



## Executive – appendices: performance report

**Monday 12 March 2012 at 7.00 pm**

Committee Rooms 1, 2 and 3, Brent Town Hall, Forty Lane, Wembley, HA9 9HD

### Membership:

#### Lead Member Councillors:

#### Portfolio

John (Chair)	Leader/Lead Member for Corporate Strategy and Policy Co-ordination
Butt (Vice-Chair)	Deputy Leader/Lead Member for Resources
Arnold	Lead Member for Children and Families
Beswick	Lead Member for Crime and Public Safety
Crane	Lead Member for Regeneration and Major Projects
Jones	Lead Member for Customers and Citizens
Long	Lead Member for Housing
J Moher	Lead Member for Highways and Transportation
R Moher	Lead Member for Adults and Health
Powney	Lead Member for Environment and Neighbourhoods

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020 8937 1359, [anne.reid@brent.gov.uk](mailto:anne.reid@brent.gov.uk)

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**The press and public are welcome to attend this meeting**

# Agenda - appendices: performance report

Introductions, if appropriate.

Apologies for absence and clarification of alternate members.

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**Ward Affected:**  
All Wards

**Lead Member:** Councillor John  
**Contact Officer:** Clive Heaphy, Director of  
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**Date of the next meeting:** Monday 23 April 2012



- Please remember to **SWITCH OFF** your mobile phone during the meeting.
- The meeting room is accessible by lift and seats will be provided for members of the public.
  - Toilets are available on the second floor.
  - Catering facilities can be found on the first floor near The Paul Daisley Hall.
  - A public telephone is located in the foyer on the ground floor, opposite the Porters' Lodge



Performance & Finance Review

# Performance

# Report

## Quarter 3 2011-12

This report is designed to supplement the covering Performance & Finance Review report. It summarizes the Council's key performance indicators for the current reporting period.





**Produced by: Strategy, Partnerships & Improvement and  
Finance & Corporate Services**

# How to interpret this report





This report is designed to supplement the covering Performance & Finance Review report and includes a much wider suite of performance indicators. It summarizes performance information in relation to the Health & Wellbeing Strategy and other strategies which collectively enable the Council to deliver Brent's Borough Plan.

The indicators contained in this report are those which are considered essential at the current time, given the pressures which the Council faces, and are reported on a quarterly basis. The Council also has a suite of annual performance indicators which are reported on an annual basis.




**Performance information** is assessed using the following symbols:

	If performance is below target.
	If performance is below the level of expected performance but is within tolerance of the target.
	If performance is as expected and the target has been met or exceeded.
	If performance cannot be fairly measured against a target (i.e. where the service can have no direct influence over its performance) then the indicator is marked as indicative only.

**Finance information** is assessed using the following symbols:

	If there is an overspend on the budget of more than £50k or more than 5% of the budget.
	If there is an overspend on the budget of up to £50k or less than 5% of the budget.
	If the budget is underspent or at breakeven. Or additionally, for capital budgets where increased expenditure is matched by an equivalent sum of additional funding. In these cases the capital programme remains in balance and no further action is required.
	If there has been slippage in the Capital Programme with expenditure being re-phased to future years.

# PUBLIC HEALTH










Reference	Performance Indicator	2010-11 End of Year	2011-12 Year to date	2011-12 Current Target	Alert	Definition
Local via the PCT	Number of hospital admissions for over 65s.	n/a	1735	n/a	n/a	<i>Cumulative. Measures the number of people aged 65 and over who are admitted to hospital.</i>
NI 40 via the PCT	Number of drug users recorded as being in effective treatment.	n/a	1385 (Q2)	n/a	n/a	<i>Cumulative on a 12 month rolling programme. Measures the number of drug users recorded as being in effective treatment after triage.</i>
Local via the PCT	Tuberculosis Treatment completion rates, (% of cases).	n/a	89	85		<i>In arrears. Q3 2009/10. Measures the number of people who, having been diagnosed with TB complete treatment programmes.</i>
NI 121 via the PCT	Mortality rate from all circulatory diseases at ages under 75.	n/a	76.5	78.3		<i>In arrears. March 2010. Measures mortality rates from all circulatory diseases per calendar year.</i>
NI 112 via the PCT	Under 18 conception rates.	n/a	44.8	41.4		<i>Delayed reporting 18 months in arrears. Data supplied by PCT.</i>

## Key Risks

**Drugs (PCT):** There are no targets set on partnerships to determine the numbers in effective treatment; we do however still collect this information. There is an expectation of all agencies, commissioned to deliver substance misuse services, to increase the numbers. The NTA (National Treatment Agency) does monitor the growth in the number of individuals in effective treatment, as this does have an impact on future funding: Quarter 2, opiates – 1% growth; non-opiates growth – 9%; all drugs growth – 4%

The National Strategy 2010 focuses performance on “recovery” and abstinence through **successful completions** which is an outcome, again this is another measure that does impact on future funding.

# ADULT SOCIAL CARE

Reference	Performance Indicator	2010-11 End of year	2011-12 Year to date	2011-12 Current Target	Alert	Definition
NI 125	% of over 65s who are still at home after 91 days following discharge.	90%	See below	90%	n/a	Measures the % of over 65s who are still at home after 91 days following hospital discharge into the Council's re-ablement services.
NI 130	Social Care clients receiving self-directed support.	32%	49%	45%		Cumulative. Measures the % of clients receiving self-directed support per 100,000 of population.
NI 131	Delayed transfers of care.	4	See below	11	n/a	Cumulative. Measures the weekly number of delayed transfers from hospitals to community settings.
NI 132	Timeliness of Social Care assessments. MENTAL HEALTH	76%	65%	90%		Cumulative. Measures the % of adult assessments completed within 4 weeks
NI 133	Timeliness of Social Care packages following assessment. MENTAL HEALTH	80%	65%	95%		Cumulative. Measures the % social care packages put in place within the recommended timelines following assessment.
NI 135	% of carers receiving needs assessment or review and a carer's service.	19%	21%	22.5%		Cumulative. Measures the % of carers receiving needs assessment or review and a specific carer's service, or advice and information.
Local	Number of clients living in the community.	5395	4676	Indicative only		Measures the number of clients who are currently living independently in the community.
Local	Number of clients in residential care	978	795	Indicative only		Latest. Gives a snapshot of the number of clients who are currently in residential care.
Local	Number of clients in residential care who suffer from dementia	n/a	150	Indicative only		Latest. Gives a snapshot of the number of residential care clients who also have dementia.
Local	Number of clients in residential care who do not suffer from dementia	n/a	503	Indicative only		Latest. Gives a snapshot of the number of residential care clients who do not have dementia.
Local	Number of clients in nursing care.	560	437	Indicative only		Latest. Gives a snapshot of social care clients in nursing care in the borough.






Local	Number of clients receiving a review by the Adult Social Care service.	4352	2631	Indicative only		<i>Cumulative. Measures the number of ASC clients who have had a review within the financial year.</i>
Local	Proportion of service users who live within the community.	86.5%	79%	Indicative only		<i>Latest. Percentage. Clients who have received an ASC service like home care and day care. Excludes residential and nursing care.</i>
Local	Total number of Adult contacts for the quarter.	n/a	2490	Indicative only		<i>Cumulative. Records every Adult Social Care contact (on Frameworki), an operational indicator measuring workload.</i>
Local	Number of adult contacts who were eligible after Fair Access to Care screening.	n/a	687	Indicative only		<i>Cumulative. Measures the total number of clients who were eligible to receive re-ablement or long-term services after assessment.</i>
Local CMP10	Total number of complaints received (stage 1).	13	10	Indicative only		<i>Cumulative. Measures the number of new complaints relating to each service area at the first stage.</i>
Local CMP11	Total number of complaints escalated to stage 2.	2	2	Indicative only		<i>Cumulative. Measures the number of complaints over the year that were not resolved at stage 1 and escalated to stage 2.</i>
Local CMP12	Total number of complaints reaching stage 3.	1	0	Indicative only		<i>Cumulative. Measures the number of complaints that reached the final stage of the complaints process.</i>

### Key Risks









NIs 125 (% of over 65s who are still at home 91 days following discharge) and 131 (delayed transfers of care): there has been a recent change in calculation. NI125's data is sourced from the PCT (Hospital Discharge team) and processes are currently being finalised. NI131 is also being discussed but may not be available for the next quarter.

**Complaints:** Based on the first three quarters of this year stage 1 complaint volumes are on course to decrease by 40%. Escalated complaints remain low at just 4%. The complaints manager is continuing to work with service managers to ensure that the quality of investigations is maintained.

## CHILDREN & FAMILIES

Reference	Performance Indicator	2010-11 End of year	2011-12 Year to date	2011-12 Current Target	Alert	Definition
NI 114	Rate of permanent exclusions.	0.96	1.09	2.5		Measures the annual rate of exclusions from Brent-maintained schools per 1000 pupils.
Local	Net shortfall of places at Key Stage 1	n/a	-304	0		Measures the number of unplaced pupils in Reception, Year 1 and Year 2 compared to the number of vacancies for 4-6 year olds. <b>Negative = shortfall, positive = surplus.</b>
Local	Net shortfall of places at Key Stage 2	n/a	+155	0		Measures the number of unplaced pupils in Years 3,4,5,6 compared to the number of vacancies for 7-10 year olds. <b>Negative = shortfall, positive = surplus.</b>
Local	Net shortfall of places at Key Stage 3	n/a	+294	0		Measures the number of unplaced pupils in Years 7,8,9,10,11 compared to the number of vacancies for 11-16 year olds. <b>Negative = shortfall, positive = surplus.</b>
NI 117	Percentage of 16 to 18 year old NEETs	5%	4%	4%		Measures the percentage of 16 to 18 year olds who are not in Education, Employment or Training.
NI 148	Percentage of care leavers in employment, education or training	71%	64%	80%		Measures the percentage of care leavers who are in Education, Employment or Training.
Local	Percentage of teenage mothers registered with children's centres.	n/a	51%	50%		Measures the percentage of teenage mothers registered with Brent children's centres. Demand led = target represents the London Average.
Local	Proportion of child referrals to social care, which are repeat referrals.	17%	16%	16%		Measures the percentage of children within the social care service which are repeat referrals.
Local	Number of under 18 year olds subject to a child protection plan.	258	232	255		Indicative only: target for monitoring. Measures the number of under-18 year olds who have a child protection plan in place.















NI 062	Stability of placements for looked after children (LACs): number of moves.	15.7%	12%	13%		<i>Cumulative: Measures the rate of looked after children (as part of Brent LAC total) who have had 3 or more different placements.</i>
NI 062 d	Number of looked after children in Brent.	387	379	350		<i>Snapshot: Measures the number of looked after children in Brent.</i>
Local	Number of looked after children placed with Independent Fostering Agencies.	112	100	89		<i>Measures the number of looked after children placed with independent fostering agencies.</i>
Local	Number of looked after children placed with in-house foster carers.	103	109	127		<i>Measures the number of looked after children placed with local foster carers in Brent.</i>
NI 019	Rate of proven re-offending by young offenders in Brent.	46%	34%	38%		<i>Measures the percentage of young offenders who go on to re-offend.</i>
Local CMP10	Total number of complaints received (stage 1).	170	35	Indicative only		<i>Cumulative. Measures the number of new complaints relating to each service area at the first stage.</i>
Local CMP11	Total number of complaints escalated to stage 2.	6	0	Indicative only		<i>Cumulative. Measures the number of complaints over the year that were not resolved at stage 1 and escalated to stage 2.</i>
Local CMP12	Total number of complaints reaching stage 3.	3	0	Indicative only		<i>Cumulative. Measures the number of complaints that reached the final stage of the complaints process.</i>

### Key Risks

**Complaints:** Complaint volumes are in line with those received in 2010/11. No stage 2 requests were received in the quarter. A recent Ofsted inspection concluded that on the whole the department was effective at responding and resolving complaints. The low rate of escalation was noted. The inspectors did comment that improvements needed to be made in the area of learning from complaints. An action plan is being developed to address the points arising from the inspection.

## ENVIRONMENT & NEIGHBOURHOOD SERVICES








Reference	Performance Indicator	2010-11 End of year	2011-12 Year to date	2011-12 Current Target	Alert	Definition
NI 191	Volume of residual waste kg per household.	644	453	427		<i>Cumulative. Measures household waste that is not re-used, recycled or composted.</i>
NI 192	% of household waste sent for recycling.	33	35	47		<i>Measures the % of household waste re-used, recycled or composted.</i>
Local	Tonnes of waste sent to landfill.	80,000	59,000	53,000		<i>Measures the volume of waste sent to landfill sites.</i>
NI 196a	Number of fly-tipping incidents	3882	4435	3000		<i>Latest. Measures the number of fly-tipping incidents around the borough.</i>
NI 196b	Number of fly-tipping enforcement actions.	5855	5672	3000		<i>Latest. Measures the average monthly score for enforcement actions against fly-tipping in the borough.</i>
Local	Number of library visits per 100,000 population.	6660	4606	4834		<i>Cumulative. Measures the number of visits to Brent libraries.</i>
Local	Active library borrowers as a % of population.	18.6	13.81	16.4		<i>Measures the proportion of people to borrow books from the libraries.</i>
Local	Number of Adult visits to Brent Sports Centres to partake in sports activity	1.27m	917k	925k		<i>Cumulative. Measures the number of adults to visit sports centres to actively partake in sport.</i>
NI 195a	% of Streets below standard for litter.	10.2%	11.7% (Nov)	9%		<i>Measures the % of streets which fail to meet environmental cleanliness standards. Per 4 month tranche.</i>
Local CMP10	Total number of complaints received (stage 1).	405	110	Indicative only		<i>Cumulative. Measures the number of new complaints relating to each service area at the first stage.</i>
Local CMP11	Total number of complaints escalated to stage 2.	46	5	Indicative only		<i>Cumulative. Measures the number of complaints over the year that were not resolved at stage 1 and escalated to stage 2.</i>
Local CMP12	Total number of complaints reaching stage 3.	15	5	Indicative only		<i>Cumulative. Measures the number of complaints that reached the final stage of the complaints process.</i>

#### Key Risks

**Complaints:** The number of Stage 1 and 2 complaints corresponds with the numbers received in 2010/11. The changes to the service relating to alternate refuse collection, the increase in parking permits and the reduction in road sweepers has not resulted in a significant increase in complaints partly due to the proactive approach taken to explaining to residents why the changes were taking place. There has been an increase in complaints relating to the Parking Shop and parking enforcement in general. This has been partly due to the backlog of representations that service has experienced. A new parking manager has been appointed to help manage the service and additional temporary staff recruited to help reduce the backlog.

## REGENERATION & MAJOR PROJECTS

Reference	Performance Indicator	2010-11 End of year	2011-12 Year to date	2011-12 Current Target	Alert	Definition
NI 155	Number of affordable homes delivered.	1068	283	283		Cumulative. Measures the number of new build completions.
NI 157a	% of major Planning applications processed within 13 weeks.	73%	25%	70%		Measures the efficiency of the Planning applications process.
NI 157b	% of minor Planning applications processed within 8 weeks.	78%	73%	80%		Measures the efficiency of the Planning applications process.
NI 157c	% of other Planning applications processed within 8 weeks.	89%	81%	90%		Measures the efficiency of the Planning applications process.
Local	% of working age residents in employment	67%	62%	68.2%		Measures the % of eligible age residents who are currently employed.
NI 152	Gap between Brent and London for working age people on out of work benefits.	3%	3.4	1.4		Measures how Brent's cohort of working age people on out of work benefits compares to the London average figures.
Local	Total funding secured by regeneration and major projects activities	n/a	£49.5m	Indicative only		Cumulative. Measures the amount of new investment into the borough.
NI 156	Number of households living in Temporary Accommodation.	3019	3073	2973		Cumulative. Measures the number of households in temporary accommodation provided under Homelessness legislation.
Local	Proportion of residents with no qualifications	n/a	-4.8	-2.0		Latest. Measures the percentage gap between Brent and London average. Minus figure reflects higher than average.
Local	Number of empty commercial properties in the borough	n/a	45	45.5		Latest. Percentage of total commercial properties which remain unoccupied.
Local	Current rent collection rate as a % of total rent due (excl. arrears)	95%	98%	98%		Latest. Percentage of rent collected by the Council as a proportion owed by Housing Revenue Account dwellings.
Local	Average days taken to re-let Council properties	27	27.1	27		Measures the average number of days taken to re-let Council properties.
Local	% of repairs completed on the first visit.	95%	94.9%	95%		Measures the efficiency of the Housing Repairs system.

Local	Number of tenancies benefitting from mandatory Enforcement action.	658	768	650		<i>Cumulative. Measures the number of tenancies where mandatory Enforcement action was taken.</i>
Local CMP10	Total number of complaints received (stage 1).	127	79	Indicative only		<i>Cumulative. Measures the number of new complaints relating to each service area at the first stage.</i>
Local CMP11	Total number of complaints escalated to stage 2.	2	14	Indicative only		<i>Cumulative. Measures the number of complaints over the year that were not resolved at stage 1 and escalated to stage 2.</i>
Local CMP12	Total number of complaints reaching stage 3.	1	5	Indicative only		<i>Cumulative. Measures the number of complaints that reached the final stage of the complaints process.</i>
<b>Brent Housing Partnership (BHP)</b>						
Local CMP10	Total number of complaints received (stage 1).	672	130	Indicative only		<i>Cumulative. Measures the number of new complaints relating to each service area at the first stage.</i>
Local CMP11	Total number of complaints escalated to stage 2.	143	19	Indicative only		<i>Cumulative. Measures the number of complaints over the year that were not resolved at stage 1 and escalated to stage 2.</i>
Local CMP12	Total number of complaints reaching stage 3.	40	4	Indicative only		<i>Cumulative. Measures the number of complaints that reached the final stage of the complaints process.</i>











### Key Risks








**Complaints (Regeneration):** Housing stage one complaints are broadly in line with last year however the trend in stage 2 complaints shows a 30% decrease. Planning complaints which make up the remainder are broadly in line with 2010/11. The impact of the benefit changes with the restriction on rent levels is likely to limit the pool of private sector properties available for housing homeless and potentially homeless people. This in turn is likely to lead to an increase in complaints. Discussions are ongoing between the department and F&CS to ensure that a strategic approach is taken to limiting the impact of the restrictions.

**Complaints (Brent Housing Partnership):** The significant reduction in escalated complaints achieved by BHP has been commented on above. An escalation rate of just 6% from stages 1 to 2 in the quarter represents one of the lowest percentages yet achieved and is a further indication of the improved approach to investigating and resolving complaints. Based on current trends first stage complaint numbers are expected to reduce by 16% in comparison with 2010/11. Officers from BHP are working closely with the Corporate Complaints Manager to ensure that the service is geared up to meet the requirements of the two stage complaints process when it is introduced.

**Planning:** The planning service has only had 8 major applications but has only approved 2 of them this quarter, hence the low percentage return.

# CENTRAL SERVICES

Reference	Performance Indicator	2010-11 End of year	2011-12 Year to date	2011-12 Current Target	Alert	Definition
NI 015	Serious violent crime rate.	1.64	1.72	n/a		Measures the number of serious crimes recorded by the police per 1000 of population.
NI 016	Serious acquisitive crime rate.	31.82	33.92	n/a		Measures the number of serious thefts, burglaries etc. recorded by the police per 1000 of population.
NI 028	Serious knife crime rate.	2.05	2.09	n/a		Measures the number of serious violent offences involving the use of a knife or other sharp instrument recorded by the police per 1000 of population.
NI 029	Gun crime rate.	0.39	0.43	n/a		Measures the number of serious violent offences involving the use of a gun recorded by the police per 1,000 of population.
NI 181	Time taken to process Benefit claims.	9.77	8.33	8.0		Measures the average number of days taken to process NEW Housing Benefit/Council Tax Benefit claims and change events.
Local	Council Tax collection rates.	95.59	84.5	84.5		Cumulative. Percentage. Measures Council Tax collected as an amount against the net debit raised at the start of the financial year.
NI 185	Volume of CO2 emissions from council main buildings.	3.0mil	1.9mil	Indicative only		Cumulative. Measures the amount of CO2 emissions in tonnes from Mahatma Gandhi House, Brent House and Town Hall.
Local	Average number of working days lost due to sickness absence.	4.35	3.79	6		Measures the average number of days lost across the Council due to sickness absence.
<b>Complaints: Strategy partnerships and improvement</b>						
Local CMP10	Total number of complaints received (stage 1).	0	0	Indicative only		Cumulative. Measures the number of new complaints relating to each service area at the first stage.
Local CMP11	Total number of complaints escalated to stage 2.	0	0	Indicative only		Cumulative. Measures the number of complaints over the year that were not resolved at stage 1 and escalated to stage 2.

Local CMP12	Total number of complaints reaching stage 3.	0	1	Indicative only		<i>Cumulative. Measures the number of complaints that reached the final stage of the complaints process.</i>
<b>Complaints: Customer and community engagement</b>						
Local CMP10	Total number of complaints received (stage 1).	19	28	Indicative only		<i>Cumulative. Measures the number of new complaints relating to each service area at the first stage.</i>
Local CMP11	Total number of complaints escalated to stage 2.	4	0	Indicative only		<i>Cumulative. Measures the number of complaints over the year that were not resolved at stage 1 and escalated to stage 2.</i>
Local CMP12	Total number of complaints reaching stage 3.	1	0	Indicative only		<i>Cumulative. Measures the number of complaints that reached the final stage of the complaints process.</i>
<b>Complaints: Finance and corporate services</b>						
Local CMP10	Total number of complaints received (stage 1).	250	167	Indicative only		<i>Cumulative. Measures the number of new complaints relating to each service area at the first stage.</i>
Local CMP11	Total number of complaints escalated to stage 2.	47	14	Indicative only		<i>Cumulative. Measures the number of complaints over the year that were not resolved at stage 1 and escalated to stage 2.</i>
Local CMP12	Total number of complaints reaching stage 3.	3	7	Indicative only		<i>Cumulative. Measures the number of complaints that reached the final stage of the complaints process.</i>

### Key Risks

**Complaints (customer services):** Complaints relating to the service itself – as opposed to those it receives on behalf of other parts of the Council remain very low. The Corporate Complaints Manager will be working closely with the Brent Customer Services Improvement Team to explore ways to increase the percentage of complaints resolved at the first point of contact.

**Complaints (Finance and corporate services):** All the complaints recorded by the department related to Revenues & Benefits. Complaints escalating from stage 1 to 2 are on course to decrease by 60% in comparison with 2010/11. Stage 1 complaint numbers are on course to reduce by approximately 10% in comparison with 2010/11 however this does not take account of the impact the HB legislation changes are likely to have on complaints. The first effects of the legislation will be felt at the end of January. Revenues and Benefits have established a welfare and money advice team in anticipation of the financial pressures some customers will be facing. It is likely that there will be an increase in complaints as the full impact of the changes starts to take effect.

**Community Safety:** NI028 (Serious Knife Crime) is flawed in two respects. It gives no information on the number of crimes or victims or the community concern that it engenders as it includes parts of weapons found. Secondly, it cannot be reliably used as a comparator as part of a current experiment by the

Metropolitan Police and its oversight body, Brent finds itself in a very small west and south London cohort being measured against the demographically wildly dissimilar boroughs for example Ealing, Kingston, Harrow and Barnet.

NI028: This indicator also fails to give reliable insights into the level of threat and injury because it too includes the results of searches and other finds of complete or parts of weapons. As a means of comparing ourselves against other similar boroughs the West and South London Cohort trial drastically limits realistic performance monitoring.












**Performance and Finance Review**




# **Finance Report**

# ADULT SOCIAL SERVICES

## Budget: GENERAL FUND

Adult Social Services					
Unit	2010/11 Out-turn £000,	2011/12 Budget £000,	2011/12 Forecast £000,	2011/12 (Under)/Over Spend £000,	Alert
Older People / Reablement & Safeguarding	38,699	26,479	26,839	360	
Learning Disabilities	20,080	17,930	18,210	280	
Physical Disabilities	13,800	8,152	8,228	76	
Mental Health	10,582	8,620	9,020	400	
Support Planning & Review		3,400	3,465	65	
Core / Client & Operational Services	6,260	27,164	26,275	(889)	
<b>Total</b>	<b>89,421</b>	<b>91,745</b>	<b>92,037</b>	<b>292</b>	

## Budget: CAPITAL

Unit	2010/11 Out-turn £000,	2011/12 Budget £000,	2011/12 Forecast £000,	2011/12 (Under)/Over Spend £000,	Alert
Adults: Individual schemes	0	0	0	0	
Ring-fenced grant notifications for adult care	94	1,724	1,200	(524)	
<b>Total</b>	<b>94</b>	<b>1,724</b>	<b>1,200</b>	<b>(524)</b>	

## Key Financial Risks

### Adult Social Services Revenue

Current forecasts are that the outturn overspend will reduce to £292k, some £206k less than the forecast of £498k at quarter 2. The main areas of pressure are care purchasing, transport and the use of agency staff. These are offset by operational underspends in other areas

The main key factors contributing to the overspending position relate mainly to the following areas:

- The placements pressures - £800k.

Within the Care Purchasing budget Learning Disability is expected to overspend by £280k mostly against homecare and supported living, Mental Health's overspend is forecast to be £400k mainly due to supported and other accommodation. Both Physical Disabilities and Older People's Services are expected to slightly overspend by around £50k each.






The other area of significant pressure is transitions. The responsibility for paying the cost of care transfers each year on 1<sup>st</sup> August from Children and Families for all young people aged 19. The majority of the transfers relate to learning disabilities and can require residential, homecare respite and day care services. During the 2011/12 budget process a growth bid of £800k was submitted by Adults and a centrally held provision was established. The forecast of £280k is net of this central provision.









- The use of front line agency staff - £600k.
- The costs of Brent Transport Service - £400k.
- The operational under spend of £1.5m includes £1m from lower bad debt write offs.

#### **Adult Social Services Capital**

Slippage of £524k unallocated grant to 2012/13 for utilisation.

## CHILDREN & FAMILIES

Budget: GENERAL FUND					
Children and Families					
Unit	2010/11 Out-turn £000,	2011/12 Budget £000,	2011/12 Forecast £000,	2011/12 (Under)/Over Spend £000,	Alert
Achievement & Inclusion	29,886	27,180	26,960	(220)	
Social Care	41,451	51,930	52,269	339	
Central Support & Other	6,281	9,851	9,840	(11)	
Schools and Dedicated School Grants	(21,076)	(32,662)	(32,662)	0	
<b>Total</b>	<b>56,542</b>	<b>56,299</b>	<b>56,407</b>	<b>108</b>	

Budget: CAPITAL					
Unit	2010/11 Out-turn £000	2011/12 Budget £000	2011/12 Forecast £000	2011/12 (Under)/Over Spend £000	Alert
School Schemes	0	0	0	0	
Non-School Schemes	114	170	0	(170)	
Ring Fenced Grant Notifications	1,058	682	0	(682)	
Children's Centre Surestart Grant	0	0	0	0	
LEA Controlled Voluntary Aided Programme	0	0	0	0	
Devolved Formula Capital	3,177	3,609	0	(3,609)	
Additional External Grant	0	0	0	0	
School Loan Scheme	43	0	0	0	
<b>Total Children and Families Capital Programme</b>	<b>4,392</b>	<b>4,461</b>	<b>0</b>	<b>(4,461)</b>	

## Key Financial Risks






### **Children and Families Revenue**










The service area is currently forecasting an overspend of £108k, marginally better than the £116k overspend forecast in quarter 2. There are continuing pressures on the social care legal budget. Recent years have seen significant increases in the number of child care cases following the death of baby Peter and the overspend in this area is currently projected to be £831k, however 700k has been set aside centrally to meet these costs. Other pressures on this budget include £318k in social care placements due to increases in high need residential placements and £190k from the delayed closure of Crawford Avenue respite centre. These are partly offset by underspends from the School Improvements Service and Connexions as well as various other operational underspends across social care and early years.


### **Children and Families Capital**

Grant allocations transferred to Regeneration and Major Projects capital programme.

# ENVIRONMENT AND NEIGHBOURHOOD SERVICES

Budget: GENERAL FUND					
Environment and Neighbourhood Services					
Unit	2010/11 Out-turn £000,	2011/12 Budget £000,	2011/12 Forecast £000,	2011/12 (Under)/Over Spend £000,	Alert
Directorate	1,961	878	862	(16)	
Neighbourhood Services	11,564	10,124	9,629	(495)	
Environment & Protection	29,062	28,252	28,763	511	
Other	2,344	0	0	0	
<b>Total</b>	<b>44,931</b>	<b>39,254</b>	<b>39,254</b>	<b>0</b>	

Budget: CAPITAL					
Unit	2010/11 Out-turn £000,	2011/12 Budget £000,	2011/12 Forecast £000,	2011/12 (Under)/Over Spend £000,	Alert
TfL grant funded schemes	4,408	4,146	4,146	0	
Estate Access Corridor	74	1,794	1,794	0	
Stadium Access Corridor	870	30	30	0	
Leisure & Sports schemes	440	1,354	1,354	0	
Environmental Initiative schemes	619	2,655	2,699	45	
Highways schemes	5,885	2,975	2,975	0	
Parks & Cemeteries schemes	426	1,201	1,201	0	
Library schemes	0	0	0	0	
S106 works	0	0	0	0	

<b>Total Environment &amp; Neighbourhoods Capital Programme</b>	<b>12,722</b>	<b>14,155</b>	<b>14,199</b>		<b>45</b>	
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### Key Financial Risks

#### Environment and Neighbourhood Services Revenue

The position has improved to breakeven from £182k overspend in quarter 2. The main issues are












- Within Neighbourhood Services slippage from libraries closure offset by staff savings and income in Transportation.
- For Environment & Protection. There is shortfall in the parking account from metered income and overspends on salaries in Safer Streets.

#### Environment and Neighbourhood Services Capital

The variance on the Environment and Neighbourhood Services capital programme has arisen as a result of:






- Additional £7k expenditure on Acquisition of Caddies and Kerbside Containers to be met from self funded unsupported borrowing.
- Additional £38k DEFRA Air Quality grant received.

# REGENERATION & MAJOR PROJECTS








Budget: GENERAL FUND					
Housing					
Unit	2010/11 Out-turn £000,	2011/12 Budget £000,	2011/12 Forecast £000,	2011/12 (Under)/Over Spend £000,	Alert
Housing Benefit Deficit	443	500	500	0	
Advice Centres	692	68	67	(1)	
Housing Resource Centre	6,424	7,142	7,142	0	
Housing Solutions	1,562	1,614	1,564	(50)	
Private Housing Services	969	853	853	0	
Supporting People	12,303	10,553	10,380	(173)	
Other Housing Services	2,037	605	723	118	
<b>Total</b>	<b>24,430</b>	<b>21,335</b>	<b>21,229</b>	<b>(106)</b>	
Regeneration and Major Projects					
Unit	2010/11 Out-turn £000,	2011/12 Budget £000,	2011/12 Forecast £000,	2011/12 (Under)/Over Spend £000,	Alert
Regeneration and Major Projects	(159)	4,147	4,147	0	
<b>Total</b>	<b>(159)</b>	<b>4,147</b>	<b>4,147</b>	<b>0</b>	
<b>Total Regeneration and Major Projects</b>	<b>24,271</b>	<b>25,482</b>	<b>25,376</b>	<b>(106)</b>	
















### Budget: CAPITAL

Housing	2010/11 Out-turn £000,	2011/12 Budget £000,	2011/12 Forecast £000,	2011/12 (Under)/Over Spend £000,	Alert
PSRSG & DFG Council	4,158	7,219	5,031	(2,189)	
New units	0	0	0	0	
Housing: Individual schemes	786	115	115	0	
S106 works	0	0	0	0	
<b>Total Housing Capital Programme</b>	<b>5,038</b>	<b>7,334</b>	<b>5,146</b>	<b>(2,189)</b>	
<b>Total Housing Revenue Account Capital Programme</b>	<b>14,493</b>	<b>20,599</b>	<b>14,668</b>	<b>(5,931)</b>	

### Budget: CAPITAL

Regeneration & Major Projects	2010/11 Out-turn £000,	2011/12 Budget £000,	2011/12 Forecast £000,	2011/12 (Under)/Over Spend £000,	Alert
Civic Centre	16,131	50,981	29,501	(21,479)	
Children & Families	44,697	53,863	59,137	5,274	
Culture	539	0	0	0	
Adults & Social Care	0	39	0	(39)	
Housing	564	627	627	0	
Strategy, Partnership and Improvement	9,608	19,140	17,231	(1,910)	
S106 Works	547	15,302	12,839	(2,463)	
<b>Total Regeneration and Major Projects Capital Programme</b>	<b>72,086</b>	<b>139,952</b>	<b>119,335</b>	<b>(20,617)</b>	

Budget					
Housing Revenue Account (HRA)	2010/11 Out-turn £000,	2011/12 Budget £000,	2011/12 Forecast £000,	2011/12 (Under)/Over Spend £000,	Alert
Rent and Rates	963	1,478	1,648	170	
Capital Financing	20,131	20,659	20,183	(476)	
Depreciation (MRA)	2,363	8,078	8,078	0	
General/Special Management/Services	13,955	14,651	14,575	(76)	
Housing Repairs	11,858	11,763	11,713	(50)	
Provision for Bad Debts	1,140	258	976	718	
HRA Subsidy	(5,670)	(8,552)	(8,076)	476	
Rent Income	(45,342)	(47,313)	(47,674)	(361)	
Other Income	(98)	(280)	(280)	0	
Transfer to/(from) Reserves	1,033	(676)	(676)	0	
<b>Total</b>	<b>333</b>	<b>66</b>	<b>467</b>	<b>401</b>	
Balances b/fwd	(2,174)	(466)	(1,163)	(697)	
Surplus c/fwd	(1,841)	(400)	(696)	(296)	

### Key Financial Risks

#### Regeneration and Major Projects Revenue

The main pressure within Regeneration and Major Projects relates to the housing benefit scheme changes resulting from the introduction of the Local Housing Allowance caps in April 2011. As part of the 2011/12 budget process £1m was set aside centrally to meet the additional costs to the Temporary Accommodation budget. These changes have resulted in increases of around 27% in homeless applications and 42% in acceptances to date in comparison to the same period last year. This pressure is now expected to be £750k for 2011/12. In terms of other budgets Regeneration and Major Projects are expected to deliver an underspend of £106k mainly due to savings on contract costs within the Supporting People Programme. This is an improvement from the breakeven position reported in quarter 2.

### **Housing Revenue Account (HRA) Revenue**

The HRA budget is forecast to exceed the budget by £401k. However, the audited surplus brought forward to 2011/12 exceeded the budget by £697k which means that overall there is a forecast surplus on HRA account at March 2012 of £696k which is £296k more than originally budgeted.

### **Regeneration and Major Projects Capital**

The variance on the Regeneration and Major Projects capital programme has arisen predominantly as a result of the following:

- Reduction to Civic Centre in year expenditure of £21.479m to reflect adjusted profiled cashflow.
- Additional Devolved Formula Grant of £3.615m transferred from Children and Families.
- Crest Academy scheme brought into the programme in full to reflect PfS contribution of £6.978m.
- Net reduction on individual school schemes of £872k.
- Forecast slippage on schools asset management plan works of £1m.
- Slippage in the councils contribution to the Islamia school scheme of £2.932m
- Forecast increase in costs of school expansion schemes to include initial costs of new phase of schemes totalling £1.466m to be met from additional grant sums into the programme.
- Increase to The Village school in year expenditure of £1.879m to reflect adjusted profiled cashflow.
- Reduction to provision of unallocated grant totalling £3.532m of which £2.880m slippage to 2012/13.
- Forecast underspend on individual Adults and Social Care schemes totalling £39k.
- Reduction to South Kilburn Regeneration in year expenditure of £1.904m to reflect adjusted profiled cashflow.
- SEN Education allocation reduced by £2.463m to reflect utilisation per Executive approval to August 2011 Strategy for Primary School Places report.

### **Housing General Fund Capital**







Slippage of £2.189m Private Sector Renewal Support Grant and Disabled Facility Grant to 2012/13.






### **Housing Revenue Account (HRA) Capital**

The variance on the Housing Revenue Account capital programme has arisen as a result of:

- Additional £7k expenditure identified on Installation of Digital TV to Blocks to be met from Rooftop Aerials reserve.
- Rooftop Aerial reserve to meet total of £77k of in year expenditure on Digital TV to Blocks, with balance of £711k to be slipped to 2012/13.
- Forecast reduction in expenditure on required Health and Safety works £1.299m.
- Slippage of £3.851m Major Repairs Allowance works to 2012/13.

# CENTRAL SERVICES

Budget: GENERAL FUND					
Central Services					
Unit	2010/11 Out-turn £000,	2011/12 Budget £000,	2011/12 Forecast £000,	2011/12 (Under)/Over Spend £000,	Alert
Chief Executive's Office	496	733	533	(200)	
Customer & Community Engagement	7,274	7,081	7,081	0	
Legal and Procurement	2,145	1,501	1,501	0	
Finance & Corporate Services	14,861	18,254	18,294	40	
Strategy, Partnerships and Improvement	3,609	4,847	4,893	46	
<b>Total</b>	<b>28,385</b>	<b>32,416</b>	<b>32,302</b>	<b>(114)</b>	

Budget: CAPITAL					
Unit	2010/11 Out-turn £000,	2011/12 Budget £000,	2011/12 Forecast £000,	2011/12 (Under)/Over Spend £000,	Alert
ICT schemes	367	806	806	0	
Property schemes	0	0	0	0	
Strategy, Partnerships and Improvement Schemes	0	0	0	0	
Central Items	5,147	3,501	1,120	(2,381)	
S106 works	0	0	0	0	
<b>Total Corporate Capital Programme</b>	<b>5,514</b>	<b>4,307</b>	<b>1,926</b>	<b>(2,381)</b>	

Key Financial Risks
<u>Central Services Revenue</u>

There has been an improvement of £601k between quarters 2 and 3. Many of the pressures remain but compensating savings have been found to offset these overspends:

- The Chief Executives Office are currently forecasting an underspend of £200k on its performance fund.
- There are still staffing pressures on the procurement budget of £137k that are being offset by additional trading income from legal.
- Strategy, Partnerships & Improvement overspend arises from a historic dispute over IT costs.
- Customer and Community Engagement still have shortfalls in income from design and the print shop but these are being covered by underspends in other areas
- Finance & Corporate Services still have an income shortfall of £150k from school payroll and pension services but this is being met by holding posts vacant across the service.

#### **Central Services Capital**

Reduction of £2.381m as a result of removal of provision for Forecast Levels of Slippage from the capital Programme.

# SUMMARY

Overall Summary						
		Original Budget £000,	Latest Budget £000,	Forecast Out-turn £000,	Variance £000,	Alert
<b>Departmental Budgets</b>						
	Adult Social Services	92,155	91,745	92,037	292	
	Children and Families	57,831	56,299	56,407	108	
	Environment and Neighbourhood Services	42,567	39,254	39,254	182	
	Regeneration & Major Projects	21,974	25,482	25,376	(106)	
	Finance & Corporate Services & Central Services	26,407	32,416	32,302	(114)	
	<b>Total</b>	<b>240,934</b>	<b>245,196</b>	<b>245,376</b>	<b>180</b>	
<b>Central Items</b>						
	Capital Financing Charges	25,359	25,359	24,965	(394)	
	Levies	2,238	2,238	2,207	(31)	
	Premature Retirement Compensation	5,148	5,148	5,148	0	
	Insurance Fund	1,800	1,800	1,800	0	
	New Homes Bonus	(1,250)	(1,065)	(1,065)	0	
	Regeneration	1,250	0	0	0	
	Efficiency Programme	(31)	(81)	(81)	0	
	Remuneration Strategy	229	229	229	0	
	South Kilburn Development	900	900	900	0	
	Affordable Housing PFI	1,159	1,159	1,159	0	
	Schools Refurbishment	1,500	0	0	0	
	Carbon Tax	227	227	227	0	
	Redundancy & Restructuring Costs	6,354	6,354	6,354	0	
	Inflation Provision	2,520	860	2,520	0	
	Centrally Held Cost Pressures	2,000	2,000	2,250	250	
	Government Grants	(25,999)	(25,999)	(26,004)	(5)	
	Other Items	1,051	1,064	1,064	0	
	<b>Total central items</b>	<b>24,455</b>	<b>20,193</b>	<b>20,013</b>	<b>(180)</b>	
	Contribution to/(from) balances	2,500	2,500	2,500	0	
	<b>Total Budget Requirement</b>	<b>267,889</b>	<b>267,889</b>	<b>267,889</b>	<b>0</b>	
	Balances c/Fwd 1 <sup>st</sup> April 2011	7,261	7,261	7,580	(319)	
	Contribution from balances	2,500	2,500	2,500	0	
	<b>Total Balances for 31<sup>st</sup> March 2012</b>	<b>9,761</b>	<b>9,761</b>	<b>10,080</b>	<b>(319)</b>	