



Performance and Finance Select Committee

Tuesday, 27 July 2010 at 7.30 pm

Committee Room 4, Brent Town Hall, Forty Lane,
Wembley, HA9 9HD

Membership:

Members

Councillors:

Van Kalwala (Chair)
Brown (Vice-Chair)
Ashraf
Beckman
Chohan
McLennan
HB Patel
Sheth

first alternates

Councillors:

Denselow
Green
Cummins
Long
Hirani
Harrison
HM Patel
Kabir

Second alternates

Councillors:

Gladbaum
Lorber
Leaman
Mashari
Hossain
Hector
Colwill
Kataria

For further information contact: Peter Goss, Democratic Services Manager
02089371353, peter.goss@brent.gov.uk

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The press and public are welcome to attend this meeting

Agenda

Introductions, if appropriate.

Apologies for absence and clarification of alternate members

Item **Page**

1 Declarations of Personal and Prejudicial Interests

Members are invited to declare at this stage of the meeting, any relevant financial or other interest in the items on this agenda.

2 Deputations

3 Minutes of the Last Meeting 1 - 8

The minutes are attached. Please note these are for the meeting held on 16 February 2010. The meeting dated 14 April 2010 did not take place.

4 Matters Arising

5 An introduction to the Local Strategic Partnership and Partnership Working in Brent.

This presentation will provide an overview of the Local Strategic Partnership and how partners work together to commission and deliver strategic objectives and services in Brent. The presentation will also set out the role of overview & scrutiny councillors.

Ward Affected: All Wards; **Contact Officer:** Cathy Tyson, Policy and Regeneration

Tel: 020 8937 1045

cathy.tyson@brent.gov.uk

6 Performance Management & how to interpret performance data

This presentation will provide member of the committee with an overview of Performance Management in Brent and issues that will need to be considered following the demise of the Comprehensive Area Assessment. Members will have the opportunity to discuss how performance data can be interpreted and their role in monitoring the performance of the council and its partners.

Ward Affected: All Wards; **Contact Officer:** Cathy Tyson, Policy and Regeneration

7 Performance and Finance Review

9 - 36

This report summarises Brent Council's spending, activity and performance in Quarter 4, 2009/10 and highlights key issues and solutions to them. The report is accompanied by appendices (circulated to members of the committee only) providing budget, activity and performance data for each service area, the Local Area Agreement, ring fenced budgets and the capital programme. Vital Signs trend data and graphs are also provided along with the council's overall budget summary.

The report also contains details of the recent government announcements reducing various grants.

Ward Affected: All Wards; **Contact Officers:** Duncan McLeod, Director of Finance and Corporate Resources, Phil Newby, Director of Policy and Regeneration
Tel: 020 8937 1424, Tel: 020 8937 1032
duncan.mcleod@brent.gov.uk,
phil.newby@brent.gov.uk

8 Performance and Finance Select Committee Work Programme

37 - 40

This report sets out some of the criteria the committee should consider when developing a work programme for 2010/11.

9 Date of Next Meeting

Discussions are taking place to revise the overview and scrutiny structure, with proposals to delete some of the existing committees and select committees and for others to be re-titled. The proposals are due to be put to the Council meeting on 13 September 2010. In the meantime the Council's meetings calendar shows the next meeting of the Performance and Finance Select Committee is scheduled to be held on 19 October 2010.

10 Any Other Urgent Business

Notice of items to be raised under this heading must be given in writing to the Democratic Services Manager or his representative before the meeting in accordance with Standing Order No 64.



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

LONDON BOROUGH OF BRENT

MINUTES OF THE PERFORMANCE AND FINANCE SELECT COMMITTEE

Tuesday 16 February 2010 at 7.30 pm

PRESENT: Councillor Dunn (Chair), Councillor H B Patel (Vice-Chair) and Councillors Bessong, Butt, Mendoza, Pagnamenta and Van Kalwala

1. **Declarations of Personal and Prejudicial Interests**

None declared.

2. **Deputations**

None received.

3. **Minutes of the Last Meeting held on 9 December 2009**

RESOLVED:

that, subject to correcting the name of the Interim Head of Community Safety to Genny Renard on pages 2 to 5, the minutes of the last meeting, held on 9 December 2009, be agreed as an accurate record.

4. **Matters Arising**

None raised.

5. **Waste Contract Performance**

Chris Whyte (Head of Environment Management) introduced the report and answered questions from Councillors on the performance of the Council's Waste Services Contract with Veolia, specifically with respect to waste and recycling, street cleansing, missed collections and complaints. Data to the end of December 2009 showed a recycling rate of 30.69%, an increase of 1.5% on the same period in the previous year. The main feature had been a significant reduction in waste and in landfill waste in particular. This was part of a wider UK and West London pattern, and had led to savings in the cost of disposal. Performance on street cleansing showed that the good performance of the previous year had been maintained, although there had been some concerns about the level of detritus in the first set of scores. Missed collections – attributed to snow and ice – had peaked around Christmas and the New Year. The situation had been rectified promptly, and the number of missed collections was now at an acceptable level. In general performance had been good, and the number of complaints was the lowest since the start of the current contract.

Asked what proportion of properties in the borough had access to recycling, Chris Whyte informed the Committee that 105,000 properties had recycling collections, 80,000 had green box collections, and 60,000 had green bins. The remainder had access to sack-based collections, with a good number of flats served by mini 'bring' sites. The Council had achieved its target of 30% recycling, and the current waste strategy review was part of the Council's improvement and efficiency strategy.

In answer to a question about the sweeping of streets after waste collections, Chris Whyte reported that, if crews did not clear up litter created as part of the process of waste collection, then that was a failure on their part, as they were equipped to do this. Street cleansing was part of the review process, and Chris Whyte agreed to take this issue into account when reviewing Veolia's performance.

Asked what Brent Council had done to promote a Bottle Bill, a scheme to impose refundable deposits on drinks containers, Chris Whyte informed the Committee that the idea of deposits was in its infancy in the UK, and that Brent watched developments with interest. He added that the Council's review would be considering a number of options.

The Chair suggested that the Council consider the use of bye laws to get retailers to provide waste recycling facilities.

RESOLVED:

that the report and members' comments be noted.

6. **Winter Maintenance 2009/10**

Chris Whyte (Head of Environment Management) introduced the report and answered questions from Councillors on how the Council had dealt with the severe weather conditions in December and January. Chris Whyte reported that Brent had an arrangement with the London Borough of Harrow to store and purchase salt. Brent had abided by government guidelines to store sufficient grit for six nights of heavy gritting. However, this reserve had been used up rapidly in the heavy snow before Christmas. Further supplies had been on order, but the weather became so severe that national supplies became scarce. Suppliers prioritised authorities in need, as a result of which some authorities in London also started to run out. The London Local Authorities Control Centre took on the role of distributing grit to those in greatest need, and Brent received 150 tonnes from Ealing and 141 tonnes from TfL. Further heavy snow fell on 7 January 2010, persisting for a number of days. Much of the remaining salt was used up, and Brent started rationing the stock going into the weekend of 9/10 January. The decision was taken to reduce the priority network. There was further heavy snow on 13 January, and Brent's stock was reduced to the lowest level so far – 19 tonnes. In response to the widening concern over salt supplies, the government convened the Salt Cell, which sought to co-ordinate and prioritise the distribution of salt. Brent was allocated 500 tonnes, which did not arrive. Veolia had to collect this, and was able to collect 315 tonnes. Currently around 430 tonnes were in stock, which Chris Whyte reported was sufficient to last the rest of the winter. Along with a number of other councils, Brent

had run very low on grit and had had to take decisions to ration it and reduce the priority network. Residents had been dissatisfied with the state of many residential roads, and these expectations needed to be managed. The situation had been very difficult, and a package of measures would be developed after a review of what had happened.

Asked why some roads thawed more quickly than others, and whether the Council could be more flexible in gritting residential roads, Chris Whyte reported that thawing depended on topography, the shape of buildings, the road surface and the presence of residual grit, and that the Council was willing to turn attention to non-priority roads if time and stocks allowed.

During a discussion of the Council's communication strategy during the severe weather, the Chair commended the fact that he had found more information on Brent's website than on those of other West London boroughs he had visited. However, it was recognised that some people, particularly elderly people, did not use the internet as much as others. Chris Whyte acknowledged this, but reported that the internet was the best way of getting information out quickly.

In answer to a question about the Council's legal obligations, Chris Whyte informed the Committee that the Council was required to treat its resilience network of priority roads. Given the opportunity, it could extend gritting to other areas. For example, in Brent hilly streets were treated. Pavements did not fall within the legal requirements. Responding to a comment that the area around Preston Road station had not been gritted well, Chris Whyte accepted that the Council had not been able to do some things quickly enough. Asked about the possibility of including, for example, access roads to housing estates in the priority network, Chris Whyte reported that the network could be revised as a result of the review of the Council's response. However, there would necessarily be cost implications. He added that there had been a number of complaints about the gritting, and these had been dealt with by explaining the situation.

The Committee discussed whether residents should be encouraged to clear their own pavements of snow, and Chris Whyte reported that the Council would welcome this. The Chair asked that the legal situation be clarified, and that the government be encouraged to include such an obligation in any future legislation. Chris Whyte also agreed to take up with Veolia the possibility of using lawn fertiliser spreaders as an effective means of distributing grit.

The Committee agreed a vote of thanks for the work that StreetCare and Veolia staff had carried out in very difficult circumstances.

RESOLVED:

- (i) that the report and members' comments be noted;
- (ii) that the Committee's thanks be conveyed to StreetCare and Veolia staff for their work in maintaining the Council's roads in the very severe weather.

7. **Waste Collection Strategy**

Chris Whyte (Head of Environment Management) introduced the report and answered questions from Councillors on the development of a revised Waste Collection Strategy for Brent. Chris Whyte reported that the review of the strategy was part of the wider review of waste and recycling, a gold project in the Council's Improvement and Efficiency Strategy. The aim was to submit a draft strategy to the Council's Corporate Management Team (CMT) in May and to the first available Executive meeting for decision. A period of consultation with the local community and other stakeholders would then start, and a revised strategy would be submitted for approval by Councillors towards the end of 2010, with a view to implementation in April 2011. Chris Whyte informed the Committee that David Pietropaoli (Waste Policy Manager), also present at the meeting, was developing the business plan, a key element of which had been a waste collection workshop with key advisers. The outcome had been a number of options carried forward for further appraisal. Consultants had been engaged to carry out this study, and were due to conclude by mid-March. The consultants' conclusions would form the basis of the report to CMT and the Executive. Everything was on track for implementation in April 2011.

Asked about the diversity of collection systems used by local authorities, Chris Whyte informed the Committee that there were many ways of collecting waste, and there was no consistent national approach. It was clear in Brent that the current system of the green box was no longer adequate, in view of the need for more recycling capacity, to which Brent was committed.

In response to a suggestion that residents should be consulted at an earlier stage in the process, Chris Whyte told the Committee that the current stage was one of building up a clear knowledge base of best practice in order to be able to deliver a set of proposals for CMT and the Council's Executive to offer to the public and other stakeholders. Cathy Tyson (Assistant Director – Policy) added that, in addition to the desirability of options to residents, the Council needed to balance methods of collection and disposal, and there were cost implications. Solutions might not necessarily be the same for all properties, although the aim was for the methods to be easy to use and value for money.

Asked about cross-boundary work with other boroughs, Chris Whyte reported that Brent was reliant on the West London Waste Authority, within which a programme of waste reduction and reuse was being co-ordinated across six London boroughs.

Chris Whyte told the Committee that fundamental changes in the strategy would be needed in order to generate the required £1.2m efficiency savings, and that many alternatives would be considered. Asked whether incentives would be provided for residents, Chris Whyte reported that he was confident that there would be policies on this. Responding to a question on compulsory recycling, Chris Whyte informed the Committee that the Council had been satisfied with its effectiveness and had not so far felt the need to prosecute anyone for failure to comply. He agreed that the message about compulsory recycling needed to be refreshed regularly, and that it needed to be clear that prosecution could be used as a last resort. The Council needed to be prepared to use this, but the experience so far had been that

providing the message had been sufficient to ensure compliance. Asked how new residents gained information about compulsory recycling, Chris Whyte told the Committee that information was supplied by estate agents, as well as being included in Council Tax information sent to residents.

Responding to a question about recycling in schools, Chris Whyte reported that a good number of schools were set up for recycling. There was an active programme in schools, with two officers going into schools to encourage recycling and carry out waste audits.

The Committee asked that in future it be made clear in the titles of reports that the strategy applied to domestic waste, and that commercial waste was a completely separate issue.

RESOLVED:

that the report and members' comments be noted.

8. **Performance and Finance Review 2009/10 - Quarter 3**

Cathy Tyson (Assistant Director – Policy) presented the report and answered questions from Councillors on the Council's spending, activity and performance in Quarter 3 of the financial year 2009/10. In general the Council had made progress towards delivering the key objectives in the Corporate and Community Strategies, with the majority of Vital Signs indicators – considered critical to the success of the Council – performing broadly in line with the targets set. A total of 53% were on or just below target, but 25% were well below target. One issue affecting the reporting of performance had been missing or delayed data. This had led to delays in reporting, and was being addressed internally.

Performance relating to the theme of 'a great place' was best, with 47% of targets regarded as low risk, and 35% as high risk. There was concern that recycling had missed its target slightly, also that there had been a slight increase in gun and knife crime, against the background of a longer-term downward trend. The level of sports participation by young people was below target, largely because of seasonal variation and the severe weather.

Performance around the theme of 'a borough of opportunity' had been affected particularly badly by a total of 27% missing data, which would be chased. Some of the missing data related to Local Area Agreement (LAA) targets on social care and the performance of the Primary Care Trust (PCT). The Council was continuing to focus on increasing the level of self-directed support to social care clients and, although the target had not been achieved, there had been a large number of new direct payments made to people with mental health needs. There had also been good performance on reducing delayed discharges from hospital.

Performance on the theme of 'one community', affected by missing data on 24% of targets, showed 39% of targets as low risk. The main concerns were Special Educational Needs assessments and the provision of local foster care placements.

Cathy Tyson reported that, although the number of looked after children was stable, the lack of in-borough foster placements meant that children were being placed with independent carers at a higher cost.

Also on the theme of 'one community', increased awareness of the MEND (Mind, Exercise, Nutrition, Do it!) programme, aimed at reducing child obesity, meant that this target had been achieved. While the slowdown in the housing market had proved a challenge to achieving the target of increasing the number of affordable homes, there were some housing schemes due for completion soon. There had also been good progress on reducing the number of households in temporary accommodation.

Duncan McLeod (Director of Finance and Corporate Resources) informed the Committee that there had been three main areas of overspend. One was children's services, partly as a result of the large increase in referrals following the Baby Peter case. The second aspect was the recession, which had affected income from parking and land charges, for example. In addition, there had been an increase in demand for services. However, the forecast underspend to be carried forward to the financial year 2010/2011 was currently around £1.4m. In terms of capital income and expenditure, the Council had received relatively generous amounts of resources for schools and it needed to be mindful of the work and delays involved in spending the money and engaging in dialogue with schools. Asked whether some projects could be fast-tracked, Duncan McLeod informed the Committee that the Council was looking at how it managed all its projects, and that the large regeneration projects involved a range of areas, such as interaction with schools, that needed improving.

The Committee noted that it had not seen performance data on Quarter 2, as this had been delayed, but it was reviewing Quarter 3 before the Council's Executive did so.

RESOLVED:

that the report be noted.

9. **Community Use of Council Owned Buildings Task Group Feedback**

James Young (Deputy Head of Property and Asset Management) introduced the report and answered questions from Councillors on the work of the group set up to look at use by the community of Council-owned buildings. Two meetings had been held, and it had been agreed that bimonthly meetings would take place in future. The process had been a learning experience for everyone involved, especially the issue of identifying the service departments responsible for monitoring the outputs of community groups, and the community engagement aspect was complex. Officers now understood which buildings were involved, although there were grey areas around community buildings and commercial operations. The Council wanted to establish a market rent for each building, with the rent abated in line with outputs measured against agreed criteria. At the next meeting, in March 2010, it was hoped to establish the abatement criteria. There were still issues to work through, for

example, that of responsibility for external maintenance, for which the Council had no budget.

Duncan McLeod (Director of Finance and Corporate Resources) informed the Committee that this was an evolving process, and was not easy. The recession had affected many of the community organisations involved, and this was not a good time for them to cope with change. The March 2010 meeting would be crucial in setting the abatement criteria and, while progress had been made with community organisations, much of what needed to be done required a budget that did not necessarily exist. The work of the task group was very helpful, but delivery was challenging.

The Committee noted that it would be monitoring the progress of work in the future as part of its work programme.

RESOLVED:

that the report be noted.

10. Performance and Finance Select Committee Work Programme 2009/10

The Committee agreed to add to the work programme:

- (i) the issue of planning enforcement relating to Section 215 of the Town and Country Planning Act 1990
- (ii) the successes of the Anti-Social Behaviour Team and the impediments to its work.

11. Items requested onto the Overview and Scrutiny Agenda

None.

12. Recommendations from the Executive for items to be considered by the Performance and Finance Select Committee

None.


13. Date of Next Meeting

The Committee noted that the next meeting of the Performance and Finance Select Committee was scheduled for Wednesday 14 April 2010.

The meeting closed at 9.25 pm

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Chair

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	<p style="text-align: center;">Executive 26 July 2010 Performance and Finance Select Committee 27 July 2010 Report from the Directors of Finance and Corporate Resources and Policy and Regeneration</p>
<p style="text-align: right;">Wards affected: ALL</p>	
<p style="text-align: center;">Performance and Finance Review Quarter 4, 2009/10</p>	

1. Summary

- 1.1 This report summarises Brent Council's spending, activity and performance in Quarter 4, 2009/10 and highlights key issues and solutions to them. It takes a corporate overview of financial and service performance and provides an analysis of high risk areas. The report is accompanied by appendices providing budget, activity and performance data for each service area, the Local Area Agreement, ring fenced budgets and the capital programme. Vital Signs trend data and graphs are also provided along with the council's overall budget summary.
- 1.2 The report also contains details of the recent government announcements reducing various grants to the council and asks the Executive to agree action to balance the revenue budget.

2.0 Recommendations

The Committee is asked to:

- 2.1 Note the council's spending, activity and performance in financial year 2009/10.
- 2.2 Require that all directors ensure that where there are underlying spending pressures these are addressed in 2010/11 so spend is kept within budget and underperformance tackled, and that measures are taken, in consultation with relevant portfolio holders, to achieve this.
- 2.3 Agree the 2010/11 virements referred to in paragraph 5.11 and detailed in appendix G.

2.4 Agree budget reductions in those areas where government grant has been reduced in 2010/11 as set out in Appendix H.

3.0 Background

3.1 The success of the council is ultimately measured by the delivery of the priorities within the Corporate Strategy and its jointly agreed outcomes in the Local Area Agreement. That is principally determined by the council's overall strategic planning framework and reviewed through the annual report to Council in November on progress against the Corporate Strategy and the Annual Review published in late summer. Regular Performance and Finance Review reports allow members to ensure that council finances and performance remain on track to help achieve these priorities.

3.2 This approach to monitoring and reporting reflects other changes in the council's approach in recent years, including strengthening the link between the Corporate Strategy and the Medium Term Financial Strategy, active performance monitoring and management, a greater focus on outcomes as part of capital programme monitoring, and bringing together financial and performance monitoring of partnership activity through the Local Area Agreement. It provides more clarity about the relationship between spending, performance and activity – and provides a basis for assessing the potential impact of future decisions.

3.3 Appendices included in this report are as follows:

Appendix A	General Fund services – Financial, activity and performance monitoring information for each of the council's main service areas:
- A1	- A Great Place
- A2	- A Borough of Opportunity
- A3	- One Community
Appendix B	Capital programme
- B1	- Children and Families
- B2	- Environment and Culture
- B3	- Housing and Community Care
- B4	- Corporate Centre
Appendix C	Housing Revenue Account
Appendix D	Local Area Agreement
- D1	Local Area Agreement
- D2	Local Area Agreement (continued)
Appendix E	Budget Summary
Appendix F	Vital Signs – high and medium risk performance
Appendix G	Budget Virements 2010/11
Appendix H	Analysis of central government grant reductions – 2010/11
Appendix I	Addendum

3.4 Supplementary documentation circulated to members includes a Vital Signs report providing detailed explanation of high and medium risk performance and an activity monitoring report.

4. Corporate context

4.1 Looking forward, the Council's new Administration is in the process of developing a new Corporate Strategy, which reflects new priorities for a challenging economic environment – one which will see unprecedented and sustained pressure for the Council to deliver more with considerably less resources. Difficult decisions will need to be taken and priorities will need to be achieved against a backcloth of reduced government grant, Members' ambitions to keep council tax increases low, demographic pressures, and the increasing costs of Waste Disposal and Social Care.

4.2 Continuous improvement has always been at the centre of the Council's approach to service development and financial planning, and we have demonstrably raised the responsiveness, relevance and quality of our public services. Despite these real and sustained improvements, the organisation now acknowledges that the conventional silo-based and incremental approaches to improving performance and efficiency are no longer the most appropriate strategies to sustain us for the new economic realities in which we find ourselves. Brent has therefore developed an ambitious change programme to support the Council's Improvement and Efficiency Strategy which is structured around three key themes:

- *Making the 'One Council' approach a reality*
Development of the infrastructure to build a leaner, more effective, dynamic and community focused organisation, which maximises the use of its resources.
- *Raising performance and maximising efficiency*
Service reviews run by cross-council teams to develop and implement more customer-focused and effective service delivery models.
- *Delivering on major projects*
Delivery of large capital schemes around the borough including the new Civic Centre and the regeneration of Wembley, South Kilburn and the North Circular Road.

4.3 The impact of the recession and recent heightened public concern about child protection means that the council has had to reassess its priorities, although its fundamental approach remains the same. A lot of what we already do supports people who might be most affected by recession by helping them find work, adult and community education, other employment and training initiatives, preventing homelessness and providing accommodation when people become homeless, ensuring people receive the state benefits to which they are entitled, and supporting those with social care needs. We also have a programme in place to transform our children's social care service which

has improved from an 'adequate' (2 out of 4) service that overspent, to a 'good' service (3 out of 4) that lives within its budget.

5.0 Overall financial position

General Fund Revenue budget

5.1 The 2010/11 Budget Report to Council on 1 March 2010 included projections of the outturn for 2009/10. The accounts for 2009/10 have now been closed and were approved at the General Purposes Committee on 29 June 2010. The accounts are subject to audit and therefore the figures are provisional until the audit is completed at the end of September.

5.2 The table below summarises the provisional outturn for 2009/10 and further information is included in Appendix E.

	Quarter 3 Forecast £'000	Outturn £'000	Variance £'000
Children and Families	60,211	60,234	23
Environment and Culture	49,510	48,145	(1,365)
Housing & Community Care:			
o Housing	14,136	13,304	(832)
o Adult social care	87,640	90,405	2,765
Finance & Corporate Resources / Central Units / Business Transformation	25,774	25,846	72
Service Area Total	237,271	237,934	663
Central items	40,116	39,398	(718)
Area Based Grants	(16,405)	(16,405)	0
Total council budget	260,982	260,927	(55)
Transfer to balances	854	909	55
Total after transfer to balances	261,836	261,836	0

5.3 The main movements in service area spending since the forecast outturn was reported are as follows:

- Children and Families The outturn shows an increase in the deficit of £23k as compared with the 3rd quarter forecast. The main factors in the net overspend were the cost of children's placements for children in care and costs associated with children with disabilities. The number of looked after children has increased in the final quarter from 349 to 374. This has put further pressure on the service after remaining relatively constant since the summer of 2009. One encouraging movement is that the number of children placed with Brent foster carers compared with the independent sector has risen. Overall the placements budget overspent by £3.2m The other main area of overspend has been SENs and children with disabilities, which

overspent by £940k, as a result of increases in client numbers receiving care at home and direct payments. These overspends have been offset by the use of savings from unaccompanied asylum seekers grant, Building Schools for the Future monies and through the better use of the Sure Start grant. In addition service managers have identified in year savings most of which were the result of a vacancy freeze and a reduction in some smaller budgets. Growth of £2.4m was agreed as part of the 2010/11 budget but budgets also need to be realigned in this financial year to more closely match expenditure.

- Environment and Culture The most significant issue in Environment and Culture over 2009/10 has been the effect of the recession on the level of income across the service area. The deficit on the parking account has been the largest factor. However, in the last quarter of the year there was some improvement in the number of PCNs issued and income collected. Overspending on parking notices, removals and meter income came in at £880k rather than the forecast of £1.3m. This together with a number of one off items, delayed projects and unfilled staffing vacancies has made it possible to turn around a forecast overspend of £1.148m into a underspend of £217k at the year end..
- Housing and Community Care All of the main services in Adult Social Care overspent as costs rose and demand increased. Also there was a need to provide for higher levels of bad debt provision. The forecast overspend increased by £2.765m once the use of a number of reserves had been taken into account. Savings of £832k within Housing has reduced the overall increase in the deficit to £1.9m within Housing and Community Care. Although £1.7m of growth was included within the 2010/11 budget there will continue to be major pressures of many social care budgets which will be the subject of a separate report to the Executive.
- Finance & Corporate Resources/Central Units/Business Transformation

The most significant item of overspending in this area is for benefit payments where there has been substantial increase in costs resulting from increases in caseload and the introduction of Local Housing Allowances (LHA). Although most of these costs are recovered by government subsidy there are subsidy penalties relating to non-recoverable claimant overpayments. The overspend for 2009/10 was £600k though this has been offset by the use of £350k of Local Housing Allowance monies. £762k growth for this item has been included in the 2010/11 budget. Further underspending across a number of areas in particular Legal and Business Transformation has reduced the net overspend to £72k.

5.4 There is an improvement in central items of £718k primarily from reduced capital financing charges as result of continued low interest rates.

Housing Revenue Account

- 5.5 The Housing Revenue Account (HRA) is a ring-fenced account containing the income and expenditure relating to the Council's Landlord duties for more than 9,200 freehold dwellings and leasehold properties.
- 5.6 The HRA outturn for 2009/10 is a deficit of £2.4m, which is in line with forecast of £2.46m deficit and consistent with the use of the additional balances achieved in 2008/09.

Schools Budget

- 5.7 The ring-fenced Schools Budget is split into two parts. The first element delivers delegated funding to schools – school budget shares. The second part is termed central items expenditure and covers local authority retained elements to support activities such as pupil referral units and payments to non maintained nurseries.
- 5.8 The central items budget for 2009/10 was £20.4m and the outturn is for an overspend of £3.6m. This is due to overspending of £1.7m in the cost of SEN statements and out of borough placements, £1.3m from recharges for nurseries and children's centres and £500k of various other overspends. This has partly been offset by £700k from the Council reserve for the schools budget central items. As a consequence the Dedicated Schools Grant will need to be top sliced by £2.9m in 2010/11 to meet the deficit.

2010/11 Budget

- 5.9 The outturn for 2009/10 highlighted the continuing pressure on Adult Social Care and Looked-after Children and will certainly be areas to be closely managed in 2010/11. The service transformation programmes in both areas are being used to mitigate some of these budget pressures.
- 5.10 The budget set at the Council Meeting in March assumed that a minimum of £7.16m would be generated from savings from the One Council Programme. Good progress has been made with over £4.5m delivered to date in this financial year with the main project savings being from the staff and structure review, the review of overtime and allowances and procurement.

Virements

- 5.11 There are a number of budget virements in 2010/11 which members are asked to agree. These are included in Appendix G. The changes will be reflected in the first quarter monitoring report.

2010/11 Central Government Savings

5.12 On 10th June the Government announced £6.2bn of reductions in public spending in the current financial year of which £1.166bn of this was to fall on local government. As a result Brent has lost £6.855m of grant funding of which £5.371m related to 2010/11 (£1.045m is included in 2011/12 and £439k for the Local Authority Business Growth Incentive Scheme was not included in the base budget).

5.13 Brent has lost revenue from two main sources

(a) Area Based Grants (ABG's)

	£m	
Department for Education	1.882	All ABGs have been reduced by 24%
Supporting People Administration	0.171	100% of previously announced allocation
Working Neighbourhood Fund	0.057	£577 original allocation (10% reduction)
Prevent	0.102	£350 original allocation (29% reduction)
Home Office	0.037	(Awaiting further details)
Loss of grant	<u>2.249</u>	

(b) Other Grants and Funding:

	£m
Housing Planning Delivery Grant	0.390
Local Authority Business Growth Incentive Scheme	0.439
LAA Reward Grant	3.634
Free swimming grant	0.143
Loss of grant	<u>4.606</u>

5.14 The Performance Reward Grant is the largest loss. The Council had earned £7.286m from achieving stretch targets agreed with Central Government within its first Local Area Agreement, which ran from 2006/07 to 2008/09. The grant was to be payable in two equal instalments in 2009/10 and 2010/11. The first payment of £3.634m was made in March 2010, however, the second payment has now been withdrawn.

5.15 Members agreed that 50% of the Reward Grant would be used to fund investment into project delivery within the One Council Programme. The loss of £1.8m funding means that the Programme will now have to generate higher savings in 2010/11. This will require projects to increase their pace of delivery and look for higher targets. The use of the other 50% was to support the

delivery of LAA priorities and provision of support as a result of the recession. These schemes were spread over 3 years from 2009/10 to 2010/11.

- 5.16 These in year savings by the government directly translate into budget reductions for Brent to maintain . As a result expenditure will have to be reduced by corresponding amounts. The Executive is asked to agree that these reductions are made directly from the areas where the grant is being utilised. The implications for those areas that have had funding cut are detailed in Appendix G. In cases where the grant loss cannot be absorbed directly from the service funded each Service Area will need to find the reduction from within its overall budget.

Capital programme

- 5.17 Financial monitoring information for the Capital Programme is included in Appendix B.
- 5.18 Total spending on the capital programme in 2009/10 was £104.337m, made up of £79.666m on the General Fund and £24.671m on the Housing Revenue Account. Changes between the forecast outturn and actual outturn are set out in Table 2 below.

Table 2 - Changes between forecast and actual capital outturn

	£'000
Spending	
Forecast spending outturn – March 2010	134,573
<i>Add items not included in the forecast outturn</i>	
Revenue contributions from General Fund	6,071
Revenue contributions from HRA	3,725
Enfranchisement Schemes	235
Additional external grant	1,438
Additional Contributions	4,301
Additional Self Funded Prudential Borrowing	115
Additional HRA Unsupported Borrowing	2,140
Overspends	1,000
Underspends	(4,375)
Adjustment for forecast levels of slippage	5,052
Sub-total	154,275
Less:	
Amounts carried forward to 2010/11	(50,580)
Additional contributions carried forward	642
Total spending	104,337
Less:	
Total resources	(104,337)
Amount Carried Forward	0

5.19 Significant additions to the previous outturn forecast include:

Revenue Contributions from General Fund

- £6.025m contributions to meet the capitalisation of sums meeting the definition of capital expenditure originally incurred within the revenue accounts.

Additional External Grant

- £0.789m Transport for London Grant Funding
- £0.570m Performance Reward Grant

Additional Contributions

- £0.409m contributions from Metropolitan Housing Trust to Chalkhill scheme.
- £2.430m contribution from South Kilburn Partnership/Trust towards regeneration scheme
- £1.462m contributions from disposals at Texaco site, Barnhill Cottage and Thames Court.

Additional HRA Unsupported Borrowing

- This sum of £2.140m relates to the Granville New Homes scheme. The first payment of the capital receipt arising from the transfer to Brent Housing Partnership has been received reducing the interest payable by the HRA on the total scheme expenditure. Future receipts will continue to reduce this commitment on the HRA.

Overspends

- £0.948m overspend arising on the Decent Homes programme. This has been offset by an underspend on the ALMO controlled housing works.

Underspends

- £0.948m underspend on the ALMO controlled housing works as detailed above.
- £1.000m underspend on Public Sector Renewal Support Grants from element funded through unsupported borrowing.
- £0.187m underspend on new units provision.
- £2.107m on central items for provisions not required in year.

5.20 As can be seen from Table 2, capital expenditure commitments of £50.580m have been carried forward from 2009/10 to 2010/11. Table 3 below sets out the main commitments.

Table 3 - Analysis of capital expenditure carried forward to 2010/11

	£'000
<u>Schemes Carried Forward:</u>	
- Voluntary Aided Schools Devolved Formula Grant	3,002
- Local Education Authority Controlled Voluntary Aided Programme	3,530
- School Schemes	17,749
- Youth Service Schemes	448
- Highways Schemes	338
- Leisure and Sports Schemes	724
- Environmental Initiative Schemes	491
- Social Care/Mental Care SCP(C)	311
- Adults Schemes	177
- PSRSG and DFG	317
- Places of Change	500
- Chalkhill (MHT contribution)	591
- Property Schemes	313
- PRU Schemes	5,061
- ICT Schemes	273
- Central Items	1,246
Section 106 Agreements	5,016
HRA Works	7,537
<u>Wembley Regeneration Land Claims:</u>	
- Estate Access Corridor	1,868
- Stadium Access Corridor	957

5.21 The first quarter monitoring for 2010/11 will be included in the Performance and Finance Review report to the Executive in September. This will include changes to the 2010/11 to 2013/14 programme to reflect slippage from 2009/10.

2010/11 Central Government Savings impact on Capital Investment

5.22 As detailed at paragraph 5.12 above, the Government's initial announcement of reductions has resulted in Brent losing £6.416m of revenue grant funding. The main reductions in terms of capital grant are as follows:

Gypsy and Traveller Site Grant	Capital £30m nationally with 100% cut
National Affordable Housing Programme	3% reduction nationally
Contaminated Land	Total allocation of £17.5m nationally reduced to £10m

5.23 Within the Chancellor of the Exchequer's Emergency Budget on 22nd June a number of specific matters were raised in relation to capital investment. The main points within the speech were as follows:

- There will be no further reductions in capital spending totals in this Budget.
- There will still be difficult choices about how that capital is spent.
- The absolute priority will be projects with a significant economic return to the country.
- Assessing what those projects are will be an important part of the autumn spending review.

On this basis it remains unclear as to what the full impact will be on the Council's Capital Programme as there is unlikely to be a clear view on how the remaining capital funding will be re-allocated until after the spending review has been announced.

5.24 On 2nd July the Housing Minister confirmed that the Growth Fund allocations for 2010/11 had been safeguarded at the levels set out in December 2010. The allocation for the London Borough of Brent is £1,456,989 which was as per the proposed revised 2010/11 capital funding allocation included within the CLG's Proposed changes to the Growth Fund for 2010-11 consultation documentation issued in October 2009.

5.25 On 5th July the Education Secretary set out a complete overhaul of capital investment in England's schools, bringing an end to the Building Schools for the Future Programme. The key elements of the announcement were as follows:

- 715 schools will no longer be rebuilt or refurbished through BSF of which nearly 180 schools were projected to be new build, over 319 to be remodelled or refurbished and 63 to be ICT-only. The building programme in 153 schools has not yet been confirmed.
- That 123 academy projects in development which have not reached financial close will be reviewed on a case-by-case basis.

- That the Government is launching a comprehensive review of all capital investment in schools, early years, colleges and sixth forms. The review will guide future spending decisions over the next Spending Review period (2011-12 to 2014-15). It will look at how best to meet parental demand; make current design and procurement cost-effective and efficient; and overhaul how capital is allocated and targeted.
- That the department is reducing its End Year Flexibility (EYF) requirements by £1bn to help ensure no additional borrowing this year.

The detailed impact on Brent's capital investment plans are as follows:

Ark Academy	Unaffected
Crest Boys Academy	For discussion
Crest Girls Academy	For discussion
Copland (A Specialist Science Community College)	Stopped
Queens Park Community School	Stopped
Alperton Community School	Stopped
Cardinal Hinsley Mathematics and Computing College	Stopped

The announcement did not make any specific reference to the future of the Primary Capital Programme (PCP).

5.26 On 6th July the Council received correspondence from the Big Lottery Fund on behalf of the Department of Education with regard the Myplace capital funding programme. This correspondence notified the Council that until there is a final decision from the Department the milestone review decision is on hold and any commitment to expenditure in excess of 5% of the lead in payment will be at the Council's own risk. On 26th February 2009 the Council received notification of an in-principal allocation from the Myplace grant of £4.977m which was allocated to the Roundwood Youth Centre and profiled for spend between 2009/2010 and 2011/2012. The 2009/2010 outturn position included £49k of expenditure against this scheme.

5.27 On 14th July 2010 the Secretary of State for Education announced further details of the reductions to be made in order to reduce Year End Flexibilities by £1billion, as referred to in paragraph 5.25 above. This has impacted on the level of Council's capital grant, with revised allocations as follows:

Buddying (Part of the Sure Start Programme)	£34,071
Local Delivery Support Grant	£164,382
Extended schools Capital	£127,039
Harnessing Technology (Part of the Standards Fund)	£469,724
Youth Capital fund	£77,050

The impact of these revised allocations on the Children and Families Capital Programme is currently being assessed but planned expenditure and activities

in these areas will have to be revised in year in order to avoid overspending against available funding.

The correspondence from the Secretary of State makes it clear that the announced reductions are only a small proportion of the total savings that will have to be made by the Department and that more detail will come available through the Comprehensive Spending Review.

2010/11 Children and Families Capital Programme

- 5.28 The Nursery block at Chalkhill Primary School has been condemned and requires extensive refurbishment. The school has devised a scheme to relocate the Nursery to the caretakers' house, remodelling it and refurbishing it to create a Foundation block.

The school is proposing to fund the majority of this scheme through its own resources but have identified a £150k funding gap to the scheme and have requested that Children and Families assess the possibility of contributing to the funding.

On this basis and in consideration that if no action is taken it is likely that the Nursery will have to be shut down, officers are analysing the current Children and Families capital programme to identify potential areas where funds could be made available. Areas currently under consideration are the main LA roofing works, from which the nursery block roof was to be addressed, and the Hut Replacement budgets. Officers are also considering that there is potential to contribute to the school scheme and replace the nursery block with a double class size modular unit with services to help support the LA's bulge class facility. This will aid in addressing the Council's expansion requirements. Progress on these proposals will be reported to a future meeting.

Prudential Indicators





- 5.29 Prudential indicators were introduced as part of the prudential borrowing regime introduced as part of the Local Government Act 2003. The arrangements are aimed at ensuring authorities exercise their borrowing powers responsibly, with capital expenditure plans that are affordable, external borrowing that is prudent and sustainable, and treasury management decisions taken in accordance with good professional practice. Prudential limits are set as part of the budget process and monitored during the year. The Executive will receive the annual report on Treasury Management in August and this will include the final outturn against the prudential indicators.

6.0 Overall performance position

Corporate and Community Strategies

- 6.1 Overall the council has made some progress towards delivering the key objectives in the Corporate and Community Strategies in Quarter 4 with the majority of Vital Signs indicators performing broadly in line with target. These

indicators are considered critical to the success of the council. 54% are currently on target (green star) or just below target (blue circle) and 30% are well below target (red triangle). The percentage of low risk indicators has increased by 5% since last quarter indicating that performance is improving at the top of the scale. High risk indicators have also increased by 5% as detailed below.

Overall Council Performance				
				
	Low risk	Medium risk	High risk	No data
Percentage Quarter 4 PIs	40%	14%	30%	16%





Local Area Agreement Update

- 6.2 The Local Area Agreement for 2008-2011 was refreshed between January and March of 2008/09. The Local Area Agreement is currently made up of 29 targets, seven of which are local indicators and 5 of which are annually reported. March 2008/09 was the final year in which the 12 stretch targets were reported. 2009/10 marks the first year the LAA has been reported under the new Comprehensive Area Assessment regime (CAA). The CAA replaces the Comprehensive Performance Assessment that came to an end in 2008/09.

Performance by theme

- 6.3 The following section of the report provides a summary of the performance against each theme and highlight in detail priority projects in the LAA which are below target.

- **A Great Place**

A Great Place				
				
	Low risk	Medium risk	High risk	No data
Percentage Quarter 4 PIs	53%	0%	18%	29%

- 6.4 Key risks for the council in this theme include: pressures on budgets as a result of the state of the economy, increasing levels of gun and knife crime in the borough, progress of the waste contract to provide improvements in recycling and the progress of partnership working on graffiti. Low risk indicators have increased and there is some improvement with the level of recycling and composting waste in Brent moving from medium risk to low risk status. Transformation is in place to look at aspects of the waste contract. This report sets out the measures that have been put in place to respond to any poor progress towards the corporate objectives. Further explanation of the rest of the key indicators for the council is included in the Vital Signs appendix F.

Please note that there is still no timely data being reported by the Crown Prosecution Service.

6.5 LAA Priorities:

6.5.1 ***2 Anti Social Behaviour** – *NI 24 Satisfaction with the way police and local council dealt with ASB.* The target for this quarter was met which is an improvement from quarter 3. There is a shortage of two anti-social behaviour officers which will have an impact on the current case work. The summer period will be very challenging as an increase in case work is expected.





6.5.2 ***5 Reducing accidental fires** – *The number of accidental fires in residential properties.* Due to the adverse weather conditions experienced in December 2009 and January 2010, there was a negative effect on performance for quarter 4. The weather conditions meant there were more people at home than there normally would be leading to an increased level of risk of accidental fires.

6.5.3 ***7 Recycling and composting** – *NI192 Percentage of household waste sent for reuse, recycling, composting or anaerobic digestion.* Performance has worsened to its current high risk status. The focus on green box recycling seems to have suffered slightly suggesting that the recycling message is losing momentum and people do not feel obligated to recycle as much. Key actions to address this include: increasing promotional activity about dry recycling service and ensuring street care officers take a proactive role in encouraging residents to recycle. Active monitoring will take place to target areas where there are low levels of recycling and recycling boxes will be distributed to these areas.

6.5.4 ***11 Access to Employment for Social Housing Tenants** – *NI152 Working age people on out of work benefits (percentage of working age population).* Due to the current economic downturn, it was agreed as part of the LAA refresh process that no formal target will be set for this indicator in the medium term. The Department for Work and Pensions is currently replacing the Incapacity Benefit Allowance with Employment Support Allowance and will issue further guidance on when to reinstate the measure in due course. There was guidance by Communities and Local Government in December 2009 to allow the target agreed in 2008 to be renegotiated. At present the gap between Brent's performance and that of London is +1.4%. Brent has entered a joint venture bid with Working Links for Flexible New Deal Funding from September 2010.

6.5.6 ***18 Sports participation**- *The number of visits by young people (under 17) taking part in sport and physical activities at council owned sports centres (not part of a school, club or term time 'learn to swim' course).* Performance has worsened this quarter due to seasonal variations as noted in the previous quarter's report. However, the overall outturn figures for 2009/10 show that performance has been achieved.

- **A Borough of Opportunity**

A Borough of Opportunity				
				
	Low risk	Medium risk	High risk	No data
Percentage Quarter 4 PIs	33%	20%	27%	20%

6.6 Key risks for the council in this theme include: adult social care (timeliness of care assessments and carer services) and supporting vulnerable adults into independent living. Performance has improved this quarter with low risk indicators increasing by 13% mainly due to some medium risk indicators performing better. High risk indicators have more than doubled this quarter due to the economic situation affecting the number of work placements available. This report sets out the measures that have been put in place to respond to any poor progress towards the corporate objectives. Further explanation of the rest of the key indicators for the council is included in the Vital Signs appendix F.

Please note that two adult social care indicators were unavailable at the time of reporting, as was drug treatment data (see appendix A2).

6.7 LAA Priorities:

6.7.1 ***12 Improving access to employment for those with mental health needs** – *NI150 Adults in contact with secondary mental health services in employment.* Data quality issues were identified this quarter and are currently under review. However, based on the existing methodology for calculating performance against target, these have been met.

6.7.2 ***13 Income maximisation-** *Annual amount of additional benefit in payment as a result of advice and assistance provided by relevant services in the borough.* There are still no indicators or targets in place to monitor progress for this priority.

6.7.3 ***34 Increasing Self Directed Support** – *NI 130 Social Care Clients Receiving Self Directed Support per 100,000 Population.* Performance in January and February was high risk, by the end of March the risk level had reduced to medium. The direction of travel shows that performance is improving.

6.7.4 ***35 Brent Carers** – *NI 135 Carers receiving needs assessment or review and a specific carers service, or advice and information*





The accuracy of the data for this indicator is in question as there have been problems deciding the denominator. This has an effect on both the target and the actual collated figure. Based on current calculations, this indicator is at medium risk. Issues that continue to arise include poor number of carer assessment being undertaken. This is being addressed through training front care managers and front line staff. Another issue being addressed is poor

recording of carer assessment and outcomes of services. To tackle this problem, training and performance monitoring with heads of service is taking place.

6.7.5 ***37 Reducing delayed discharges and increasing admission avoidance – NI 131 Delayed transfers of care D41 and NI 131.**

Though the trends from June 2009- 31 March 2010, show that targets were met, the direction of travel shows that performance is getting worse.

- **One Community**

One Community				
				
	Low risk	Medium risk	High risk	No data
Percentage Quarter 4 PIs	38%	15%	29%	18%

6.8 Key risks for the council in this theme include: pressures on budgets as a result of the recession, housing needs, the limited numbers of school places versus demand and the continued need for more local foster care placements. Performance has deteriorated since last quarter with low risk indicators decreasing by 1% and high risk indicators increasing by 5%. The non-reporting of data remains high at 18% (from 9% earlier in the year). High risk is mainly seen in adoption and fostering, Special Educational Needs and homelessness. Work is underway to plan for improving school provision in the borough in future and the transformation programmes in children’s and adult’s social care are addressing key risks identified here. Further explanation of the rest of the key indicators for the council is included in the Vital Signs appendix F.

Please note that all human resources indicators were unavailable at the time of reporting. Some revenues and benefits indicators were missing targets (see appendices A3 and A4).

6.9 LAA Priorities:

6.9.1 ***21 Reduction in households living in temporary accommodation – NI 156 Number of households living in temporary accommodation**

There has been a significant reduction in the number of household in temporary accommodation.

6.9.2 ***22 Increasing Affordable Homes – NI155 Number of affordable homes (delivered gross).** A total of 679 homes were delivered in 2009/10 which exceeds the target of 458 for the year. 397 homes were delivered in quarter 4 alone, more than double what was delivered in quarters 2 and 3 where performance was high risk. The service is optimistic that the Mayor’s target of 1600 homes will be delivered over the 2008-11 LAA period.

- 6.9.3 ***23 Additional Housing** – *NI 154 Net additional homes provided*. This is an annual indicator which will be reported in due course for quarter four (lag in data). Current projections show that less 500 completions have taken place during 2009/10. These projections come from the Large Housing Sites which make up the Housing Completion Survey. This figure falls short of the 915 target of the London Plan target. Owing to this shortfall is the current economic climate, which has delayed the start of some housing schemes. Other than the recession, a severe winter delayed the completion of some housing projects.
- 6.9.4 *** 25 Youth crime prevention** – *NI 111 First time entrants to the criminal justice system aged 10-17*. Preliminary figures show that further reductions were made to the number of first time entrants in the criminal justice system. From quarter two, the trends show that there have been reductions each quarter. The Brent Youth Offending Service in partnership with the police has implemented a Brent Triage Support Programme. It is an intervention programme aimed at diverting first time entrants from the criminal justice system.
- 6.9.5 ***26 Child Obesity** – *CF/VS09.3 Number of families attending the 10-week MEND programme (child obesity)*. There were 25 families were recruited for the MEND programme. However, 5 families dropped out due to illness and personal circumstances and as a result performance dropped to high risk.
- 6.9.6 ***27 Improving Outcomes for LAC** – *NI063 Stability of placements of 'Looked After Children: Length of Placement*. This has been a challenging target, performance in 2009/10 was not achieved.
- 6.9.7 ***38 Volunteering** *The number of People Volunteering for 100 hours or more*. Performance against target was not achieved this quarter. Due to a possible lack of funding in the future, it is difficult to set any targets for 2010/11 at this stage.
- 6.10 **Comprehensive Area Agreement (CAA)**
- 6.10.1 A new set of national indicators was put in place to support the CAA regime which began on 1st April 2009. In June 2010 CLG announced its intention to end CAA which means the end of overall organisational assessment ratings for councils (and Fire Authorities), along with the two supporting Use of Resources and Managing Performance ratings. It also means the end of the 'area assessment', which covers public service delivery across local areas, and the red and green flags that flow from that. The National Indicator set has been reduced from 198 to 180 and the new coalition government has signalled its intention to reduce the burden of its performance management framework further in due course.
- 6.10.2 However as effective performance management is the principal driver to deliver service improvements, the Council will continue to use the National Indicator set and ensure local key performance indicators are in place to

maintain alignment with corporate priorities and facilitate rigorous and robust performance monitoring and reporting.

7.0 Financial implications

7.1 These are set out in the body of the report.

8.0 Legal implications

8.1 The capital programme is agreed by Full Council as part of the annual budget process. Changes to, or departures from, the budget during the year other than by Full Council itself can only be agreed in accordance with the scheme of Transfers and Virements contained in the Constitution. Any decisions the Executive wishes to take and any changes in policy which are not in accordance with the capital budget set out in March 2010 and are not covered by the Scheme of Transfers and Virements will therefore need to be referred to Full Council.

8.2 The Director of Finance and Corporate Resources is satisfied that the criteria in the scheme are fulfilled in respect of the virements in the report.

9.0 Diversity implications

9.1 The diversity implications of budget proposals are considered at all stages of the budget process. This includes growth and savings proposals and the production of service development plans. Equality Impact Assessments have been produced for the main budget amendments included in the report.

10.0 Background documents

- 10.1 Corporate Strategy 2006/10
- Community Strategy 2006/10
- Local Area Agreement 2008/11
- Budget Report 20/10/11

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BUDGET VIREMENTS 2010/11

1. In April there a number of changes to Area Based Grant (ABG) funding. An additional £26k was allocated to Brent with £16k for Connexions, £8k to carry out a tenants' survey as part of NI 160 and a further £2k for Social Housing Guidance. These have been allocated to Children & Families and Housing respectively.
2. Monies of £85k held centrally for job evaluation staff as part of the remuneration strategy budget need to be vired to Business Transformation to cover two posts.
3. A transfer of £66k needs to be made to Streetcare in Environment and Culture to reflect a reduction in the contract phasing for the street lighting PFI. These monies will contribute towards the One Council Programme.
4. A virement of £46k needs to be made between Streetcare and Policy and Regeneration Unit for a graffiti anti social behaviour caseworker to reflect the funding arrangements.
5. The Revenue and Benefits/ One Stop Service review has been finalised and went live on the 1st July. Monies need to move between the two areas to reflect the revised structure with £487k of savings being generated towards the One Council Programme.
6. As part of the winding up of the Middlesex House Scheme £880k of budgets held by Housing need to be transferred to the centre to help meet the costs of the settlement.
7. The decision to cut 50 management posts in 2009/10 needs to be reflected in service area budgets. This has generated £2.501m of savings with a contribution of £2.308m towards the One Council Programme.
8. The allowance for the increase in Freedom Pass costs for 2010/11 was held centrally as part of the budget process. A transfer of £1.309m now needs to be made to the Adult Social Care budget to meet these additional costs.
9. A budget of £750k was agreed as part of the budget process for Building Schools for the Future. This needs to be transferred to Children & Families to meet the current commitments to date.
10. The Department of Education allocated £244k of area based grants to support the administrative duties associated with the transfer of responsibilities from the Learning Skills Council. These monies now need to be passed over to Children & Families.
11. The Rewarding Performance Gold Project included an agreed budget saving of £1m related primarily to closer management of all pay allowances but particularly overtime. This saving has now been allocated across service areas.
12. From 1 April 2010 internal charging ceased in a number of areas including public notices, recruitment advertising and administration, Criminal Records Bureau checks, interpretation and translation services, postage, occupational

health services and training centre usage. These costs amounting to £1.841m have now been centralised within the People Centre, Communications and Diversity and Property and Asset management.

13. Certain registrar services are now shared between Brent and Barnet and a saving of £25k has been identified against the Improvement and Efficiency Programme.

	Children & Families £000	Environment & Culture £000	Housing & Community Care £000	Business Transformation £000	Central Units £000	Finance & Corporate Resources £000	Central Items £'000
PFI Streetlighting		(66)					66
Area Based Grant	16		10				(26)
Graffiti Caseworker		(46)			46		
Revenue & Benefits and One Stop Shop Review				(775)		288	487
Middlesex House			(880)				880
Fifty Management Posts	(709)	(564)	(580)	(261)	(199)	(188)	2,501
Freedom Pass			1,309				(1,309)
Building Schools for Future	750						(750)
Learning Skills Council	244						(244)
Rewarding Performance	(203)	(322)	(199)	(88)	(42)	(146)	1,000
Internal Charging	(777)	(355)	(311)	1,403	(39)	79	
Shared Registrars Service					(25)		(25)
Job Evaluation				85			(85)
Total	(679)	(1,353)	(651)	364	(259)	33	2,545

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Analysis of central government grant reduction 2010/11

Grant	Amount £000	Service Provided from Grants	Proposal
Children and Families	1,882	See attached.	
Supporting People Administration	171	Current administrative expenditure is below the £171k grant level.	This function provides administrative backup to the £12.807m programme of Supporting People. Funding will therefore have to be found from the overall programme, which will reduce the level of services that can be commissioned.
Working Neighbourhood Fund	57	The Fund provides Language To Work Service for local residents for the next 2 years, with 12 classes a year.	The loss of £57k is likely to reduce classes to 10 per year, or provide 12 classes for 21 months.
Prevent	102	The Prevent Grant allows Local Authorities to build the capacity of individuals, organisations and Communities to take the lead on tackling extremist influences. £148k is now available for distribution.	Decisions on the distribution of the reduced allocation will be made by the Prevent Board.
Housing and Planning Delivery	390	The grant is integrated into the overall budget of the Planning Service.	Reduction of one Principal Planning Officer post (Area Planning), and one Planning Officer post. Total saving £90k over year. This reduction is dependent on decision making efficiencies through changes to the delegation agreement to determine planning applications by officers if the service is to maintain performance at its present level. Wembley Town Centre Manager post and remaining town centre management budget £100k. This is the last of the Council's town centre management post. The reduction will impact on various town centre promotions and working with local businesses and will curtail progress on taking forward a town centre strategy. Other savings will be achieved by reducing legal advice (£50k), consultancy for specialist studies (£100k) and external support for advocacy.
Free Swimming Grant	143	Grant provided to allow free swimming to older people and children under 16.	The free swimming for older people and the disabled during all public swimming sessions is already provided under the two leisure management contracts so will continue

Analysis of central government grant reduction 2010/11

Grant	Amount £000	Service Provided from Grants	Proposal
			<p>unaffected. We will continue to offer free swimming for Under 16's during all public swimming sessions until 1st September (i.e. until the end of the school holidays). After then we will revert back to the provision within the two leisure management contracts of offering free swimming for Under 16's during weekdays for 5 hours per day during the school holidays.</p> <p>The programme of crash courses for children during the summer holidays will be delivered and then cease from September onwards.</p>
Performance Reward Grant	1,822	This represents 50% which was to be earmarked for direct investment to deliver projects within the One Council Programme.	The savings target within the One Council Programme has been increased to try to meet this shortfall. This has moved the target date forward when the Programme becomes self-funding.
Performance Reward Grant	1,345	See below. This relates to the 2010/11 programme and are the full year costs.	
Total	5,912		

Programme Funded by Performance Reward Grant 2010/11

Grant	2010/11 £'000	Service Provided for Grant	Proposal
<u>Growth Funded by Performance Reward Grant</u>			
The Local Area Agreement (LAA) team	209	The Local Area Agreement team is currently funded from performance reward grant received as a result of stretch targets in the first round of Local Public Sector Agreements. Funding at this level is needed for three years if the Council is to support the Local Strategic Partnership (LSP) and LAA2 process.	The future LAA and the reward grant for this round is still unclear. Expenditure will be minimised until the future of LAA is clear.
Domestic Violence Prevention Programme	71	The monies allocated contribute to an advocacy service based at Kilburn Police Station.	This element of the overall prevention programme would be halted.
Volunteering Programme	60	Volunteering work has previously been funded as a stretch target through the use of reward grants. The Reward Grant would have been passed to BRAVA.	The scheme would be halted.
Sports Development for disabled children and diversionary activities for children at risk of getting involved in crime.	287	The Council will cease support for three projects: (i) encouraging adults to become more physically active; (ii) sport as a diversionary activity from crime and anti social behaviour and (iii) sports activities for disabled children. Staff organised a wide range of activities including walks programmes, inclusive sportsability club, football for downs syndrome children and football projects with 'at risk of offending' young people. They worked closely in partnership with a range of organisations including MENCAP, Brent Mind, Special schools, Youth Offending Team, ASB teams, Safer Neighbourhood Officers, community groups.	The various schemes would be halted with part year savings and the loss of 2.6 officers employed on these three projects
Sustainability Green Zones	90	The scheme was conceived by a resident, and uses residents to spread the environmental message. There are 12 confirmed Green Zones in the borough, with more in development. The scheme is a resident-led programme for responding to climate change, developing and leading environmentally sustainable lifestyles, and giving residents a reward for being environmentally friendly.	Project support would be halted with the loss of two staff.
Climate Change, NI 185 and NI 186	155	This includes a range of work to tackle climate change. Work includes monitoring carbon emissions. Other areas include projects to create climate change champions, work with community groups and businesses and the Brent Sustainability Forum.	Work would be at a level to meet the statutory minimum.
Libraries - Book Stock	100	This was also provided in 2009/2010 to add to the stock level to improve borrowing performance (which is low in Brent) and make the library stock more attractive. The total stock fund has not yet been committed for 2010/2011 which makes a full saving possible. The £100k was to be spent on targeted improvements with £50k	This is one-off additional growth, which can be halted.

Programme Funded by Performance Reward Grant 2010/11


Grant	2010/11 £'000	Service Provided for Grant	Proposal
<u>Growth Funded by Performance Reward Grant</u>			
		earmarked for Willesden Green Library	
Directorate - Loss of land charges income	200	The 2010/11 income target for Land Charges is £596K with the provision of £200K from the Performance Reward Grant to meet a potential income deficit. The income shortfall for 2009/10 was £29K (£417K against a target of £446K). Income received for Quarter 1 April to June 2010 shows a £28K shortfall against a profile of £133K, which <i>may</i> lead to an income deficit of £120K for the full year.	At present this is a budget risk that may not materialise. If it does it will need to be met from other budgets.
Private Housing Services	83	Demand for Disabled Facilities Grants recently has increased significantly. Budget growth of £83k was provided to address this in a full year, with the provision of two additional surveyors. This area is key given the backlog in the Occupational Therapy Service and the need to get the waiting list down and the concerns raised by the CQC.	This loss of funding will be absorbed by increased capitalisation and there is capacity in the capital programme to do this. Minimal impact therefore.
Income Maximisation	90	The focus is on reablement and hospital discharge projects, supporting 500 people between now and March 2011. This includes working on a pilot with the One Stop Service to assist customers with income generation and working with the Housing Employment Link Project.	Most of the work would cease, with a small portion continuing.
Total	1,345		

Children & Families Area Base Grant Allocations 2010/11

ABG Grants	Original Grant £'000	Total Reduction Proposed £'000	Proposal
Carers	343	68	Reduction in care at home packages
Connexions	2,486	101	Non-renewal of 4 contracts wef. 1.9.2010. This includes 2 posts with the leaving care team, 1 with education welfare, and 1 with housing. Also reduce contracts with voluntary sector by 50%.
Children's Social Care Workforce	185	36	20 % reduction in social work training.
Care Matters White Paper	485	71	£36k is non recurring through in-year recruitment lag.
Child Death Review Processes	78	26	Projected underspend
Young People's Substance Misuse	175	26	Reduction in outreach work and targeted support.
CAMHS	1,044	162	Renegotiated contract with CNWL, which includes decommissioning of services in Freeman Family Centre and CIST
Children's Fund	1,038	211	Reduced contract for ESOL classes for BACES. Decommissioning of contracts to Brent Citizens Advice Bureau; Excell3 Ltd, who provide parenting support for vulnerable families; Relate; African Child which provides targeted sexual advice and support. De-commissioning of e-safety programme.
Teenage Pregnancy	134	27	Reduced service provision to children at risk of becoming parents.
School Development Grant (LA element)	845	60	Post deletions.
Extended Schools Start Up Costs	379	100	Reduced commissioning budget for Local Partnership Boards.
Primary National Strategy - Central Co-ordination	155	33	Reduce primary maths post (vacancy) from 1 fte to 0.5 fte.
Secondary National Strategy - Central	162	44	Reduce secondary english post (vacancy) from 1 fte to 0.5fte. Reduce secondary science post from 0.6 fte to 0.4 fte
School Travel Advisers	25	13	Will impact on provision of school travel advice
Choice Advisers	46	22	Less choice advice provided to parents, but school admissions team will endeavour to provide enhanced advice where possible
Sustainable Travel General Duty	18	9	Reduced service.
Extended Rights to Free Transport	11	9	Reduced service.

Children & Families Area Base Grant Allocations 2010/11

ABG Grants	Original Grant £'000	Total Reduction Proposed £'000	Proposal
Other Grants			
Youth Opportunities Fund	178	45	Re-prioritise/reduce schemes
Think Family	430	326	Reduction in parenting support available at universal and targeted levels and reduction in Family Intervention Programme.
Playbuilders	442	75	Ceasing or scaling back agreed schemes to extend play facilities.
Brent Irish Advisory Service	50	24	The service is working with few social care families directly.
Brent Community Friends	50	30	The work of the service has been largely duplicated by the participation officer working with the Children in Care Council, although there will be some loss in services provided directly to looked after children.

	<p style="text-align: center;">Performance & Finance Select Committee 27 July 2010</p> <p style="text-align: center;">Report from the Director of Policy & Regeneration</p>
For Action	Wards Affected: ALL
Performance & Finance Select Committee Work Programme	

1.0 Summary

- 1.1 This report sets out some of the criteria the committee should consider when developing a work programme for 2010/11.

2.0 Recommendations

- 2.1 That the Performance & Finance Select Committee discusses potential topics for inclusion in the 2010/11 overview & scrutiny work programme.

3.0 Detail

- 3.1 A well planned work programme is a critical component of a successful overview & scrutiny function. A programme of carefully selected topics can help engage the public, connect with the council's priorities, community concerns, and has the potential to add value to the work of the council. It is therefore important that this committee's work programme is developed and agreed by its members.
- 3.2 The committee can scrutinise different subject areas in different ways depending on the subject size and the depth of investigation required. This can be done by in depth task groups, issue specific meetings, or short discrete agenda items. In all cases the Performance & Finance Select Committee has the power to require the attendance of the council's Executive and officers to answer questions at their meetings. The Local Government and Public Involvement in Health Act 2007 also gave overview and scrutiny committees power to require information from 'relevant partner organisations'.

3.3 It is possible that the committee will have more subject areas that it would like to consider than time and resources available. To help prioritise the committee should consider the following criteria:

- Whether overview and scrutiny investigation will lead to an effective outcome / impact
- The degree of fit with corporate or community strategy priorities
- Public concern
- Stakeholder or partner concern
- Scope for efficiency gains
- Whether it duplicates other work?
- Time and resources

3.4 To help the committee put together its work programme for 2010/11 a number of items follow up on previous work or are requests made by the committee during the last municipal year are set out below.

- Tackling Anti Social Behaviour in Brent
- RSL Performance Report
- Quarterly Performance Reports
- In-depth reviews of Local Area Agreement and other partnership targets

3.5 Committee work programming is an on-going process and members are strongly encouraged to suggest items for review as and when they arise. Suggestions can come from;

- Ward issues that are also relevant across the borough,
- The local impact of a major national issue, for example the concerns about the impact on services of the economic climate
- Members of the public.

3.6 Members will be aware that a new overview & scrutiny structure will be introduced in the autumn and the Performance & Finance Committee will cease to exist in its current format. To ensure a wide a range of views on potential work programme topics are put forward to the new committees a survey has been sent out to all members asking for their views. In addition an event is being organised for the end September which will bring together members, partners and community groups and will provide an opportunity to bring a wide selection of issues back to the next cycle of meetings.

3.7 Once a long list has been developed the new committees will spend some time deciding which to include in the work programme and which to disregard. It is important to acknowledge there isn't the time or resources to consider all issues of concern and as a result issues have to be prioritised.

5.0 Financial Implications

51 None

6.0 Legal Implications

6.1 None

7.0 Diversity Implications

7.1 None

8.0 Staffing/Accommodation Implications (if appropriate)

8.1 None

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