	ACC	Rev*	300		Funding for the costs of the Cooperscroft contract, in relation to 2006/07 expenses.

Period	Service	Key	Amount current year (£'000)	Full year Amount (£'000)	Description
9	ACC	Rev	130		Funding for occupational therapist surveyors. Previously funded by housing grants
9	ACC	Cap	146		DoH Mental Health Supported Capital Expenditure (Revenue) 2007/08 Allocation
9	ACC	Cap*	(300)		Chestnuts Park playground - NDC funded 2007/08 budget realignment
9	ACC	Cap	18		Open Spaces - S106 Archway funding from 2006/07
9	ACC	Cap	20		Niace - Capital Investment Project for the Haringey Adult Learning Services
9	CR	Rev	50		Property Services reduction in expenditure and income per service
9	PPPC	Rev	11		Contribution to residents survey
9	UE	Cap	100		English Heritage Partnership schemes in conservation areas
9	UE	Cap	7	25	Executive Support officer post contribution from each Business Unit
9	UE	Cap	(15)		TFL funding for Bus Priority Network
9	UE	Cap	63		TFL funding for Cycling LCN+
9	UE	Cap	16		TFL funding for Education, Training & Publicity
9	UE	Cap*	280		TFL funding for school travel plans
9	UE	Cap	26		Former Hornsey Waterworks S278. Infrastructure works at New River Village , Hornsey.
9	UE	Cap*	(693)		Funding approved by TFL for A406, re-phasing of £693k to 2008/09-2010/11
9	UE	Cap	(100)		Budget realignment for Streetscene Section 106.
9	UE	Cap	10		Lights for Down Lane Recreation Park
9	ACC	Rev*	852		Carers Grant budget allocation 2007/08
9	ACC	Rev*	(852)		Carers Grant budget allocation 2007/08
9	CR	Rev*	300		Funding of local land charges overspend from ICT.
9	ACC	Cap	100		Keston project to be funded from 2007/08 underspends - £65k from the telephone monitoring project and £35k from the E.Care project. Telephone project to be funded next year from the Adults IT budgets.

Period	Service	Key	Amount current year (£'000)	Full year Amount (£'000)	Description
Other budget adjustment					
9	NSR	Rev*	(2,532)		The Council's gross budget requirement needs to decrease to take account of the reduction in DSG. This is due to a recalculation of grant due based upon updated actual pupil numbers. The gross budget requirement reduces from £384.602m to £382.07m. The C&YP cash limit was previously reduced for this when the reduction in DSG was agreed.

22. Use of Appendices

Appendix i. December balanced scorecard and performance summary