

Cabinet 1 April 2019

Report title: Budget and Performance Report – Q3 2018/19

Wards: All

Portfolio: Leader of the Council: Councillor Jack Hopkins; and, Cabinet Member for Finance: Councillor Andrew Wilson

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Report summary

This report provides Cabinet with an overview of finance and performance for quarter three (Q3) 2018/19.

Finance summary

There are no capital or revenue implications arising as a direct result of this report, other than the monitoring information provided within the body of this report.

Recommendations

- (1) To note the budget monitor.
- (2) To consider performance for Q3 as a whole and the Key Performance Indicators (KPIs) that have been highlighted as being of concern.

1. CONTEXT

- 1.1 This report presents budget and performance information together in a single report for Cabinet to review. In terms of format, information is presented according to the organisational and directorate structure prior to 1 February 2019.
- 1.2 In terms of performance, progress continues to be reported against two types of indicators
- **Borough Plan indicators** – these give an understanding as to the achievement of the three priorities in the Borough Plan. Some Borough Plan KPIs are within the Council’s direct control but most are not but are nonetheless important as they give an understanding of the wider wellbeing of the borough
 - **Service indicators** – these are concerned with monitoring the Council’s performance and are aligned with service priorities. The KPIs here include those concerned with both processes and delivery and their achievement is mostly within the Council’s control.
- 1.3 Where available, benchmarking data is shown in appendix 1 which reflects the most recently published performance data at various points in time for Lambeth, our statistical neighbours (Hackney, Haringey, Lewisham, Southwark) and the London and England averages. However, it should be noted that all benchmarking data is historical and isn’t necessarily reflective of current performance. It should therefore be used primarily as a guide to show how Lambeth compared to its comparators in the past and whether Lambeth’s current performance has improved or worsened since the benchmarking periods in question.
- 1.4 It is also important to note that the red/amber/green (RAG) ratings in our performance reports are based on our own internally set targets (unless a statutory target). Benchmarking can be helpful to place our targets and current performance in a wider context.

2. PROPOSALS AND REASONS

Overview

Finance Forecast Outturn

Revenue: General Fund – £1,947k overspend
Housing Revenue Account - Breakeven

- 2.1 The General Fund forecast outturn for 2018/19 is a £1,947k overspend against a budget of £285,286k. A summary by directorate is as follows.

		Annual Budget	Full Year Forecast	Forecast Variance	Variance %
		£000	£000	£000	%
CHILDRENS SERVICES	Income	(77,394)	(81,268)	(3,874)	5%
	Expenditure	148,895	157,333	8,438	6%
	Net	71,501	76,065	4,564	6%
NO RECOURSE TO PUBLIC FUNDS	Income	0	0	0	0%
	Expenditure	3354	2956	(398)	-12%

	Net	3,354	2,956	(398)	-12%	
ADULT CARE	SOCIAL	Income	(67,235)	(74,224)	(6,989)	10%
		Expenditure	151,580	158,463	6,883	5%
		Net	84,345	84,239	(106)	0%
NEIGHBOURHOODS & GROWTH		Income	(79,717)	(82,131)	(2,414)	3%
		Expenditure	123,471	123,322	(149)	0%
		Net	43,754	41,191	(2,563)	-6%
CORPORATE RESOURCES		Income	(230,877)	(235,218)	(4,341)	2%
		Expenditure	283,342	288,133	4,791	2%
		Net	52,465	52,916	451	1%
CORPORATE ITEMS		Income	0	0	0	0%
		Expenditure	29,867	29,867	0	0%
		Net	29,867	29,867	0	0%
Total	Income	(455,223)	(472,840)	(17,617)	4%	
	Expenditure	740,509	760,073	19,564	3%	
	Net	285,286	287,233	1,947	1%	

		Annual Budget	Full Year Forecast	Forecast Variance	Variance %
		£000	£000	£000	%
Housing Account (HRA)	Income	(187,061)	(187,313)	(252)	0%
	Expenditure	187,061	187,313	252	0%
	Net	0	(0)	(0)	0%

Capital

- 2.2 The full year forecast outturn is £152,479k against a budget of £192,617k. In most years, capital expenditure has traditionally been between £150m - £180m per annum. Where there have been underspends, the budgets will be carried forward into 2019/20

Performance overview

- 2.3 In Q3, performance against 172 KPIs (key performance indicators) is reported. Of these, 138 have been given a RAG rating: 38% (52) are green and achieving target, 19% (26) are below target but within an acceptable tolerance and 43% (60) are red and more significantly below target. In comparison Q2 saw 143 KPIs with a RAG rating; 37% (53) were green, 24% (34) were below target within an acceptable tolerance and 39% (56) were red and significantly below target. Overall quarter 3 has seen a slightly worse performance compared to that of quarter 2.

- 2.4 Red rated KPIs are supported by an improvement plan setting out specific actions to improve performance. This gives an extra layer of assurance and will enable a better assessment of the effectiveness of those actions. Action plans are to be reviewed every quarter alongside the provision of quarterly performance data. Of the 56 red indicators reported in Q2, 43 remained red in Q3 and 18 of these showed an improving direction of travel. Overall, this shows that the majority of KPIs that were red in Q2 improved in Q3 and that the more disciplined approach to improvement planning is helping to turn poor performance around. However, 17 new indicators turned red in Q3. Of these, 8 were previously amber, 4 were green and the remaining indicators were not reported in the previous quarter.
- 2.5 It should be noted that there are a number of KPIs that are red as a result of overly ambitious targets rather than poor performance, particularly when this is compared to performance by our statistical neighbours and the London average. Furthermore, a significant proportion of red KPIs are concentrated in a small number of areas; for example proportion of post actioned, new apprentices; and response rates to complaints and other enquires. Work is underway to refresh the current suite of KPIs in readiness for 2019/20 in line with the business planning process. This will entail reviewing all indicators and their targets to ensure that they are realistic taking into account comparative benchmarked data with our statistical neighbours, historical performance trends and the impact of any external factors.
- 2.6 In addition, 136 indicators have been given a Direction of Travel (DOT) status and determines whether performance has improved or worsened. This compares performance with the previous reporting period, in the case of cumulative indicators the direction of travel is based on the same reporting period in the previous year. In this quarter 55% (75) have a “better / same” DOT and 45% (61) have a “worse” DOT.
- 2.7 The overall performance by directorate is summarised in the table below.

Directorate	KPIs reported	With RAG rating	G	A	R	KPIs - monitor only	KPIs - data not received	KPIs with DoT	Better / Same	Worse
Adults & Health	18	13	7	2	4	3	2	14	10	4
Children's Services	36	32	8	6	18	3	1	30	14	16
Corporate Resources	57	45	17	8	20	9	3	43	25	18
Neighbourhoods & Growth	61	48	20	10	18	10	3	49	26	23
TOTAL	172	136	52	26	60	25	10	135	74	61

- 2.8 The table below provides a breakdown of Borough Plan KPIs by priority and their RAG rating where available.

Borough Plan Priority	G	A	R	Monitor only	No rag status
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Reducing Inequality	18	7	23	2	4
Inclusive Growth	8	1	2	2	0
Strong & Sustainable Neighbourhoods	6	7	9	6	4
Corporate Health	19	11	25	15	3

Adults & Health

Q3 Forecast – Break-even

- 2.9 Adults Social Care had an underlying pressure of £6.1m in year, made up of various third party pressures, most prominently relating to home care provision. However due to the receipt of additional one off grant funding the service is forecasting no variance against budget. Mitigations to reduce expenditure are being developed to ensure that there is sufficient Government funding still available to meet expenditure needs next year.
- 2.10 Savings of £5.7m are forecast to be achieved in the financial year, which includes £1.6m carried forward savings from previous years.
- 2.11 Public Health services expenditure is forecast to budget.

Group	Full Year Budget	Full Year Forecast	Variance
	£000's	£000's	£000's
<u>ADULT SOCIAL CARE</u>			
Income	(22,331)	(29,320)	(6,989)
Expenditure	106,267	113,192	6,925
Net	83,936	83,872	(64)
<u>PUBLIC HEALTH</u>			
Income	(35,665)	(35,665)	0
Expenditure	35,665	35,667	2
Net	0	2	2
<u>STRATEGY & COMMISSIONING - ADULTS</u>			
Income	(9,239)	(9,239)	0
Expenditure	9,648	9,604	(44)
Net	409	365	(44)
<u>Adults and Public Health</u>			
Income	(67,235)	(74,224)	(6,989)
Expenditure	151,580	158,463	6,883
Net	84,345	84,239	(106)

Performance

2.12 The table below summarises performance in the Adults and Public Health Directorate.

Performance	Borough Plan KPIs	Service KPIs
Green	3	4
Amber		2
Red		4
Monitor only		3
No RAG status		2

Borough Plan KPIs

2.13 Currently, there are three adult social care KPIs aligned to outcomes in the Borough Plan. These are consistently achieving target and suggests that the outcome concerned with supporting disabled people and vulnerable adults to maintain their independence and remain active is being achieved.

2.14 For people aged 18-64 and people aged 65+ the service are forecast to underspend on Nursing and Residential placements by £2.4m. The main overspend of £5.8m is in Home Care provision, as demand for the service continues to grow.

2.15 Public Health are currently forecast to spend to budget.

Service KPIs

2.16 In terms of service KPIs there are three that are rated red in the Adults & Health directorate, the two KPIs of most concern are listed below, although both are improving.

KPI	Comment	Trend
Proportion of people in residential / nursing / Supported Living reviewed during the year who received services for 12 months +	<p>There were a total of 602 people in a placement for more than 12 months at the end of quarter 2 and of those 244 have been reviewed.</p> <p>Targets are in place for workers within the new placement support team to complete 4 reviews a week per worker.</p> <p>A year-end target of 364 additional placement reviews over next 6 months has been set and will be tracked via regular performance meetings.</p>	Getting Better
Proportion of people in community setting reviewed during the year who receive services for 12 months +	<p>There were a total of 2419 people were in receipt of a community-based service for 12 months or more at the end of quarter 3, which was an increase of 218 additional people receiving long term services; 839 of these have been reviewed.</p> <p>A risk-based approach has been adopted to ensure those people that haven't been reviewed in the last financial year are prioritised, working through review waiting list based on dates of last review. Guidance is in place to enable more</p>	Getting Better

KPI	Comment	Trend
	flexible risk-based reviews to be completed which includes continuing to promote telephone reviews. Targets are in place for all allocated cases with outstanding reviews to be completed in the final quarter.	

Savings Delivery Plan - Adults

Adult Social Care and Public Health savings

	2018/19 Savings Target	2018/19 Forecast
	£000	£000
Savings for 2018-19	4,347	4,104
Savings from 2017-18 carried forward	1,319	1,593
Total	5,666	5,697

Children's Services

Q3 Forecast - £4,564k overspend

- 2.17 Childrens Social Care are forecasting an overspend of £2.9m on placements and £1.4m on Childrens Centres. A £4.6m forecast overspend on Special Education Needs (SEN) will be funded by the high needs element of the Dedicated Schools Grant (DSG). Mitigating actions to address the forecast overspend on Social Care Placements include reviewing the highest cost placements; reviewing the purchasing arrangements for emergency placements and transition arrangements.
- 2.18 Childrens Services have a savings target of £2m in year, which includes £1m brought forward as undelivered from 2017/18. The service are forecasting £1.3m to be achieved in year, with delays in the achievement of savings relating to a social care redesign, residential placements, adoption and fostering services.

Group	Full Year Budget	Full Year Forecast	Variance
	£000's	£000's	£000's
<u>CHILDREN'S SOCIAL CARE</u>			
Income	(4,782)	(5,679)	(897)
Expenditure	60,955	64,756	3,801
Net	56,173	59,077	2,904
<u>EDUCATION AND LEARNING</u>			
Income	(71,747)	(74,612)	(2,865)
Expenditure	79,525	88,473	8,948
Net	7,778	13,861	6,083
<u>STRATEGY & COMMISSIONING - CHILDREN</u>			
Income	(865)	(977)	(112)
Expenditure	8415	9802	1,387

Net	7,550	8,825	1,275
CHILDREN SERVICES			
Income	(77,394)	(81,268)	(3,874)
Expenditure	148,895	163,031	14,136
DSG Income	0	(5,698)	(5,698)
Net	71,501	76,065	4,564
NO RECOURSE TO PUBLIC FUNDS			
Income	0	0	0
Expenditure	3,354	2,956	(398)
Net	3,354	2,956	(398)

Performance

2.19 The table below summarises performance.

Performance	Borough Plan KPIs	Service KPIs
Green	6	2
Amber	3	3
Red	4	14
Monitor only		3
No rag status		1

Borough Plan KPIs

2.20 There is a mixed position overall in Children's Services in relation to the achievement of KPIs tracking the achievement of Borough Plan outcomes.

2.21 One particular indicator of concern is the proportion of care leavers in employment or training aged 19-21. Over the last 12-month period this indicator has consistently reported between 52-54%. There has been a sudden drop to 45% and analysis is currently underway to identify the drop-in performance to inform the improvement plan.

Service KPIs

2.22 Across Children's Services 12 out of 19 KPIs are rated red. Eight of the red KPIs are in Children' Social Care, and of these 3 are showing worse performance compared to the previous reporting period.

KPI	Comment	Trend
Proportion of core group meetings held within timescale	<p>Core group meetings take place very 6 weeks and the purpose is to progress the child protection plan. There was a drop in December's performance. This can be attributed to several issues, particularly difficulties of arranging meetings over the holiday period. In addition to this, performance has also been impacted by existing staff leaving and a new manager coming into post.</p> <p>Weekly performance clinics are being held to keep managers to account, and individual improvement plans are</p>	Getting Worse

KPI	Comment	Trend
	<p>drawn up if there is a specific issue within a team. These have been successful in the past in improving performance and it is anticipated that this will help to improve performance in the next reporting period.</p>	
<p>Percentage of EHC plans completed within 20 weeks (excluding valid exceptions)</p>	<p>The following factors have affected performance:</p> <ul style="list-style-type: none"> • An increase by 33% of plans issued this quarter compared to the same quarter in 2017-2018. • An uneven distribution of request by month. Historically the service receives a large number of assessment requests at the end of the academic year. Plans requested in July reach their 20 week deadline during this quarter. • This is further complicated by the large number of assessments which complete in mid-October. This year 83 assessments concluded within the same fortnight. • Continued under-staffing in the team. • Delayed assessment advice from a number of statutory providers who are all dealing with increased assessment requests • Difficulties in securing school placements, especially specialist placements. <p>The following actions to improve performance are being carried out:</p> <ul style="list-style-type: none"> • Recruitment for a new EHC coordinator is ongoing. • EHC Hub Pilot is ongoing which should reduce admin as well as providing transparency to young people and families about adherence to statutory procedures. • Schools are encouraged to submit applications before the end of the year to prevent 'bulge' of cases coming to panel over the summer. • A new plan writing service has been identified in the hope of cutting down on editing time when plans are outsourced (which is required to ensure a quality plan). 	<p>Getting Worse</p>
<p>Percentage of Child Protection visits completed in accordance with plan</p>	<p>Child protection visits take place every 10 days and the performance has improved over time although Christmas holidays have impacted on the performance.</p> <p>Most of the delays are down to visits not being written up on the system as opposed to children not being seen.</p> <p>Child protection visits take place every 10 days and performance has improved over time. Some teams operate at 100% and those teams are coaching others to make</p>	<p>Getting Worse</p>

KPI	Comment	Trend
	the improvements across the service. Most delays are down to visits not being written up on the system as opposed to children not being seen. Individual improvement plans are drawn up with teams if there is an ongoing problem.	
Percentage of children becoming the subject of a child protection plan for a second or subsequent time (SG.16)	<p>This measure has changed to include previous registrations at any time in the child's life as opposed to a rolling period of 12 months, which has impacted on the performance. Work is being undertaken to ascertain whether the children are being made subject to a child protection plan for a second or subsequent time was because of historical practice that did not sustain improvements in family functioning in Lambeth (prior to 2017) or by another local authority where they were subject to a child protection plan or whether this is due to recent practice in Lambeth. Work is underway to look at whether the issues are different. For example, a child may have been subject to a child protection plan due to domestic violence when they were very young, but they are now subject to a plan because of very different reasons such as high-risk behaviour as teenagers.</p>	Getting Worse

Savings Delivery Plan - Childrens

	2018/19 Savings Target	2018/19 Forecast
	£000	£000
Savings for 2018-19	1,016	316
Savings from 2017-18 carried forward	1,010	1,010
Total	2,026	1,326

Corporate Resources

Q3 Forecast – £451k Overspend

2.23 Corporate Resources are forecasting a delay in the achievement of Business Support savings of £600k and a pressure due to Microsoft license cost increases from September 2018. Microsoft costs for future years have been addressed in the Medium Term Financial Plan. These costs are mitigated by a budgeted top up to the sundry bad debt provision of £1,050k not being required this financial year. There are pressures in HR relating to expenditure in developing the workforce strategy. Pressures on rental income within the Property portfolio of £300k are being offset by savings from staff vacancies within Finance.

Group	Full Year Budget	Full Year Forecast	Variance
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	£000's	£000's	£000's
<u>Customer Services & ICT</u>			
Income	(221,200)	(223,796)	(2,596)
Expenditure	251,253	254,906	3,653
Net	30,053	31,110	1,057
<u>Legal Services, HR and Organisational Development</u>			
Income	(2,310)	(2,195)	115
Expenditure	8,399	8,525	126
Net	6,089	6,331	242
<u>Finance</u>			
Income	(7,116)	(8,932)	(1,816)
Expenditure	20,481	21,418	937
Net	13,365	12,486	(879)
<u>Policy & Communications</u>			
Income	(251)	(295)	(44)
Expenditure	3,209	3,284	75
Net	2,958	2,989	31
<u>Corporate Resources</u>			
Income	(230,877)	(235,218)	(4,341)
Expenditure	283,342	288,133	4,791
Net	52,465	52,916	451

Performance

2.24 The table below summarises performance in the Corporate Resources Directorate. All Corporate Resources KPIs are service KPIs.

Performance	Borough Plan KPIs	Service KPIs
Green		17
Amber		8
Red		20
Monitor only		9
No rag status		3

Service KPIs

2.25 There are several red rated KPIs in the Corporate Resources directorate in Q3 quarter. These are the KPIs of most concern and also where there has been deteriorating in performance in Q3 compared to Q2:

KPI	Comment	Trend
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<p>Average number of working days lost to sickness per FTE</p>	<p>The average number of sickness days lost has increased from 8.19 to 11.</p> <p>This could possibly be due to both past overstatement of Council's overall FTE and an increase in sickness. Improved sickness recording and reporting is also a factor.</p> <p>Further investigation with directorates on patterns of short-term sickness will commence in Q4.</p>	<p>Getting Worse</p>
<p>Invoices paid to SMEs within 10 working days</p>	<p>This indicator has seen a decline in performance for the second quarter running, and requires monitoring. However, the payment of invoices within 30 days – a broader KPI which includes payments to SMEs – is 96.3% and improving.</p>	<p>Getting Worse</p>
<p>Percentage of MEs completed on time</p>	<p>Performance in quarter 3 deteriorated compared to that of the previous quarter.</p> <p>The main issue causing the failure to meet the target is a backlog in responding to MEs across Housing Services. This is primarily due to the restructure in Housing Services. Vacant posts in the team that coordinates enquiries are being recruited to and improvements in performance should be seen in Q4.</p>	<p>Getting Worse</p>
<p>Number of apprentices employed by the Council - overall (YTD)</p>	<p>There are 26 new start apprentices currently employed across the council, and 10 further apprentices have recently been recruited and are undergoing pre-employment checks (bringing the total to 36 in Q4).</p> <p>Despite this increase in the numbers, it is unlikely that the target will be met. The council's current apprenticeships policy has been in place since April 2018. As it has proven challenging to meet the target, a full review of this policy will be undertaken before March 2019 alongside the council's Organisational Change and Redundancy and Recruitment Policies to ensure that as a council we are collectively identifying apprenticeship opportunities by default.</p> <p>In addition, an alternative centralised funding model is currently under consideration and will be presented to the workforce board. This will require Directorates to contribute a proportional amount of staffing budget which can be drawn down to fund the salaries of apprentices, as the apprenticeship levy cannot currently be used towards salary costs.</p>	<p>n/a</p>

<p>Agency workers as a percentage of workforce – overall</p>	<p>Agency workers as a percentage of workforce have been re-calculated as previously were using headcount rather than FTE. This overstated the percentage and produced a figure different from the figure we supply to London Councils (which uses FTE). The workforce report to January corporate committee has corrected this figure. Q1 was 16%, Q2 was 17.5% and therefore there has been a drop in agency usage for Q3.</p> <p>Supporting alternatives to agency (e.g. acting up opportunities) and reducing long term agency worker usage are priorities for Q4. Labour market challenges and demand for short term labour in 2019 will continue to impact on the level of agency usage. In London Council's data only four council's had agency levels at 10% or below.</p>	<p>Improving</p>
<p>Percentage of deaths/ births registered within timelines</p>	<p>In both the quarter 1 and quarter 2 reports, poor performance of registering both births and deaths within their given timescales was highlighted as areas of concern. The service has reported that whilst there is still a continued struggle with the insufficient interview space, an additional room was allocated in December which has already led to an improvement in the performance for the quarter. It is anticipated that an additional room will also be made available in the future, which will give the ability to have two extra queues and make a significant difference to the performance of the service. Work is still underway to make arrangements to carry out the registration of deaths at the two borough hospitals which will allow additional space for births in office to be freed up.</p>	<p>Deaths – Getting Worse</p> <p>Births - Improving</p>

Savings Delivery Plan – Corporate Resources

	2018/19 Savings Target	2018/19 Forecast
	£000	£000
Savings for 2018-19	5,361	4,555
Savings from 2017-18 carried forward	0	0
Total	5,361	4,555

Neighbourhoods & Growth

Q3 Forecast - £2,563k underspend

2.26 Neighbourhoods and Growth are forecasting a £1m surplus on parking income and £1.1m surplus in income relating to temporary accommodation, offset in part by an overspend on Bed and Breakfast accommodation. The surplus on parking income will not recur in the next financial year as budgets have

already been amended to reflect this and pressures on temporary accommodation and expected to increase next year. There are also staffing vacancies across the service.

2.27 Savings of £3.5m, which includes £60k brought forward from 2017/18, are forecast to be achieved in this financial year.

Group	Full Year Budget	Full Year Forecast	Variance
	£000's	£000's	£000's
<u>Senior Management</u>			
Income	(131)	(138)	(7)
Expenditure	485	487	2
Net	354	350	(4)
<u>Housing Services</u>			
Income	(23,926)	(24,404)	(478)
Expenditure	38,979	38,013	(966)
Net	15,022	13,479	(1,443)
<u>Strategic Programmes</u>			
Income	(2,861)	(2,861)	0
Expenditure	3,726	3,524	(202)
Net	865	663	(202)
<u>Growth, Planning & Employment</u>			
Income	(7,939)	(8,380)	(441)
Expenditure	10,896	11,572	676
Net	2,957	3,191	234
<u>Environment</u>			
Income	(44,860)	(46,348)	(1,488)
Expenditure	69,385	69,725	340
Net	24,525	23,377	(1,148)
<u>Neighbourhoods & Growth</u>			
Income	(79,717)	(82,131)	(2,414)
Expenditure	123,471	123,322	(149)
Net	43,754	41,191	(2,563)

Performance overview

2.28 The table below summarises performance in the Neighbourhoods and Growth Directorate.

Performance	Borough Plan KPIs	Service KPIs
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Green	3	17
Amber	1	9
Red	6	12
Monitor only	6	4
No rag status	3	0

Borough Plan KPIs

2.29 There is a mixed position in Neighbourhoods & Growth in relation to the achievement of KPIs that track the Borough Plan outcomes with 7 of the 13 indicators having a worsening direction of travel. These primarily fall under the Growth, Planning and Employment division and relate to employment and claimant rates of older, younger and black and ethnic minority residents.

Service KPIs

2.30 There are 9 KPIs rated red in the Neighbourhoods & Growth directorate. The KPIs of most concern is listed below:

KPI	Comment	Trend
Percentage of land and highways with unacceptable levels of litter	This KPI did not achieve target for Tranche 2. However, seasonal trends do affect the scores with Tranche 3 typically having the best performance of the year, bringing the overall score closer to target. The failures for litter were evenly spread throughout the five targeted wards with most 'only just' failing by being graded B-. Further work will be looking into the surveying process to ensure consistency, noting in more detail exactly what has caused the failure which will enable work to tailor efforts to improve performance more specifically.	Getting Worse
Percentage of land and highways with unacceptable levels of detritus	Seasonal trends do affect detritus scores especially during Tranche 2 during the leafing period. Tranche 3 is expected to be the cleanest tranche for detritus and hopefully bring the overall score more in line with target. Failures this period were evenly spread throughout the targeted wards with housing and industrial transects receiving the most, particularly in areas where parked vehicles restricted mechanical broom access. This was an issue we were aware of and at the end of November cleansing resources were revised to ensure such areas had manual attendance rather than mechanical. This should hopefully improve the standard of detritus cleaning.	Improving
Percentage of land and highways with unacceptable levels of graffiti	Graffiti has increased year on year in the borough with no increased resource to tackle it. Much of the graffiti failures were out of our control and on areas where we are not authorised to clean, this includes bridges, private property and street furniture. Work will continue to maintain contracts	Getting worse

	with the Business Improvement Districts to help with graffiti removal in those areas.	
Number of people killed or seriously injured in road traffic accidents	In the previous report to Cabinet the collision data received from TfL noted a steep increase in the number of people being killed or seriously injured in road traffic accidents, following a change in the way that the police classified injuries. Subsequent work has been carried out to 'back-estimate' the numbers using the new classifications to allow for a comparison to be drawn between the 2016 and 2017 collision figures. Using this new data, collisions overall have fallen by 3% from 2016 to 2017, the number of people killed and seriously injured has risen by 6%, whilst the numbers slightly injured has fallen by 5%. The number of collisions in Lambeth is generally higher than most other London boroughs. Efforts to tackle this will be considered as part of the development of a new transport strategy. Discussions with Transport for London are currently ongoing regarding establishing a new 2022 target, using the back-estimated data, as a stepping stone to the Mayor's Vision Zero of eliminating all deaths and serious injuries on the road by 2040.	n/a

Savings Delivery Plan – Neighbourhood and Growth

	2018/19 Savings Target	2018/19 Forecast
	£000	£000
Savings for 2018-19	3,453	3,453
Savings from 2017-18 carried forward	60	60
Total	3,513	3,513

Neighbourhoods & Growth (HRA)

Q3 Forecast - Breakeven

2.31 The HRA are forecasting an underlying underspend due better than planned income on rents and masts, reduced expenditure on staffing due to vacancies and repairs and maintenance work costing less than budgeted. However this will be used to finance capital expenditure for Fire Risk related works and expenditure in line with the HRA business plan.

Group	Full Year Budget	Full Year Forecast	Final Variance
	£000's	£000's	£000's
<u>Housing Services</u>			

Income	(12,686)	(12,933)	(247)
Expenditure	75,537	71,124	(4,413)
Net	62,851	58,190	(4,661)
<u>Central HRA Budgets</u>			
Income	(174,375)	(174,379)	(4)
Expenditure	95,264	100,713	5,449
Net	(79,111)	(73,666)	5,445
<u>Strategic Programmes</u>			
Income	0	(1)	(1)
Expenditure	16,260	15,476	(784)
Net	16,260	15,476	(784)
<u>Housing Revenue Account (HRA)</u>			
Income	(187,061)	(187,313)	(252)
Expenditure	187,061	187,313	252
Net	0	0	0

Capital 201819 Q3 Monitor

2.32 The full year forecast outturn is £152,479k against a 2018/19 budget of £192,617k. The remaining budget in the Capital Investment Programme is £130,583k. Where there are underspends, the budgets will be carried forward into 2019/20.

Programme	18/19 Budget £	18/19 Actuals £	18/19 Forecast £	18/19 Carry Forward £	19/20 Budget £	20/21 Budget £	Total 18/19 - 20/21 Budget £	Total Project Forecast £	Variance £	Details on progress of the scheme and comments relating to the current forecast for the year
<u>Adults & Public Health Programmes</u>										
Housing	250	0	0	(250)	0	0	250	0	(250)	
Home Improvements	1,171	4	1,171	0	0	0	1,171	1,171	0	
Adult Social Care Programmes	1,421	4	1,171	(250)	0	0	1,421	1,171	(250)	
SP HIV Services	30	0	30	0	0	0	30	30	0	
Public Health Programmes	30	0	30	0	0	0	30	30	0	
Total Adults & Public Health Programmes	1,452	4	1,202	(250)	0	0	1,452	1,202	(250)	
<u>Neighbourhoods & Growth Programmes</u>										
Coburg Crescent	429	247	307	(122)	4,518	4,927	9,874	9,874	0	
Community Projects	1,500	220	633	(867)	4,296	0	5,796	5,796	0	
Depot Rationalisation	288	370	0	(288)	0	0	288	288	0	
Education Projects - Capital Maintenance	3,239	1,556	2,342	(897)	1,000	0	4,239	4,239	0	

Education Projects Devolved Formula	0	415	0	0	0	0	0	0	0	
Education Projects - Other	147	65	147	0	0	0	147	147	0	
LEAP	3,095	744	2,850	(245)	0	0	3,095	3,095	0	
Primary (Future Phases)	11,362	67	728	(10,634)	3,500	4,863	19,726	10,504	(9,222)	Underspend due to holding code that will be used to fund other projects.
Primary Phase 1	422	88	343	(79)	506	0	928	849	(79)	
Primary Phase 2	567	106	238	(329)	0	0	567	258	(309)	Remaining budget to be reallocated to holding code
Secondary	20,122	15,000	18,911	(1,211)	0	0	20,122	20,122	0	
SEN	1,858	190	888	(970)	0	0	1,858	908	(950)	Majority of projects are completed. Contains holding codes that will be used to finance other projects.
Somerleyton Road	2,717	1,339	2,717	0	0	0	2,717	2,717	0	
Estates	7,911	3,802	6,408	(1,503)	5,811	0	13,722	13,722	0	
Small Sites	1,703	673	1,703	0	435	0	2,138	2,138	0	
RTB Buybacks	16,673	9,600	16,673	0	5,194	0	21,866	21,866	0	
Your New Town Hall	10,326	5,638	7,112	(3,214)	0	0	10,326	8,927	(1,399)	This budget mainly relates to the loan facility provided to Muse rather than expenditure on the Town Hall Project itself. The underspend is

										against Muse Loan as no further advances will be made.
Temporary Accommodation	12,064	1,287	11,900	(164)	5,000	0	17,064	16,900	(164)	Underspend relates to the remaining unused budget for Leigham Court Road Carpark, which is no longer needed.
Private Sector Housing	2,776	295	1,047	(1,729)	0	0	2,776	2,776	0	
Strategic Programmes	97,200	41,702	74,947	(22,253)	30,259	9,790	137,249	125,126	(12,123)	
Brixton	81	0	18	(63)	0	0	81	81	0	
Future Brixton	1,759	65	308	(1,451)	0	0	1,759	1,759	0	
HSF	3	0	0	(3)	0	0	3	0	(3)	
Investment in Community Workspace	2,235	791	2,000	(235)	0	0	2,235	2,235	0	
NHB	240	0	240	0	0	0	240	238	(1)	
North Lambeth	2,894	0	844	(2,050)	0	0	2,894	2,894	0	
Regeneration - Other	5,077	595	971	(4,106)	1,908	0	6,984	6,984	(1)	
Growth, Planning & Employment Programmes	12,289	1,451	4,380	(7,908)	1,908	0	14,197	14,192	(4)	
Cemeteries	917	567	917	0	0	0	917	917	0	
Community Safeguarding	30	0	30	0	0	0	30	30	0	
Community Facilities	1,956	34	1,321	(635)	0	0	1,956	1,956	0	
Parks Operations	1,785	957	1,785	0	0	0	1,785	1,785	0	
Sports Facilities	481	12	213	(267)	0	0	481	384	(96)	

Cycling	1,817	130	992	(825)	0	0	1,817	1,817	0	
Roads & Public Realm	16,182	4,802	11,855	(4,327)	0	0	16,182	16,013	(169)	Underspend due to various project reprofiling
Parks Development	2,629	268	562	(2,067)	0	0	2,629	2,380	(250)	Underspend due to various small projects including Larhall Park and Unigate Woods
Waste & Refuse	920	920	920	0	0	0	920	920	0	
Community Buildings Phase 2	553	41	208	(345)	0	0	553	553	0	
Cultural services	686	6	631	(55)	0	0	686	596	(90)	
Leisure Centres	68	0	68	0	0	0	68	68	0	
Environment Programmes	28,025	7,736	19,503	(8,521)	0	0	28,025	27,420	(605)	
Total Neighbourhoods & Growth Programmes	137,513	50,888	98,831	(38,683)	32,167	9,790	179,470	166,738	(12,732)	
Corporate Resources Programmes										
ASC IT System	251	10	251	0	0	0	251	251	0	
New Ways of Working	18	(3)	18	0	0	0	18	18	0	
ICT Infrastructure	1,287	157	1,287	0	1,417	0	2,704	2,634	(70)	
Business Transformation Programmes	1,556	165	1,556	0	1,417	0	2,974	2,904	(70)	
FM - Community Facilities	15	0	10	(5)	0	0	15	10	(5)	
FM - Council Buildings	1,184	34	1,062	(122)	0	0	1,184	1,062	(122)	
Transformation Projects	900	0	900	0	0	0	900	900	0	

Corporate Estate Management	334	0	0	(334)	0	0	334	0	(334)	
Finance Programmes	2,433	34	1,972	(462)	0	0	2,433	1,972	(462)	
Total Corporate Resources Programmes	3,990	198	3,528	(462)	1,417	0	5,407	4,875	(532)	
<u>Children's Services Programmes</u>										
CSC IT System	115	0	0	(115)	0	0	115	0	(115)	
Neighbourhood Libraries	1,572	1,281	295	(1,278)	6	0	1,579	1,579	0	
Development Libraries	25	0	25	0	31	0	56	56	0	
Commissioning & Contracts Team	32	31	0	(32)	0	0	32	0	(32)	
Children'S Services Programmes	1,744	1,312	320	(1,424)	37	0	1,781	1,635	(147)	
Special Educational Needs	486	0	0	(486)	486	486	1,457	0	(1,457)	
School & Educational Improvement Service	405	86	0	(405)	0	0	405	0	(405)	
Education & Learning Programmes	890	86	0	(890)	486	486	1,861	0	(1,861)	
Total Children's Services Programmes	2,634	1,398	320	(2,314)	523	486	3,643	1,635	(2,008)	
<u>Neighbourhoods & Growth (HRA) Programmes</u>										
Private Sector Housing	1,100	632	1,207	107	1,100	1,100	3,300	3,300	0	

Estate Improvement Works	268	25	150	(118)	0	0	268	150	(118)	Forecast based on current POs and conversations with service, but the service lead has moved to a new role, so further work needs to be done to identify a more accurate position.
Housing Management - Repairs & Maintenance Programmes	1,368	657	1,357	(11)	1,100	1,100	3,568	3,450	(118)	
Housing Projects	0	-53	71	71	0	0	0	71	71	
LHS - Central	8,674	3,017	8,547	(127)	0	0	8,674	9,274	600	Overspend is due to additional work . The overspend will be rectified once LHS Capital Budgets have been realigned in April 2019/20
LHS - North	4,495	2,351	4,779	284	0	0	4,495	5,111	616	Overspend is due to additional cost for Extention of Time claim from Contractor and 2019/20 Committed Spend. The overspend will be rectified once LHS Capital Budgets have been realigned in April 2019/20

LHS - Other	2,959	2,246	2,959	0	35,000	35,000	72,959	68,856	(4,102)	This is a temporary underspend relating to 2019/20 & 2020/21. Capital budget is currently sitting on P8433K LHS - Other. Budget will be realign in 2019/20 to individual projects.
LHS - South	6,856	2,942	6,743	(114)	0	0	6,856	6,924	68	
Technical Services	14,677	3,700	14,495	(182)	0	0	14,677	17,424	2,747	This is temporary overspend relating to 2019/20 Committed Spend. 2019/20 & 2020/21 Capital budget is currently sitting on P8433K LHS - Other. Budgets will be realign in April 2019/20 to individual projects.
PPM Boiler Replacements	4,500	0	4,500	0	4,500	4,500	13,500	13,500	0	
PPM Responsive Repairs	1,500	563	1,500	0	1,500	1,500	4,500	4,500	0	
PPM Long Cycle Voids	2,000	2,075	3,649	1,649	1,000	1,000	4,000	8,000	4,000	Capital Voids spend is currently significantly above the budgeted level. A review is taking place with service managers to identify if this will reduce in future years. There

										are underspends on the revenue voids budgets that may be able to partially mitigate this.
Strategic Programmes (HRA) Programmes	45,661	16,843	47,242	1,581	42,000	42,000	129,661	133,661	4,000	
Total Neighbourhoods & Growth (HRA) Programmes	47,028	17,499	48,599	1,571	43,100	43,100	133,228	137,111	3,882	
Capital Programme Total	192,617	69,987	152,479	(40,138)	77,207	53,375	323,200	311,561	(11,639)	

Conclusions and next steps

- 2.33 This report has brought together budget and performance information into a single report with various budget and performance issues highlighted. These issues will be tackled through internal management arrangements. Cabinet will continue to receive details of budget and performance issues via regular quarterly reports.

3 FINANCE

- 4.1 There are no direct capital or revenue implications arising as a direct result of this report, other than those outlined as part of budget monitoring information. Any business improvement activity to address poor performance will be delivered from within existing budgets.

4 LEGAL AND DEMOCRACY

- 4.1 There are no legal implications arising directly from this report.
- 4.2 There were no further comments from Democratic Services.

5 CONSULTATION AND CO-PRODUCTION

- 5.1 The completion of the performance report relies on service managers / Heads of Services to provide performance data and commentary on progress and management actions, particularly if the indicators is not achieving target.

6 RISK MANAGEMENT

- 6.1 There are no risk implications arising from report.

7 EQUALITIES IMPACT ASSESSMENT

- 7.1 The Equality Act 2010 requires organisations exercising public functions to demonstrate that due regard has been paid to equalities in:
- Elimination of unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010;
 - Advancement of equality of opportunity between people from different groups; and,
 - Fostering of good relations between people from different groups.
- 7.2 The Equality Act 2010 identifies the following protected characteristics: age; disability; gender reassignment; marriage and civil partnership, pregnancy and maternity; race; religion or belief; sex and sexual orientation.
- 7.3 In order to assist in meeting the duty the Council:
- Tries to understand the diversity of our customers to improve our services;
 - Considers the impact of our decisions on different groups to ensure they are fair; and,

- Mainstreams equalities into business and financial planning.

7.4 Reflecting this, we aim to ensure that equalities considerations are integrated into the Council's Corporate Performance Framework. Accordingly, we report against a number of KPIs aligned to Borough Plan priorities concerned with ensuring that growth in the borough is inclusive and that inequality is reduced, as well as other KPIs concerned with how we deliver our services and meet the needs of residents. In this way, performance data can play a role in determining whether there is any differentiation in residents' experience of, or satisfaction with, Council services.

8 COMMUNITY SAFETY

8.1 There are no community safety implications arising from this report.

9 ORGANISATIONAL IMPLICATIONS

9.1 Environmental
None.

9.2 Staffing and accommodation
None.

9.3 Procurement
None.

9.4 Health
None.

10 TIMETABLE FOR IMPLEMENTATION

10.1 Not applicable.

Audit trail

Consultation				
Name/Position	Lambeth cluster/division or partner	Date Sent	Date Received	Comments in para:
Cllr Gadsby	Cabinet Member for Housing	25.02.19	27.02.19	Appendix A
Cllr Wilson	Cabinet Member for Finance	28.02.19	07.03.19	2.23
Andrew Travers	Chief Executive	28.02.19		
Christina Thompson, Interim Strategic Director	Finance & Investment	28.02.19		
Emma Peters, Interim Strategic Director	Sustainable Growth & Opportunity	28.02.19		
Bayo Dosunmu, Interim Strategic Director	Resident Services	28.02.19		
Fiona Connolly, Acting Strategic Director	Adults & Health	28.02.19		
Annie Hudson, Strategic Director	Children's Services	28.02.19		
Nisar Visram, Assistant Director	Finance & Investment	07.03.19	08.03.19	4.1
Alison McKane, Director	Legal and Governance	07.03.19		
David Rose, Democratic Services	Legal and Governance	07.03.19		

Report history

Original discussion with Cabinet Member	25.02.19
Report deadline	20.03.19
Date final report sent	20.03.19
Part II Exempt from Disclosure/confidential accompanying report?	No
Key decision report	No
Date first appeared on forward plan	N/A
Key decision reasons	N/A
Background information	N/A
Appendices	Q3 Performance table