



**Haringey** Council  
Agenda item:

**Cabinet**

**On 14/10/08**

Report Title: **The Council's Performance –Period 5 April – August 2008**

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

Wards(s) affected: **All**

Report for: **Key Decision**

### **1. Purpose**

- 1.1 To report on an exception basis financial and performance information for the year to August 2008.
- 1.2 To agree the budget virements in accordance with financial regulations.

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

- 2.1 It is excellent to see the improvements highlighted in this report. In particular that the levels of sickness within the Council have fallen below 9 days. It is important that this trend downwards continues. Also that we are now dealing with service users more quickly at our customer service centres. It is encouraging to see the improvements noted against the Council's wider objective Creating a better Haringey: cleaner greener, safer. The performance noted in 15.7 'adults timeliness of social care assessments' and 15.9 'carers receiving an assessment' is excellent and to be highly commended.
- 2.2 One of the areas that the Council must focus on and ensure that it delivers is the delivery of the capital programme. I am determined that as a Council we deliver on time and on budget that is why the underspend noted in this report is disappointing. It will be important for the Council to make every effort to get back on track with regard to this and deliver key projects.

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

- 3.1 I note the cost pressures being reported in some service areas and continue to encourage Cabinet Members in their efforts to ensure that this is contained. I am looking for this position to continue to improve.

#### **4. Recommendations**

4.1 To note the report and progress against council priorities.

4.2 To agree the virements set out in Appendix 2.

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#### **5. Head of Legal Services Comments**

5.1 There are no specific legal implications in this report, but there is likely to be a need for legal advice in future on certain of the specific projects mentioned.

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

- 6.1 Budget management papers
- 6.2 Service PI returns including unit cost data
- 6.3 Council Plan
- 6.4 Business Plans

#### **7. Performance Summary**

- 7.1 Overall good progress has been made in the first five months of 2008/09. Out of the 91 indicators reported in this period, 79 (87%) are shown to be achieving green or amber status.
- 7.2 Highlights include that only 54 Older people have move in to into residential or nursing care so far this year.
- 7.3 Robbery rates , arson and serious road accident casualties are all down on last year and ahead of target
- 7.4 This report also highlights areas for focussed monitoring and sets out the agreed actions to bring performance in line with targets.

## **8. Strategic Implications**

- 8.1 This report gives an indication of the level and quality of services delivered on the ground. It monitors Haringey's position in relation to a number of indicators that will be used to assess the Council in the Comprehensive Area Assessment (CAA) and the Local Area Agreement (LAA).

## **9. Financial Implications**

- 9.1 The overall revenue budget monitoring, based on the August position, shows that the general fund is forecast to overspend by £1m as shown in Appendix 2. This projected overspend is mainly within Adults, Culture & Community and Children & Young People and is net of a projected underspend in non-service revenue. The reasons for this projected net overspend are detailed in the report. There are also some budget pressures outlined in the report that services are seeking to contain.
- 9.2 The dedicated schools budget (DSB) element of the overall Children & Young People's budget is projected to spend at budget.
- 9.3 In relation to the housing revenue account (HRA), the net revenue projection is to underspend by £0.9m following savings arising from the letting of the new gas boiler maintenance contracts.
- 9.4 The aggregate capital projected position in 2008/09 is projected to underspend by £2.8m after BSF re-phasing. The projected underspend is largely within Adults, Culture & Community and the HRA. Reasons for this are detailed in the report.

## **10. Legal Implications**

- 10.1 There are no specific legal implications in this report, but there is likely to be a need for legal advice in future on certain of the specific projects mentioned.

## **11. Equalities Implications**

- 11.1 Equalities are a central thread throughout the council's performance.

## **12. Consultation**

- 12.1 Throughout the year the report will show the results of consultation with residents, service users and staff.

## **13. Background**

- 13.1 This is the first quarterly report of 2008/09 detailing the Council's performance against agreed targets. Financial and Performance information is based on the financial monitoring reports prepared for the budget and performance management review meetings for period 5. The financial information is shown in Appendix 2.
- 13.2 Appendix 1 details performance against 72 monthly reported indicators all linked to the Council's priorities:

- 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 The Comprehensive Area Assessment (CAA) will take account of our performance against all National Indicators (NIs), however a significant number of the new national indicators lend themselves to quarterly or annual monitoring rather than monthly. These will be shown quarterly to ensure that Members and senior officers are aware of the full list of indicators which will be used to judge the Council and the and the Strategic Partnership at the end of the year.

#### 14. Use of Traffic Lights

14.1 Progress on indicators continues to be tracked on a monthly and year to date position against the 2008/09 target using a traffic light annotation where:

- Green: Target achieved / performance better than planned
- Amber: Just below target (typically a 5% tolerance)
- Red: Target not achieved / below expectation

14.2 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 has improved on the previous year's outturn. Between them, the lights and arrows indicate current progress and predict the likely annual position.

14.3 Where appropriate Appendix 1 shows the latest all England top quartile data (for 2006/07) with an indication of our quartile position in 2006/07. In some cases comparisons with nearest neighbours are shown as a more appropriate guide to top level performance.

### 15. Achievements

#### Priority 2: Creating a better Haringey: Cleaner, Greener and Safer

15.1 **Serious acquisitive crime** (includes burglary, aggravated burglary, robbery and theft of or from a vehicle including aggravated vehicle taking) rates in the year to July there were **36.8** crimes per 1,000 population down from 39.8 last Year (NI 16 and LAA target). **Robbery rates** have decreased from 1,503 in 2007/08 to an equivalent of **1,035** in the year to July 2008

15.2 **Arson incidents** down to **106** in the year to August, meaning an annual equivalent of 258 against a target of 478 and down from 512 last year.

- 15.3 **People killed or seriously injured in road traffic incidents** – **28** from January to April 2008 against a target of 102 for the year

### **Priority 3: Encouraging lifetime well-being**

- 15.4 The performance of **Child protection cases reviewed** within timescale has been maintained with **100%** every month this year, above the statistical neighbours top quartile of 99.8%
- 15.5 **Sports and leisure** usage is up on this time last year and bettering the August target of 563,357 with 575,669 visits in the year to August.

### **Priority 4: Promoting independent living**

- 15.6 The number of people receiving **Direct Payments** has increased from 151 per 1,000 population at the beginning of the year to **211** as of August, just 2 short of the year end target of 213 and well ahead of monthly target of 180.
- 15.7 Adults **timeliness of social care assessments** (NI 132) is performing well at **92%** on time compared to a target of 80% and London top quartile of 73% in 05/06.
- 15.8 **54 Older people** and **3 adults** have been placed into **residential or nursing care** and the current projection is 130 older people and 7 adults, an improvement on our targets of 135 and 28 respectively (low numbers are good).
- 15.9 The percentage of **carers receiving an assessment** or review remains high at **22%** compared with a target of 14.2% (NI 135 and LAA target) and London top quartile position of 18.9%.
- 15.10 The number of adult social care clients receiving self directed support per 100,000 (**direct payments**) has steadily increased from 163 in April to **211** in August exceeding the monthly target of 180 and is just short of the year end target of 213 (NI 130). 90% of adult social care clients received their assessments within the recommended timescales; the target for 2008/09 is 80% (NI 132).

### **Priority 5: Delivering excellent services**

- 15.11 The rolling year **sickness** figure for the council fell to under **9 days per member of staff** for the first time in August. This is an improvement from 9.67days in 2007/08 but still short of the provisional London top quartile of 8.3 days in 2007/08.
- 15.12 **Statements of special education need issued in 26 weeks** (with and without exemptions) Following a slow start to the year under the new system performance is now up to **100%** and **95%**, for August bringing the year to date performance up to meet the targets of 82% and 70% respectively

15.13 **Invoice payments** have now reached the target of **91%** for the year to date, up from 87% in 2007/08, but still below the London 2007/08 top quartile of 94.7%. **Council Tax collection** follows a similar pattern with year to date performance reaching the target **93.9%** in the year to August but still short of the London Top quartile position of 96%. **Business rate collection** is above target and London top quartile (99% and 99.2% respectively) at **99.5%** for the year to date.

15.14 **79%** of **calls to the council's Customer Contact Centre were answered** in 30 seconds, and **81% of visitors to Customer Service Centres** were seen within 15 minutes both against a target of 70%.

## 16. Areas for focus and actions taken to address these

### Priority 1: Making Haringey one of London's greenest boroughs

16.1 The recycling rate dropped in August to give a year to date figure of 24% against a target of 28% and London top quartile position of 26%. This is in part due to the tonnage apportioned by the North London Waste Authority and is less than forecasted and than previous performance, we are currently investigating the cause. This will affect several recycling related PIs reported this period.

### Priority 2: Creating a better Haringey: Cleaner, Greener and Safer

16.2 Motor vehicle crime has risen with 425 thefts in the year to July and looks likely to exceed the target of 1,201. Thefts from a motor vehicle with 1,062 in the same period and looks set to exceed the target of only 3,315 for the 12 months to next April.

### Priority 4: Promoting independent living

16.3 The target for **delayed transfers of care** is ambitious, 30 delays per 100,000 population. The current figures are for acute hospitals only, non-acute data will be added once it becomes available and the target amended accordingly. There is a nation wide issue with availability of non acute data. The service has vastly improved in the last 2 years and this indicator is very closely monitored and continues to be called over weekly, despite this performance has slipped to **36.5** in the year to August. Delays are attributable to 68% Health and 32% Adult Services.

### Priority 5: Delivering excellent services

16.4 **Rent collection** continues this month at 97.2% below 97.6% target. Action taken by Homes for Haringey to improve rent collection includes weekly and monthly monitoring of arrears cases, increasing the number of notices served and targeting lower levels of debt.

16.5 Average **re-let times** for local authority housing at **52.6** days is above the 31 day target. Indicative London top and bottom quartiles for last year are 24 and 34 days respectively. The performance dipped in August to 44 days, after improvements in June and July, due to a higher than average number of terminations each week. This is being scrutinised on a weekly basis at the voids meeting. Continuing actions to improve performance against this indicator include:

- Homes for Haringey have set a target of 16 days repairs turnaround. Current performance is at 19 days and there is a commitment to meet the 16 day target by the end of September 2008
- The Council has set a target of 15 days lettings turn around to be reached by the end of September 2008
- There has been a drive to reduce the overall number of voids in general needs housing stock with a particular focus on bringing back to use properties that have been void for over 100 days

16.6 The number of households in temporary accommodation at 5,005 shows a reduction of 89 households between July and August. Although this has reduced broadly in line with target and previous months, it remains an area for close monitoring. The trajectory for this indicator shows that the target is increasingly challenging (NI 156 and LAA target). A Temporary Accommodation Reduction Plan is in place and it focuses on three major objectives:

- controlling the gateway for households accessing temporary accommodation
- managing the temporary accommodation client base
- improving the supply of permanent accommodation to reduce numbers of households in temporary accommodation

16.7 **84%** of children's social care core assessments were carried out within 35 days (NI 60) in the year to August. This compares with the target of 86% and to statistical neighbours top quartile of 79%. However the month of August figure was only 76% and was the third month in row where the performance has fallen.

## **17. Finance**

17.1 The overall revenue budget monitoring, based on the August position, shows that the general fund is forecast to overspend by £1m as shown in Appendix 2. There are also some budget pressures detailed below that services are seeking to contain within the approved budget limit.

17.2 In Adults, Culture and Community Services (ACC) the commissioning budget for adult social care has a budget pressure of £0.8m. There are significant upward pressures that relate to commissioning prices and volumes. The Directorate has commissioning strategies in place to mitigate these additional pressures and is seeking to contain costs within the overall budget. £0.5m of the £0.8m budget

pressure is to be contained by tighter management of ACC supplies and services budgets; resulting in a net projected overspend at this time for the Directorate of £0.3m.

- 17.3 In respect of the asylum element above there are 119 clients as at 1 September that have no recourse to public funds who are supported by the authority, a reduction of 11 clients since the start of April. It has been agreed that a more robust approach be taken to clients with no recourse to public funds. Following planned reviews of clients' eligibility for services, the Asylum Team are looking to move clients out of the service. An officer from the Borders and Immigration Authority is working in Haringey alongside council officers to progress case resolution.
- 17.4 The Children and Young People's Service has a budget pressure of £0.7m overall in the general fund which mainly relates to the commissioning budget for looked after children (LAC) partially offset by other underspends. This reflects increases in the number of Looked After Children offset by the achievement of more favourable unit costs particularly in respect of lower rates arising from longer term contracts. Work is currently being undertaken by the Directorate to identify efficiencies elsewhere in Children and Young People's Service to ensure a balanced budget by the year end.
- 17.5 The Dedicated Schools Budget (DSB) element of the overall Children & Young People's budget is projected to spend at budget.
- 17.6 In Urban Environment a significant budget pressure has been identified within the Parking Service where achieving the approved income estimate will be the main challenge. Reasons for the income shortfall include non-enforcement of yellow box junctions, reduction in operational hours in some CPZs, changes in clamping policy and defective lines and signs. Proposals to achieve potential costs savings and additional income have been developed to eliminate this gap in income and will be closely monitored. A review of the parking service has been commissioned and is now underway and will include an assessment of the financial and debt management aspects of the service. A draft report of the findings is expected in early October. The directorate is currently projecting to remain within their approved budget.
- 17.7 In relation to the HRA, the net revenue projection is to underspend by £0.9m due to estimated savings that will accrue from the letting of the new gas boiler maintenance contracts.
- 17.8 Corporate Resources has budget pressures of £0.2m in respect of meeting commercial property rental income and £0.3m regarding Local Land Charges income due to current housing market conditions. These are being carefully monitored. The Directorate is considering how best to contain the property budget pressure and is currently projecting an overspend of £0.3m regarding Local land Charges.



- 17.9 There is a Council wide issue that has emerged arising from the renewal of energy contracts from October 2008 where a significant additional cost is forecast this year. More details will be reported by end of October once costs have been fully assessed. This will impact on the HRA and schools as well as other Council Services
- 17.10 Non-service revenue is projected to underspend by £0.3m due to over-achievement of income on the treasury investment income budget. This is based upon interest rates remaining at a relatively high level, although indications are that there will be a downturn in rates in the future. Currently our cash-flow position is forecast to improve during the remainder of the financial year, work is underway to better refine the forecast with a view to declaring any further over-achievement of treasury income in due course.
- 17.11 Other directorates are projected to spend at budget.
- 17.12 The RAG status of savings and investments is also shown in Appendix 2. Planned savings classified as red are in respect of the commissioning budget for looked after children; paragraph 17.4 refers.
- 17.13 The aggregate capital projected position in 2008/09 is as shown in Appendix 2 and is projected to underspend by £2.8m after the proposed BSF programme re-phasing. The reasons for this are set out in the next paragraph.
- 17.14 There is some slippage in two projects in Adults, Culture and Community Services; namely Burial Village at Cemeteries (£0.8m) and Refurbishment of Leisure Centres (£0.8m). Slippage for both projects is requested to be carried forward to next year. The Burial Village project is delayed as the outcome of a feasibility study at a pilot site to test the viability of this project is not yet known. The Park Road Pool and Hall refurbishment has been rephased to the summer of 2009. An underspend of £1.1m is projected in respect of the HRA Saltram Close scheme. Progression of this scheme is dependant on the sale of the playground site. It is unlikely that a sale can be achieved this financial year and a virement is proposed to remove the scheme from the budget for this financial year. The scheme could go ahead next year if the sale of the site is achieved.

### **BSF Programme – budget rephasing**

- 17.15 The current approved three-year Council capital programme incorporates BSF planned expenditure, completing in 2011/12. Budget profiles in the current capital programme for BSF reflect project assumptions based on national cost and other norms used when the BSF Programme bid was submitted and approved in 2006. Subsequently, more detailed analysis and planning has been undertaken in conjunction with Partnership for Schools to update project costing assumptions and budgets. This work caused some delay, but did result in securing an additional £12m grant for the BSF programme. Compared with the earlier budget profiles, this new profile is based on later start on site dates than

originally planned, but 10 out of the 13 BSF projects are currently planned to be completed within 3 months of their originally planned date.

17.16 St Thomas More (53 weeks), Northumberland Park / Vale (21 weeks) and John Loughborough School (18 weeks) represent the three schools that are planned to be completed more than three months after the original dates. In summary, the delay can be attributed to changes required to minimise the impact of construction work on school operations, discovery of ICT and electrical infrastructure significantly worse than anticipated and the need to secure additional funding to deliver the agreed project scope.

17.17 Re profiling of the BSF budget in line with compressed construction timescales results in transfer of £22.3m budget provision from 2008/09 to future years, creating the revised projected spend profile of £25.6m in 2008/09. Competitive tenders due back in October 2008 will allow cross-check of planning dates, enabling firm project plans to be confirmed. This virement is proposed now to update the Council's capital programme to ensure that budget reporting is based on current project assumptions, although it should be noted that each project will be re-profiled again as construction contracts are let.

## **18. Use of Appendices**

Appendix 1. August performance scorecard

Appendix 2. Financial tables