



Haringey Council

Agenda item:

Cabinet

On 18/03/2008

Report Title: **The Council's Performance – January 2008**

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 January 2008 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 67 out of the 104 indicators in our basket are hitting target. An additional 23 indicators are close to target with an amber light as these are within a 5% tolerance of the target set. Overall 86.5% of indicators in our basket of indicators are achieving or close to achieving target as at January '08. This illustrates that we continue to make good progress against the council priorities. In addition 89% 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 Whilst I draw Member's attention to paragraph 9 of the report for the reporting provisions and to paragraphs 20 and 21 I am concerned at the level of slippages and the resultant under spends which requires re-profiling.

Recommendations

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

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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 86.5% of indicators achieving green or amber status as at January '08. We continue to make good progress on promoting independent living (87%, 13 indicators green or amber), encouraging lifetime well-being (100% or 14 indicators green or amber) and delivering excellent services 88% or 45 indicators green or amber).

7.2 In summary the balanced scorecard shows that for service delivery 87% of indicators are on target or close to the end of year target as at January '08. For 12 of the 15 (80%) customer focus measures, performance targets are being met or close to being met. For financial health 25 of the 27 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 89% 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 £0.5m. 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.

- 9.2 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.
- 9.3 In relation to the HRA, the net current revenue projection is a surplus of £0.6m against the approved budget.
- 9.4 The aggregate capital projected position in 2007/08 is currently projected to underspend by £18.9m. This relates to £8.1m for Children and Young People (mainly BSF), £3.5m in Corporate Resources, £3.2m in Urban Environment , £3m for the HRA and £1.1m in Adults, Culture and Community. These are mainly profiling issues that are explained later in the report. It is recommended that £11.5m of this is formally re-profiled in this report.

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 updates on key equalities indicators are reported quarterly 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 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 January 2008. It is based on the financial monitoring reports prepared for the budget management meetings held on 18 February for period 10 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 key 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 January '08. 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 in 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 Recycling and composting performance in January was 25% although this is still a provisional figure pending receipt of all tonnage data. The year to date is now exceeding target at 26%. The tonnage of mixed recycling (paper, glass, cans, plastic bottles and cardboard) collected in January was 150 tonnes higher than our previous best performance for a one month period. The recycling performance is linked to the good performance in overall waste arisings collected (see BV84 below).
- 15.2 The waste tonnage collected for January increased to an annual equivalent of 377kg of household waste collected per head (BV84). This brings the tonnage collected in the year to January to 367kg per head still exceeding our target for 2007/08. The increase in waste for January is linked to the higher number of collections of waste made in the month to catch up on collections after the Christmas period. The accumulative tonnage remains below the equivalent figures for 2006/07 and it is expected that the 370Kg target per head will be met and keep us in the top quartile for this waste minimisation indicator. Communications work around waste prevention is planned for March '08 and should help contribute towards reducing household waste arisings further.
- 15.3 The financial position is on target within this priority.

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

Urban Environment

- 16.1 In January performance results from our in-house cleanliness inspections showed a slight improvement to 19% 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. We now have the results from all three tranches of the independently inspected results from Capital standards and these are slightly worse than our own results with 28% of land found to have unacceptable levels of litter and detritus. Based on 2006/07 Capital standards results 28% would place us at around the average for London although when all BVPI returns are taken into account the London average increases to 23%.
- 16.2 One of the issues that we need to resolve is the cleanliness of industrial land. Although based on a small sample of sites the Capital Standards tranche 3 results found 67% of industrial land inspected was at an unacceptable level of cleanliness. Our own monitoring results are somewhat better and are showing improvement although the 29% target is still not being achieved. Work is currently in hand to address the continual problem of fly –tipping and similar activities on and around industrial estates to improve the overall rating.
- 16.3 Performance for graffiti and fly posting remain poor with scores based on our own in-house monitoring deteriorating further in January. Resources for graffiti removal

have been focused on land uses classes where the problem is at its worst but this has not been sufficient to improve performance. Scores for graffiti and fly-posting from the independent surveys have tended to be better than those recorded from our own surveys. Encams is conducting a further training session with a large group of officers from Waste Management, Parks, Housing, Enforcement and Highways later in February. This will hopefully ensure that there is more consistency in scoring. In the meantime focussed graffiti and fly-posting work continues.

Safer Communities (PPPC)

- 16.4 The number of British Crime Survey (BCS) comparator crimes reported in January increased slightly to 1,583. 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 January with 15,413 crimes committed is a 0.1% increase on the same period last year. If current performance continues the 7.5% reduction target will not be achieved.
- 16.5 Five of the BCS comparator crimes decreased compared to the previous period, and five crime types increased. Significant falls were seen in personal robbery (21.3%), wounding (8.6%) and theft of motor vehicle (7.9%) and these are set to exceed target reductions. However notable increases have been seen in criminal damage (10.6%) theft from a motor vehicle (8.6%) and burglary (4.7%). 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 remains higher than the group average (20.57 versus the Haringey Family average of 17.54). Haringey has the highest incidences of burglary (9.22 crimes per 1,000 households) and theft from the person (1.76 crimes per 1,000 crimes) among its most similar CDRPs.
- 16.6 Data for the number of people killed or seriously injured in Haringey has now been received from Transport for London although numbers provided are provisional at this stage. 56 people have been killed or seriously injured in January to September '07 and even when projected up to an annual equivalent, performance is well inside our target for 2007/08 and below levels reported in 2006/07.
- 16.7 The financial position is on target within this priority.

17. Encouraging Life Time Well-being

Children and Young People

- 17.1 As at January '08 395 or 9.8% of Haringey's young people were not in education, employment or training (NEETs), almost a whole percentage point improved on December's 10.9% and a record low NEET figure bettering the target of 12.3%. The November to January 3 month average on which performance versus target is measured is 10.4% and hits our NEET target for 2010 and our LAA Stretch target for

2009. There has been a marked reduction in the percentage of NEETs compared with the same period last year (12.5%) although current levels remain higher than comparator boroughs. There was also a sizeable reduction in the 'unknowns' which at 8.7% in January '08 has come down from the 10.5% reported in December and is considerably better than the same time last year. This is now exceeding the 9.9% target.

Adult, Community and Culture

- 17.2 The projected performance based on 1,021,577 visits to our leisure centres in the year to January equates to 1.23 million visits in a year and puts us on track to exceed our 1.18 million visits target for 2007/08. The cost per visit to a leisure centre reduced to £1.26 in January and the position in the year so far at £1.84 remains better our £2.09 target for 2007/08.
- 17.3 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.
- 17.4 The capital programme is projected to spend £1.1m below budget and is mainly in respect of the Lordship Recreation Ground (£0.5m) 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. The other main projected underspends are in respect of Markfield Park (£0.2m), other recreation (£0.2m), E. Care (£0.1m) and OP Strategy (£0.1m).

18. Promoting Independent Living

Children and Young People

- 18.1 In January 5 of the 6 (83%) 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 January '07 stands at 68.9% and although this is currently short of the 72% target for 2007/08 we are on track to achieving the target by 31 March '08 and current performance 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 January (7.9%) 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. Comparative data on this indicator shows that although performance is improving and is above average, we are also on track to achieving top quartile performance in 2007/08. (BV163/ PAF C23)

- 18.3 The cost of service per looked after child at £773 remains 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.
- 18.4 The cost of special education need residential placements in independent schools at £67,561 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 £38,491 and this is better than the target of £40,197 for 2007/08, which partially offsets the higher rescheduled costs.
- 18.5 Performance on issuing statements of educational need in 18 weeks is below target when exceptions to the rule are included. 100 statements have been issued in the year to January '08 and 84 of these on time. It is unlikely that the 90% target will be achieved for 2007/08. The difficulties have been around delays in getting medical reports and therapy reports from the PCT. An action plan is in place to recover from the dip in performance but it is also worth noting that from October to December '07 there was a 67% increase in requests from the same quarter in the previous 4 years (from 40 requests to 64) and in January 2008 this has continued with a 56% increase on previous years. This, in addition to some staffing challenges, appear to be the primary reason that we have not succeeded in appointing all children and returning reports within the timeframe.
- 18.6 The Children and Young People's budget (excluding Asylum and DSG) is projected to spend at budget. However the service has some pressures mainly relating to the commissioning budget (Looked After Children) that the service are working to manage. The commissioning budget is projecting an over spend of £0.4m that is currently offset by other areas of the budget that are projected to underspend. Overall commissioning child numbers have reduced by 4 this period. We now have 7 clients in secure accommodation. The service are confident that all cost pressures will be contained within approved budgets.
- 18.7 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 £8.1m. This is mainly because the BSF programme is currently projecting a net under spend of £7m 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. BSF programme slippage is recommended for re-profiling to later in the programme in this report.

As previously reported to Members, the projected under spend of £7m is made up of two budget areas:-

- Construction projects (£3.6m 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 January '08 the number of older people [per 1,000 population] helped to live at home reduced to 96 falling short of our target. The reduction in the projection is due to data cleansing and there are on-going checks across a number of services which may add to this number. This should be completed by next period. (BV54/ PAF C32)

18.10 All items of equipment and adaptation were delivered within 7 working days for the last three months 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 at 151.3 in January is above the profiled target and exceeds the end of year target of 150. This level of performance also places us in the top performance banding.

- 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 95.6% and remains within the top banding continuing to exceed our 90% target. (BV195/PAFD55)
- 18.13 Asylum costs relating 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 129 clients that have no recourse to public funds who are supported by the authority, a reduction of 3 clients since December. 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 reduced to 33 days for the month of January. Year to date performance is now 37 days against the target of 32 days and it is expected that the year end performance will be closer to the target. All outstanding new claims have been cleared from the backlog and the days to pay indicator is now reducing as predicted. The first two weeks performance for February has been 32 days and 27 days.

Housing Strategy (Urban Environment)

- 18.16 The average length of stay in hostels increased to 123 weeks in January and the year to date position at 76 weeks is now outside 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. Performance on this indicator remains in the lower quartile nationally and is lower threshold for CPA purposes. 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.
- 18.17 The average length of stay in Bed and Breakfast is a separate indicator used in the CPA assessment of Housing. Haringey's performance on this indicator is currently 14 weeks and places us below the lower threshold of 6 weeks. This presents a risk in that if the 2007/08 outturn is above the 6 week figure, because of the small number of

indicators in the 'housing the community' part of the housing block, the score for this block is likely to reduce to a 2 from a 3 in our next CPA refresh.

18.18 The number of homeless households living in temporary accommodation is higher than projected under the Council's temporary accommodation reduction plan. The plan was based on the assumption that the number of households would reduce from 5,861 to 4,824 during the year 2007/08, however, it has proved difficult to reduce the number of households in temporary accommodation and the actual figure at period 10 was 5,426, compared to a profiled position of 4,971. The Assistant Director for Strategic Housing 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 increased to 8.89 days in January. Performance in the year to January at 9.59 days remains above our 8.8 day target. Although our 06/07 performance was 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 January of the 1,540 of complaints closed at stage 1 (local resolution) 89% were responded to within the 10 working day timescale against an 80% target. For the more complex service investigation (stage 2), 13 out of the 15 cases were resolved in the 25 working day timescale time in January (87%) and 80% in the year to January.

19.3 All stage 3 (independent review) cases were completed within the 20 working day timescale in January and 43 out of 50 (86%) 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 2,573 Members' enquiries cases closed in the year to January, 89% were handled within 10 working days, just short of the 90% target. Performance has dipped since September. There is now a drive amongst services not only to improve response times but the quality of response as well.

19.5 The PPP&C budget is projected to underspend by £0.4m 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 has been 100% for the last three months with 34 out of the 40 cases received in the year so far dealt with inside the 10 day timescale. This brings performance in the year to date to 85% 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 surrounding boroughs.

Corporate Resources

- 19.8 On telephone answering our council wide performance increased to 82% of calls answered within 15 seconds in January and continues to exceed our 80% target although the year to date position at 79.6% is just below the target.
- 19.9 Call centre performance declined in January with 64% of calls to the call centre answered within 30 seconds. This was partly due to a large number of council tax recovery calls. The position in the year to January at 57% remains short of the annual 70% target. Performance for early February is back on target.
- 19.10 The percentage of customers seen within 15 minutes in our Customer Service Centres at 75% in January, exceeded target for the sixth time this year. The year to date position of 70% is now achieving the target and is a significant improvement on the corresponding period last year.
- 19.11 The percentage of invoices paid in 30 days reduced to just 83.1% in January well below the 92% target. The year to date at 90% remains short of the target set for 2007/08.
- 19.12 93.6% of council tax was collected in the year to January '08. Performance is only just short of our target of 93.85% for 2007/08 although comparatively this places us in the bottom quartile. The target is expected to be achieved for the year.
- 19.13 Overall sundry debt is down £0.23m in Period 10 (compared to period 9) to £13.58m and aged debt has again reduced. Aged debt (211 day debt) has fallen by £0.35m to £5.4m against a monthly profiled target of £4.53m - performance is, therefore, currently £1.24m short of the target. Actions are in place to focus on this before the year end.
- 19.14 Corporate Resources is projected to spend at budget, although as previously reported there are a number of budget pressures being managed. Property Services is still projecting a £0.3m overspend following a detailed review of budgets across the service.

- 19.15 The full £0.5m savings target through improved procurement in this year has been partially delayed, however other savings have been identified to balance the budget overall. Plans and projects are in place to meet the full £2m base budget saving.
- 19.16 As highlighted last period there will be under spends on revenue budgets within IT this financial year currently forecasted to be circa £0.7m 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.
- 19.17 The Directorate is projecting a £3.5m underspend on capital, £0.7m is in Property Services and is largely due to delays in agreeing dilapidation settlements, slippage and savings on the Alexandra House refurbishment and delays in the Tottenham Hall relocation. £1m is in respect of Achieving Excellence and 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 £1.8m 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. IT programme slippage and Achieving Excellence is recommended for virement adjustment in this report.

Urban Environment

- 19.18 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.
- 19.19 Capital is currently projected to spend £3.2m below budget. This is mainly due to slippage of £1.6m for the mortuary project although works have now started on site.
- 19.20 A number of other projects are projected to slip including HH Spine Road (£0.4m), redevelopment works (£0.2m), CPO's (£0.2m), English Heritage PSICA (£0.2m) and CCTV Control Room (£0.2m).
- 19.21 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 in place to ensure that this is achieved. Slippage of £1.6m against the total project budget is projected and is recommended for re-profiling to later in the programme.
- 19.22 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.

19.23 The NDC capital budget for 2007/08 is £4.396m and actual spend to date is only £1.5m. The position was discussed with the NDC at the latest meeting held with them on 11 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 needs 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 a result it looks as if only £650k out of the allocation of £950k will be spent this year. NDC officers are exploring options for re-profiling costs on other projects to resolve this position.

Homes for Haringey

19.24 97.91% of rent due was collected in the year to January '08, hitting target for the second time this year. However the percentage of tenants with more than seven weeks rent arrears at 15.41% remains short of our 10% target for 2007/08.

19.25 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.

19.26 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.

Non Service Revenue (NSR)

19.27 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 due to 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.

19.28 The Sustainable Investment Fund (SIF) of £0.5m was created in June 2007 as a one-off investment fund financed from the 2006/07 general fund revenue under spend. Its purpose is to fund 'invest to save' schemes particularly in energy efficiency projects which can generate financial as well as environmental/sustainability returns and help make early progress on the Council's green agenda.

19.29 The fund provides an 'interest free loan' to the successful business units which is then re-paid to the central fund as the savings generated by the investment materialise. The fund is therefore self-perpetuating. The first allocation of £150k was to match fund £150k external money from Salix Finance Ltd. The SIF/ Salix money is being invested towards energy efficiency technology to reduce consumption. These are to include variable speed drives and new pool covers at the Leisure Centres and voltage optimisation units at our corporate buildings. Installation is planned for the end of March/ start of April for the units and these will reduce energy consumption and therefore our carbon emissions as well as a financial saving of approximately £179k per annum.

Summary - Budget Monitoring

19.30 Overall revenue budget monitoring, based on the December position, shows a forecast net underspend of £0.5m. The main budget pressure relates to Adult Social Care, and this is partly offset by additional treasury investment income.

19.31 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	228.9	0 0
Adults, Culture & Community - Asylum	73.7	1.0 0
Corporate Resources	9.5	0
Urban Environment	44.8	0
Policy, Performance, Partnerships & Communications	8.6	(0.4)
People, Organisation & Development	0.1	0
Chief Executive	0.6	0
Non-service revenue	15.9	(1.1)
Total	382.1	(0.5)
HRA	0	(0.6)

19.32 As previously mentioned the DSG element of the overall Children and Young People's Service budget is projected to underspend by £0.4m, not included in the above, and this is in respect of the Network Family support budget. This will be requested to be carried forward in due course to meet the summer term 2008 commitments.

19.33 In relation to the HRA, the net current revenue projection is a surplus of £0.6m against the approved budget mainly due to additional one-off rent income.

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	19.2	(8.1)
Adults, Culture & Community	7.5	3.0	(1.1)
Corporate Resources	9.1	4.1	(3.5)
Urban Environment – General Fund	32.5	14.3	(3.2)
Urban Environment - HRA	19.8	12.1	(3.0)
Policy, Performance, Partnerships & Communications	0.3	0.1	0
Total	109.6	52.8	(18.9)

20.2 The key variations and reasons for the projected underspend in 2007/08 of £18.9m on capital are set out below. The current projected underspend includes programme slippage for the BSF, Mortuary and IT/Achieving Excellence projects of £11.5m that is recommended for re-profiling to later in the programme.

20.3 The Children's capital budget is projected to underspend by £8.1m. This is mainly related to the BSF programme that is currently projecting a net under spend of £7m 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 section 18.

20.4 The Corporate Resources projected underspend is made up of £0.7m in Property Services and is largely due to delays in agreeing dilapidation settlements, slippage and savings on the Alexandra House refurbishment and delays in the Tottenham Hall relocation. £1m is on Achieving Excellence and the remaining sum is due to delays in scoping and agreeing the projects within the IT capital programme. This results in slippage of spend of approximately £1.8m this financial year and this is recommended for re-profiling to later in the programme, together with a budget adjustment for Achieving Excellence.

20.5 For Urban Environment capital is currently projected to spend £3.2m below budget. This mainly comprises slippage of £1.6m for the mortuary. The timescales for the completion of the mortuary project are projected to slip into next financial year,

although works started on site in mid February. Mortuary project slippage is recommended for re-profiling to later in the programme.

- 20.6 A number of other projects are projected to slip including HH Spine Road (£0.4m), redevelopment works (£0.2m), CPO's (£0.2m), English Heritage PSICA (£0.2m) and CCTV Control Room (£0.2m).
- 20.7 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 are set out in the following table:

Period	Service	Key	Amount current year (£'000)	Full year Amount (£'000)	Description
10	ACC	Rev*	(424)	(433)	Trainee Social Worker Scheme - transfer of the Children's element of the budget to CYPS
10	Children and Young People's Service	Rev*	424	433	Trainee Social Worker Scheme - transfer of the Children's element of the budget to CYPS
10	POD	Rev	(89)		Organisational Development and Learning one off income received
10	POD	Rev	89		Organisational Development and Learning one off income received
10	ACCS	Rev	175	389	Adults and Strategic Structure realignment. Payments and Brokerage Teams.
10	ACCS	Rev	(175)	(389)	Adults and Strategic Structure realignment. Payments and Brokerage Teams.
10	UE	Cap	58		Tottenham Marshes funding from Lee Valley Regional Park Authority
10	UE	Cap*	(497)		Private Sector Renewal Grant. From 2007/08 changes in allocation of funds from North London Sub-Region pot, means that no individual borough allocations are being made in 2007/08
10	UE	Cap	75		LDA approved grant funding in respect of NLSA co-ordinator
10	UE	Cap	158		Bruce Grove Core Centre Townscape Heritage Initiative, budget adjustment to reflect current year spend
10	UE	Cap	133		Tottenham High Road Heritage Economic Regeneration Scheme, budget adjustment to reflect current year spend
10	CYP	Cap*	(7,026)		Re-phasing of BSF project budget.
10	UE	Cap*	(1,634)		Re-phasing of Mortuary project budget.
10	CR	Cap*	(1,801)		Re-phasing of IT project budgets.
10	CR	Cap*	(1,000)		Re-phasing of Achieving Excellence project budget

22. Use of Appendices

Appendix i. January balanced scorecard and performance summary