



# One Council Overview and Scrutiny Committee

**Tuesday, 8 February 2011 at 7.30 pm**

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

## Membership:

### Members

Councillors:

Castle (Chair)  
Colwill (Vice-Chair)  
Beckman  
Chohan  
Lorber  
McLennan  
Sheth  
Van Kalwala

### first alternates

Councillors:

Brown  
BM Patel  
Long  
Hirani  
Matthews  
Harrison  
Kabir  
Denselow

### Second alternates

Councillors:

Beck  
HB Patel  
Mashari  
Hossain  
Brown  
Hector  
Kataria  
Gladbaum

**For further information contact:** Anne Reid, Democratic Services Officer  
020 8937 1359 [anne.reid@brent.gov.uk](mailto:anne.reid@brent.gov.uk)

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[www.brent.gov.uk/committees](http://www.brent.gov.uk/committees)

**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 Apologies for absence	
2 Minutes of the previous meeting	1 - 6
3 Matters arising (if any)	
4 Deputations (if any)	
5 Review of Employee Benefits project	7 - 18

This report sets out progress on the Review of Employee Benefits project.

**Ward affected:** All wards      **Contact Officer:** Clive Heaphy, Director of Finance and Corporate Services  
Tel: 020 8937 1424  
clive.heaphy@brent.gov.uk

6 Customer Journey Project	19 - 32
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In October, the Housing and Community Care department provided a report on the Customer Journey Project to the overview and scrutiny committee. This report provides an update on the Customer Journey project, and sets progress and further expected progress within the context of how other London boroughs are performing and how Brent are performing within a national context.

**Ward affected:** All wards      **Contact Officer:** Alison Elliott, Adult Social Care  
Tel: 020 8937 4230  
alison.elliott@brent.gov.uk

7 Future Customer Contact Project	33 - 40
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This report updates on progress with the Future Customer Services project (previously known as Reshaping Customer Contact). As part of the One Council programme, work has been carried out to identify opportunities for service improvement and efficiencies in delivering customer contact services. The detail below sets out current service issues and outlines plans which are being put in place to deliver

improvements and efficiencies.

**Ward affected:** All wards      **Contact Officer:** Phil Newby, Director of Strategy, Partnerships and Improvement  
Tel: 020 8937 1032  
phil.newby@brent.gov.uk

## 8 Performance Review Quarter 2

41 - 58

This report summarises Brent Council's spending, activity and performance in the second quarter of 2010/11 and highlights key issues and solutions to them. It takes a corporate overview of financial and service performance and provides an in depth analysis of high and medium 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.

**Appendices circulated separately**

**Ward affected:** All wards      **Contact Officer:** Clive Heaphy, Director of Finance and Corporate Services, Phil Newby, Director of Strategy, Partnerships and Improvement  
Tel: 020 8937 1424, Tel: 020 8937 1032  
clive.heaphy@brent.gov.uk,  
phil.newby@brent.gov.uk

## 9 One Council Programme update

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The One Council Programme, which was launched in 2009, fundamentally changes the way the council carries out its business. It has already delivered £13m of savings in 2010/11 and will deliver a further £22m in 2011/12 with further savings in future years. The overall status of the programme is amber.

**Ward affected:** All wards      **Contact Officer:** Phil Newby, Director of Strategy, Partnerships and Improvement  
Tel: 020 8937 1032  
phil.newby@brent.gov.uk

## 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 64.

## 11 Date of Next Meeting

The next scheduled meeting of the One Council Committee is on 22 March 2011.



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



## MINUTES OF THE ONE COUNCIL OVERVIEW AND SCRUTINY COMMITTEE Wednesday, 8 December 2010 at 7.30 pm

PRESENT: Councillor Colwill (Vice-Chair, in the chair) and Councillors Beckman, Chohan, Lorber, McLennan, Sheth and Van Kalwala

Apologies were received from: Councillor Castle

### 1. **Minutes of the previous meeting**

RESOLVED:-

that the minutes of the previous meeting held on 13 October 2010 be approved as an accurate record of the meeting.

### 2. **Matters arising**

None.

### 3. **Direct Services Transformation Project**

The Committee had before them the report from the Director of Housing and Community Care which set out the results of the consultation on the draft Day Opportunities Strategy which was a precursor to the transformation of buildings-based, directly provided adult social care with options and a recommended course of action. Alison Elliott (Assistant Director, Community Care) introduced the report and outlined the consultation process that had commenced following the decision of the Executive in July 2010. The aim was to provide services appropriate to the personalisation and choice agenda. Buildings could be closed in some areas with services re-provided in others.

Alison Elliott summarised views expressed by service users and carers who, while in favour of a more personalised service had concerns about the possibility of closure of any existing premises. They wanted to stay with their friends and there were feelings of vulnerability. The Assistant Director advised that option 4 was being recommended to the Executive, which involved and the increase of levels of independence by 30% and the sale of the day centres at Stonebridge and Strathcona with the new John Billam Resource centre providing for users from Albert Road Day Centre and ASPPECT, a provider of day services for adults with autistic spectrum disabilities, currently located on the Strathcona site. The new John Billam would be the buildings base for those assessed as in need. There would be significant savings given the need for less building space, staff and care staff.

The Assistant Director outlined the terms and implications of the other options that would be put to the Executive. Option one, involving no change from the present,

requiring £150,000 investment to carry out repair works to the Stonebridge Day Centre which was currently underutilised. While this option was preferred by users and carers, it did not meet the personalisation agenda nor the draft day care strategy. Option two, to invest a further £850,000 approximately in Stonebridge to ensure it was fit for purpose, with the current service model in the same buildings. Current Stonebridge users would have to be relocated but there would be no increase in capacity. This option was supported by service users and carers. Option three was to retain the Strathcona Centre and to close Stonebridge. The Assistant Director advised that options one, two and three were supported by users and carers. Options one and two were not considered by officers to be aligned to the draft Day Opportunities Strategy and would have little or no impact on the levels of independence. A further option had been put forward by users and carers namely to use Millennium Day Centre for people with learning disabilities.

The Assistant Director emphasised that option four was dependent on thorough, independent and transparent assessments during which users could have present supporters of their choice. She acknowledged the lack of trust felt by carers and service users. In any event, there would be a regular review of service to give people the best level of care. Alison Elliott acknowledged that service users and carers wanted the service to improve however there was a difference of opinion as to how this could be achieved. She then referred members to the equality impact assessment that was appended to the report from the Director of Housing and Community Care and assured the meeting that people's independent needs could be met, respecting individual choice and control. Staff would need to be consulted separately should the Executive agree option 4.

Members sought clarification of the number of places that would be available under each option and were advised that both Strathcona and Stonebridge Day centres have capacity for 130 each and currently have 69 and 39 users attending daily respectively. There was presently no additional demand and staffing levels had not been adjusted to the minimum required.

Ms Manek and Ms Rina Hirani addressed the meeting to set out how carers and service users perceived the consultation process. Ms Hirani stated that they had spoken to many carers and the widely held view was that the concerns they had expressed had only been noted and not taken into account. They sought information on the closure timetable and a full picture of what would replace it and how it would be delivered and they felt that the case studies presented as part of the consultation were irrelevant. At the first consultation meeting, the closure options had been greeted with shock, anger and suspicion. Service users and carers were concerned about the future of Strathcona Day Centre. They questioned the statistics presented and felt they should be taken in the context of the total number of potential users.

Ms Manek, also speaking on behalf of service users and carers put that the council was making an artificial link between the building base and the service. It should not be necessary to move carers to another building in order to achieve the service delivery objectives and value for money. It should be possible to make the Stonebridge Day Centre fit for purpose for less than the anticipated sum, or to only use part of the site and to do likewise at Strathcona. In this way users could have a base in both the north and south of the borough. Ms Manek stated that the financial business case made assumptions about the potential number of service users but it

was the same people under consideration in all the options. Another factor raised by Ms Manek was the impact of the proposals on the health of carers who were becoming stressed at the thought of not being able to cope with the revised arrangements and some were considering putting their family members into care homes. This would result in additional costs to the tax payer. Finally Ms Manek expressed concern at the possibility of fair access criteria being revised and of current service users being significantly downgraded as a result of their reassessment.

In discussion, members asked questions concerning what would happen if following re-assessment it was not possible to increase the level of independence to 30%, the transparency of the assessment process and to comment on the perception that view service users and carers' views had not been taken into account. The Director of Housing and Community Care, Martin Cheeseman, confirmed that should the level of independence not be achieved, he would be reporting back to members. The council had up until then to transform the service to be provided. Alison Elliott added that the council intended to involve carers in what would be transparent assessments and to support them. There was no wish to act quickly. Regarding views expressed the Assistant Director referred to the three waves of consultation and felt that the shock and emotions expressed during wave one had been reflected honestly in the report. The report had also made clear carers preferred options. The department had tried to present pen pictures of direct service provision and to have available people who received service in this way. She also confirmed that there was no intention to revise the eligibility criteria; those eligible would continue to have a service. Once complete, the indicative budget would be calculated and a support plan developed. At this stage, voluntary sector agencies could be involved. Service users would be given opportunities to try different types of service provision and respice care would continue to be available.

Members also questioned how long it would take to carry out all the assessments and the number of current users compared to the provision that would be available at the new John Billam site. The Assistant Director confirmed that one case manager was expected to carry out assessments for two persons in a day, on average, and that the process was expected to be completed by May 2011. Taking into account current users at the Albert Road Day Centre and ASPPECTS there were potentially 160 service users involved and places for only 60 at John Billam. The Assistant Director accepted that judgements of independence and support required would be crucial. Martin Cheeseman confirmed that once the new premises at John Billam were available, should it be found that more people required building based support, the Strathcona Centre could still be available and he would report back to the Executive. The committee noted that the buildings to be closed, Stonebridge and Albert Road day centres, were both in the south of the borough and the question was raised regarding the environmental impact of services users being transported to the north of borough. The Director pointed out that the introduction of themed day centres some years ago had increased transportation time but he agreed that the environmental impact could also be considered.

Consideration was then given to alternative options of using parts the existing sites at Stonebridge and Strathcona, the Bridge Park centre or libraries. The Director advised that any premises used would need to be adapted and it would be difficult to sell part of a site.

From the feedback received the importance of being able to maintain friendship groups was accepted and the Director added that consideration could be given to developing support to allow them to meet in different ways and to also using the Millennium Centre as a base. He acknowledged that new users were likely to be able to be better placed to accept the use of new facilities and it was noted that the report to the Executive did indicate that option four was dependent on the outcome of assessments and having time for people to adjust.

Ms Manek then summarised the carers and service users' comments on the consultation. She felt that while their concerns were captured in the report, they were not reflected in the recommendations. Ms Manek felt that places should be kept in case of emergency and reminded the meeting that the different needs of young and older people should be taken into account. She urged members to visit the families so they could more fully appreciate how they felt about the proposals.

#### RECOMMENDED:

- (i) that officers report back in the event of any problems in implementing the recommended option 4;
- (ii) that the Strathcona Centre be kept open as a safety net in the event of the projected number of service users being higher than anticipated as a result of the 30% projected percentage level of independence not being achieved following individual assessment.

#### 4. **One Council Programme Update**

The committee received a report on the One Council Programme designed to target reductions in the operating costs of the council to help deliver efficiency savings while minimising the impact on front line services to the public. Members heard that there were currently 24 projects at different stages of development, some of which would have major impacts on the council's infrastructure or be transformational. Others reflected changes currently taking place such as carbon management and the development of the civic centre. The Director of Strategy, Partnerships and Improvement advised that approximately £22m was due to be saved in the coming year and benefits would be tracked to ensure delivery. He drew members' attention to the summary of progress to date.

Members enquired whether the programme was on track and heard that it was currently, for this year and next. The Director set out the supporting roles of the Programme Board and Project Management Office and advised that the majority of programme support came from within the council. On the staffing and structure review project, he advised that this had emerged from an external review which had identified that the council had a high ratio of staff in supporting roles in comparison to those with operational/front line responsibilities. It was intended that the number of managerial posts would be reduced providing a more rational structure. Agency staff were being considered first however many were working in social care which was a difficult area. To date, 350 posts had been deleted and it was recognised that the next wave of the review would be more challenging as now there were less opportunities for voluntary redundancy or early retirement. On the question of



consultants, the Director advised that these would be engaged competitively for a fixed price, to quickly deliver on specific tasks.

The committee noted the report.

## **5. Complaints Annual Report**

The report from the Director of Strategy, Partnerships and Improvement introduced by the Corporate Complaints Manager, provided members with an executive summary of the key issues contained in the complaints annual report 2009/10. Members heard that the number of complaints had increased by 5% in comparison to the previous year. In the case of revenues and benefits, the increase was in part due to the significant increase in the number of new or change in circumstance claims dealt with, however, the service has witnessed major improvements over the past year which has contributed to a projected 70% decrease in complaint numbers in 2010/11. The Corporate Complaints Manager advised that the council had not met the target of responding to 85% of all complaints within the relevant timescale however he was pleased to report that the Ombudsman had only investigated 77 complaints (2%) of the total received and there had been no findings of maladministration, the best result for a London borough. The committee heard that new regulations which introduced a simplified one stage process for all social care complaints and been a major change for staff who had performed well and risen to the challenge. The committee were advised that as part of the wider council reorganisation, departmental complaints teams reported Corporate Complaints Manager within the Strategy, Partnerships and Improvement Department with effect from October 2010 and systems would be in place to promote consistent joined up complaints management across the council. It was noted that with effect from October 2010, the areas that the Ombudsman could investigate were extended to include complaints about self-funded care provision in respect of adult social care complaints. For the future, the focus would be on reducing the levels of investigation and a robust approach to follow up and resolving issues.

Members questioned the amount spent on compensation payments and heard that this had increased as the council was following best practice, avoiding escalation and saving money in the longer term. The Corporate Complaints Manager agreed to provide information on the number of cases involved. Staff would continue to be encouraged to deal with complaints at the first point of contact. The committee noted that reductions in service resulting from savings from the council's savings and efficiency programme could lead to an increase in complaints and staff would be encouraged to provide customers with detailed explanations for any changes to service provision. Members discussed possible reasons why it was difficult provide information for equalities monitoring and heard that complainants were often reluctant to complete the required forms (which were readily available) in case it impacted on how their case was dealt with. Notwithstanding this, members still felt that a breakdown of the available data would be useful.

The committee noted the report.

## **6. Carbon Management Programme**

The committee received a report on the Carbon Management Programme which aimed to reduce the council's CO<sub>2</sub> emissions across all council operations; reduce

costs and take advantage of opportunities of generating income from the 'Feed in Tariff' a central government initiative to promote the take up of small scale renewable and low carbon electricity generation technologies. Carbon management was in the One Council efficiency programme and a business case was being prepared on how to implement individual projects to reduce CO2 emissions and to identify the additional resources that would be required in order to minimise the Council's obligations under the CRC levy, to reach the 25% CO2 reduction target by 2014 and to maximise the income from the Feed in Tariff.

In discussion, members noted that the Transportation Unit would be considering transportation and travel, focussing on business travel.

The committee noted the report.

## **7. Any Other Urgent Business**

### *Work Programme*

It was noted that the following projects were due for discussion at the next meeting:

- Customer Contact project
- Customer Journey project
- car repair and spray painting garages task group
- Civic Centre
- review of Employee Benefits Project

The meeting closed at 9.20 pm

R COLWILL  
Vice Chair, in the chair



**One Council  
Overview and Scrutiny Committee  
8 February 2011**

**Report from the Director of  
Finance and Corporate Services**

**Review of Employee Benefits Project**

**1.0 Summary**

- 1.1.1. In November 2009 a Business Case for the Remuneration and Performance project was submitted to Corporate Management Team (CMT). The Remuneration and Performance project was approved and brought into the One Council Programme renamed as the Rewarding Performance project. The Rewarding Performance project was streamlined into five work streams. Three of the work streams focused on Remuneration and two work streams focused on Performance and Generic Job descriptions.
- 1.1.2. In August 2010 the One Council programme Board reconfigured the Rewarding Performance project so that the two non-remuneration work streams became separate HR projects outside of the One Council Programme. The three remaining remuneration work streams now form the 'Review of Employee Benefits' project.
- 1.1.3. Workstream Three timings will dovetail with the implementation of Wave 2 of the Staffing and Structure review. The high level project plan is attached as Appendix A.

**2.0 Recommendations**

- 2.1. That the committee notes this report which updates on the project.

**3.0 Detail**

**3.1. Progress Made to Date with Remuneration Matters across the Council**

- 3.1.1. The following remuneration activities and milestones were achieved under the previous Rewarding Performance project:

### 3.1.2. Harmonisation of London Weighting

- Identified that approximately 874 staff received a higher rate of London Weighting allowance which equated to an additional spend of £1.25m a year above the outer London Weighting allowance
- Member commitment was obtained to proceed with individual staff consultation because a collective agreement with the Trade Unions (TU) failed
- Individual offers were made to staff and all but 92 have accepted one of the following offers which was made to them:-
  - Offer A: lump sum payment equivalent to the difference in current London Weighting and outer London weighting (lump sum payment cap of approximately £1,700) or
  - Offer B: continued payment of current London Weighting for a period of one year
- This work stream is estimated to make a part-year saving of £625k in 2011/12 and an additional £625k in 2012/13 (equivalent to a full year saving of £1.25m in 2012/13)
- Trades Unions were opposed to this measure initially but latterly, there has been no further representation on this issue.
- Paper for PGC to confirm the next steps is underway. This is likely to recommend that the remaining staff are to have a 30-day consultation period to offer them a final chance to accept an offer, but if they do not they would receive termination of their existing contract, with a simultaneous offer of a new one with the harmonised London Weighting.

### 3.1.3. Overtime

- £1m was removed from departmental budgets for 2010/11 and ongoing analysis shows that this has been sustained
- Ongoing review of the potential to remove further amounts from departmental budget through changing cultural management habits in the use of overtime

### 3.1.4. Allowances

- Analysed spend to date to determine where priorities for tackling and removing allowances lay
- Staffing and Structure workforce reduction shows that some staff in receipt of legacy payments have left the organisation, so spend on allowances has been reduced by natural wastage
- A robust review of Honoraria and Acting Up allowances led to a departmental spend reduction of approximately £120k (deductions were incorporated into the £1m reduction in departmental overtime budgets)
- The review led to a cleansing of 200 pay elements. This was reduced by 70 pay elements and some spend was reclassified to enable further analysis to be more accurately assessed. Further scope for rationalisation will be explored.

- The findings to date show that Brent currently has approximately 130 pay elements, those that relate to allowances have been categorised under 8 headings:
  - Additional duties/acting up payments
  - Miscellaneous allowances
  - Legacy allowances
  - Overtime allowances
  - Retention
  - Travel/subsistence
  - Unsociable Hours
  - Weekend Working
- Staff data and payment information under each of the eight headings have been analysed. However further data analysis needs to be undertaken to cross match the data under the eight headings to fully understand the number of staff who receive either single or multiple allowance payments.
- Commenced reviews of marketing supplements in all departments where this exist, this task should be completed by the end of November 2010.

### **3.2. Project Context**

- 3.2.1. The focus of the overall One Council Programme is on improvements and efficiencies and this project focuses on balancing a Reward Strategy which *incentivises* the workforce but remains *affordable*. This will lead to a reduction in the pay bill and the harmonisation of terms and conditions to ensure a 'one council' approach to remuneration and associated terms and conditions.
- 3.2.2. The eventual aim is a 'Total Reward' approach to pay and terms and conditions. This will require a new work stream/project when the project reaches this point.
- 3.2.3. Changing terms and conditions which are either implied or explicit contractual terms and conditions requires careful handling to ensure minimum disruption to services and continued employee engagement, motivation and morale through turbulent and changing times.
- 3.2.4. Additionally changing terms and conditions has to be done within a legal framework to minimise exposure to costs and employment tribunals. Such exposure through employment tribunals could lead to reputational damage through the negative media coverage
- 3.2.5. National employers are in a process of negotiating on a series of terms and conditions which could achieve some of the same results that this project is aiming to achieve i.e. reductions in expenditure. If this is achieved at a national level it will constitute a collective bargaining agreement and employees contracts will be changed without the need for local consultation and without the need for termination and re-engagement. Therefore some of the national terms and conditions will not be considered as a priority for Work stream 3 (Move to Brent Core Contract), until the national

perspective is clearer (i.e. sickness and pay for such items as night work and non-standard working patterns).

3.2.6. The Council currently has:-

- 48 grade titles including grades which are not set by national negotiating bodies
- Repeats of grade titles used by schools with a variety of spine ranges
- 143 annual salary amounts
- 5 negotiating bodies which set national terms and conditions

3.2.7. The Council also:-

- evaluates approximately 400 posts a year
- pays over £1m in protected London weighting to 860 staff
- has allowances which have not been reviewed, because the single status agreement has not been fully concluded and therefore the original project outcomes have not been fully realised

### **3.3. Project Objectives**

3.3.1. The overall project objective is to harmonise and reduce expenditure on staff remuneration to ensure a 'one council' approach to remuneration and associated terms and conditions.

The specific Work stream objectives are as follows:

#### **Work stream 1 - Harmonisation of London Weighting**

- Current situation: approximately 874 staff receive a higher rate of London Weighting allowance which equates to an additional spend of £1.25m a year above the outer London Weighting allowance
- **Objective:** Harmonise London Weighting in Brent to national pay levels which could save £1.25m in a full year from 2012/2013 which will be done by concluding the current staff consultation process

#### **Work stream 2 – Overtime**

- Current situation: In 2009/10 the council spent £2.4m a year in overtime payments to staff. The Rewarding Performance project achieved a reduction of a £1m in the overtime budget across departments for 2010/11. Therefore there is approximately £1.4m a year spend in overtime payments that should be addressed further.
- **Objective:** Determine areas for further reduction and reduce overtime spend by changing managing practice, contracts and potentially introducing an overtime ban for non-critical services. Provide an effective framework for the control of overtime payments

#### **Work stream 3 – Move to Brent Core Contract (formerly Allowances work stream)**

- Current situation: there is inconsistency of allowances payments and other terms and conditions across the council. The organisation currently has over 130 pay elements which have been analysed under 8 broad headings including overtime. In 2009/10 the council spent £2.8m in various allowances payments to staff. There are also

some situations where some Brent staff have protected hours of work set at 35 hours per work. Although in 1999 the council has introduced a full time working week of 36 hours for staff employed since then.

- **Objective:** Reduce spend on allowances and ensure staff are on a consistent set of terms and conditions by issuing all staff with a Brent Core Contract by the time the organisation moves to the Civic Centre in 2013

### **3.4. Options Appraisal**

- This project is complex because each of the 3 work stream have various scenarios, options and potential outcomes. Appendix A shows the options appraisal for each work stream.
- An overriding issue is the timing for initiating Work stream 3, because the work stream actions cannot be undertaken within existing resources. The People and Development Department have insufficient capacity to undertake Work Stream 3 at the same time as the Staffing and Structure (S&S) project. If this work stream commenced after the completion of S&S Wave 2, there is more likelihood that capacity would be available. However, this would be dependent upon the departmental staff reductions required as part of the S&S process and the work stream option that is chosen. This project is not business as usual and the department is staffed for business as usual activities as opposed to such major projects

### **3.5. Project Scope**

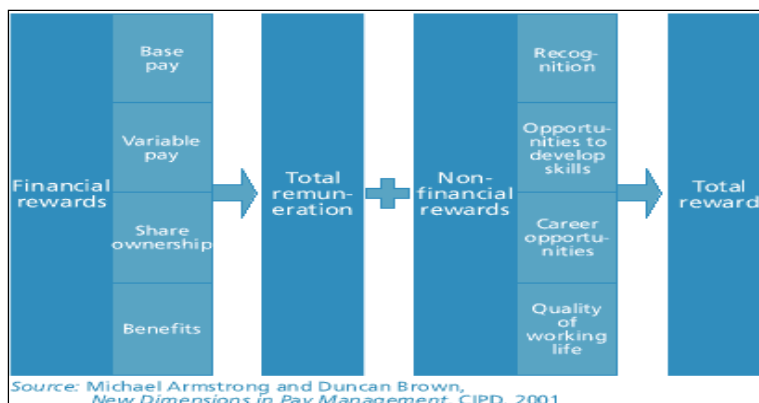
#### **In Scope**

- All staff except those mentioned below
- All Brent allowances/pay elements that are given Member/CMT approval to target in harmonising remuneration for staff across the council

#### **Out of Scope**

- Centrally employed teachers
- National employers are in a process of negotiating on a series of terms and conditions which could achieve some of the same results. Therefore some of the national terms and conditions will not be considered as a priority for Work stream 3 (Move to Brent Core Contract), until the national perspective is clearer (i.e. sickness and pay for such items as night work and non-standard working patterns). This approach has been taken because if the national employers negotiations are successful, it will be achieved by collective agreements and individual staff negotiation and re-engagement will not be necessary at a local level.
- Introduction of performance related pay (PRP) for non HAY posts
- PRP for HAY posts on top of existing pay structure

- The Total Reward Approach will become a separate work stream or project in due course. This Approach will introduce Total Reward Statements which will show staff the total value of their remuneration package and could include the introduction of flexible benefits which could allow choice in the elements which make up their remuneration package. In a fully integrated total reward package all the elements of the employee's work become part of a single flexible package. This can be seen as:-



## 4.0 Financial Implications – Costs and Benefits

### 4.1. Benefits and Costs

High level net benefits profile:

FINANCIAL BENEFIT	FYE 2010/2011	FYE 2011/2012	FYE 2012/2013	FYE 2013/14
<b>Harmonisation of London Weighting</b> (Work stream 1)	£0	£400,000	£800,000	£0
<b>Overtime Spend Reduction</b> (Work stream 2)	£1,000,000	£500,000	£250,000	£0
<b>Move to Brent Contract</b> (Work stream 3)				
Option 1	£75,000 (Honoraria/acting up review included in above deduction of Overtime from dept. budget.)	Unknown	unknown	unknown
Option 2		Unknown	unknown	unknown
Option 3		£500,000 <i>estimate</i>	£100,000 <i>estimate</i>	Tbc
<b>Option 4<sup>1</sup></b>	£0	£0	£500,000	£1,000,00
<b>Annual Saving (based on Option 4):</b>	£1,000,000	£900,000	£1,550,000	£1,000,000
<b>Cumulative Annual Saving:</b>	<b>£1,000,000</b>	<b>£1,900,000</b>	<b>£3,450,000</b>	<b>£4,450,000</b>

High level cost profile:

Costs for potential employment tribunal claims have not been estimated.

<sup>1</sup> £1.5m (assumed) buy-out costs for Option 4 are netted off against part-year savings in 2011/12 and full year savings in 2012/13



Project Cost Item	2010/2011	2011/2012	F2012/2013
<b>Harmonisation of London Weighting</b> (Work stream 1)	-	-	-
<b>Overtime</b> (Work stream 2)	-	-	-
<b>Move to Brent Contract</b> (Work stream 3)			
Option 1	-	-	-
Option 2	-	-	-
Option 3	-	£35,000	£35,000
<b>Option 4</b> - Costs for additional staff to increase capacity within HR	-	£150,000	£150,000
<b>Annual Costs</b> <b>[based on Option 4]:</b>	<b>£0</b>	<b>£150,000</b>	<b>£150,000</b>
<b>Total cost:</b>	<b>£300,000</b> <i>(excluding any potential Employment Tribunal claims)</i>		

## 5.0 Initial Risk and Issues

- **Work stream 1 – Harmonisation of London Weighting**
  - Lack of support to effect final changes which allow for complete harmonisation
- **Work stream 2 - Overtime**
  - Management controls of overtime expenditure are not adequate to improve performance culture
  - Managers perpetuate “old” ways of working
- **Work stream 3 – Move to Brent Core Contract**
  - Option One
    - Unable to effect required change to pay protection policy
    - Trade Union opposition more than likely
    - Lack of buy in
    - Will not achieve the necessary change in time for the move to the Civic Centre
  - Options Two, Three and Four
    - Staff non-cooperation
    - Resources unavailable and project not completed to quality and on time
    - Possible employment tribunals
    - Unable to effect change to policies which allow for harmonisation to be achieved
    - TU opposition likely
    - Lack buy in
    - Will not achieve the necessary change in time for move to Civic Centre

## 6.0 Legal Implications

6.1. For the purposes of the present report there are no extensive legal implications. However, members should be aware that ultimately it may be necessary to undertake a change management exercise that would invite, but not necessarily create, a potential liability in the Employment Tribunal. However, that risk is generally considered to be within the broad band of acceptable risks in situations such as these. It is possible that as this project progresses further implications arise and if this does materialise such implications will be addressed in future reports.

## **7.0 Diversity Implications**

7.1. An Equality Impact Assessment is being prepared for all workstreams to consider the impact that this will have on diversity issues.

7.2. It is anticipated that this work will improve the strength of the Councils position in relation to equal pay as it will introduce consistency of application of the reward package.

### **Background Papers**

#### **Contact Officers**

Gerri Green  
Strategic HR Manager

CLIVE HEAPHY  
Director of Finance and Corporate Services

### ***Appendix A – Options Appraisal***

## Appendix A – Review of Employee Benefits - Options Appraisal

### Work stream 1 Harmonisation of London Weighting

- Current Spend/Savings Potential
  - £1.25m a year above the outer London Weighting allowance
- Work stream 1 is already underway and by 15/11/10 the outcome of the staff consultation on harmonisation of London Weighting will be known.
- The consultation outcome and subsequent level of member commitment will determine the approach that this work stream will then follow as shown in the table below:
  - **N.B.** If some staff do not accept the London Weighting offer, then member commitment to terminate and reengage staff in order to harmonise London Weighting (Consultation Outcome 2) is critical to delivering the savings target for this work stream

Outcome of Staff Consultation	Member Commitment	Proposed Work stream Approach & Commentary
<b>Consultation Outcome 1</b> All staff accept London Weighting Harmonisation offer	Not required	Implement harmonisation of London Weighting
<b>Consultation Outcome 2</b> Some staff do not accept London Weighting Harmonisation offer  <i>(* In order to ensure equal pay parity, minimise employee relations issues and avoid Employment Tribunal (ET) claims - change needs to effected by November 2011)</i>	<ul style="list-style-type: none"> <li>• <b>Commitment given</b> to terminate and reengage staff</li> <li>• &lt;90 staff – minimum further 30 day consultation period to terminate and re-engage</li> <li>• 90+ staff – minimum further 90 day consultation to terminate and re-engage</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Change needs to be effected by November 2011 *</b></li> <li>• This could be synchronised with moving to Brent Core Contract (Work stream 3). However Work stream 3 must start by April 2011 to do so <b>or</b></li> <li>• If Work stream 3 is implemented in 2012, then termination and reengagement of staff because of London Weighting must take place in 2011 independently of Work stream 3</li> </ul>
<b>Consultation Outcome 3</b> Some staff do not accept London Weighting Harmonisation offer	<b>Members do not give commitment</b> to terminate and reengage staff	<ul style="list-style-type: none"> <li>• Iterative and incremental change i.e. natural wastage.</li> <li>• N.B. the identified saving is not achieved.</li> </ul>

**Work stream 2 – Overtime**

- Current Spend/Savings Potential
  - £1.4m a year on overtime
- Further analysis will be carried out on the £1.4m that is currently being spent in overtime. The findings will determine the potential to reduce overtime spend further


**Work stream 3 – Move to Brent Core Contract (formerly Allowances work stream)**

- Current Spend/Savings Potential
  - Brent currently spends £2.8m on various allowances.
- A ‘do nothing option’ is not acceptable in the current financial climate.
- There are however a number of options for addressing spend on allowances. The table below sets out each option and the impact it would have on existing staff, new staff and the realisation of savings

Option	Effect on existing staff	Effect on new staff	Savings Impact & Comments
<p><b>Option 1: Iterative/incremental change</b></p> <ul style="list-style-type: none"> <li>• Existing staff – maintain status quo</li> <li>• New staff - introduce revised terms and conditions</li> </ul>	<p>None – continue to receive allowances and other terms and conditions</p>	<p>Determine Brent core terms and conditions and new staff recruited to those terms and conditions</p>	<p>Minimal savings achieved only through turnover (this is expected to be low because of Staffing &amp; Structure and other change projects)</p>
<p><b>Option 2: Iterative/incremental change and targeted changes to some terms and conditions but not allowances</b></p> <ul style="list-style-type: none"> <li>• Existing staff – change pay protection policy</li> <li>• Existing staff - renegotiate harmonised terms and conditions (T&amp;C) i.e. weekly hours</li> <li>• New staff - introduce revised terms and conditions</li> </ul>	<ul style="list-style-type: none"> <li>• Pay protection policy – based on salary and London Weighting rather than total remuneration</li> <li>• Harmonised T&amp;C – full time staff would all move to a 36 hour working week</li> </ul>	<p>Determine Brent core terms and conditions and new staff recruited to those terms and conditions</p>	<ul style="list-style-type: none"> <li>• Minimal savings realised when this option comes into effect for staff that are then newly redeployed or newly promoted</li> <li>• <b>N.B.</b> some existing staff have legacy letters protecting old terms and conditions</li> </ul>

Option	Effect on existing staff	Effect on new staff	Savings Impact & Comments
<p><b>Option 3: Iterative/incremental change and targeted changes to some terms and conditions and allowances</b></p> <ul style="list-style-type: none"> <li>Existing staff – change pay protection policy</li> <li>Existing staff - renegotiate harmonised terms and conditions i.e. weekly hours</li> <li>Existing staff – staff consultation on targeted allowances/move to new Brent Core Contract</li> <li>New staff - introduce revised terms and conditions</li> </ul>	<ul style="list-style-type: none"> <li>Redeployed/ promoted staff would move onto the Brent Core Contract and lose any protected terms and conditions</li> <li>Other staff in receipt of targeted allowances – move onto the Brent Core Contract and lose allowances</li> </ul>	<p>Determine Brent core terms and conditions and new staff recruited to those terms and conditions</p>	<ul style="list-style-type: none"> <li>Minimal savings realised when this option comes into effect for staff that are then newly redeployed or newly promoted.</li> <li><b>N.B.</b> some existing staff have legacy letters protecting old terms and conditions</li> <li>Savings from targeted allowances dependent on allowances chosen to negotiate/remove/change.</li> </ul>
<p><b>Option 4 – Universal change</b></p> <ul style="list-style-type: none"> <li>Existing staff – change pay protection policy</li> <li>Existing staff – staff consultation to move to new Brent Core Contract</li> <li>New staff - introduce revised terms and conditions</li> </ul>	<ul style="list-style-type: none"> <li>Loss/reduction of allowances</li> <li>Loss of protected terms and conditions from implementation date onwards</li> </ul>	<p>Determine Brent core terms and conditions and new staff recruited to those terms and conditions</p>	<ul style="list-style-type: none"> <li><b>Removal of allowances and determination of new Brent Core Contract offer must have Member approval.</b> This will determine level and timing of savings to be realised.</li> <li>Will achieve the maximum savings available</li> <li>Will have achieved an <b>essential requirement of the Move to the Civic Centre project to have flexibility clauses in staff contracts.</b> This cannot be achieved in the other 3 options</li> </ul>

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	<p style="text-align: center;"><b>One Council Overview and Scrutiny Committee</b> 8 February 2011</p> <p style="text-align: center;"><b>Report from the Director of Housing and Community Care</b></p>
<p style="text-align: right;">Wards Affected: ALL</p>	
<p style="text-align: center;"><b>Personalisation - Customer Journey Project</b></p>	

## 1.0 Introduction

- 1.1 In October, the Housing and Community Care department provided a report on the Customer Journey Project to the overview and scrutiny committee. This report provides an update on the Customer Journey project, and sets progress and further expected progress within the context of how other London boroughs are performing and how Brent are performing within a national context.

## 2.0 Background and context

- 2.1 The personalisation agenda outlined in the Department of Health (DH) consultation paper *'Putting People First'* (December 2007) set out a series of expectations, measure and challenges for adult social care. The main requirement of the paper was that all adult social care departments in England should implement a personalised system of adult social care by April 2011. In particular, there is a requirement to be able to offer personal budgets to a minimum of 30% of existing new clients by 1<sup>st</sup> April 2011.
- 2.2 In response to this agenda, Brent Community Care Department have undertaken to redesign their current operating model and customer pathway. This project is called the Customer Journey, and will make personalisation a reality for Brent residents.
- 2.3 The project has been organised into five workstreams designed to address both current operational challenges and to progress the implementation of the Customer Journey. These workstreams are summarised briefly below:
- 2.3.1 **Tools, processes and procedures**; this workstream addresses the redesign of the operating model, the review and refresh of tools and forms which will

support the operating model and the production of revised guidance and procedures for staff.

2.3.2 **Workforce**; this workstream is looking a re-aligning the existing resources within the Community Care department to the new operating model, ensuring that the most highly qualified staff are utilised in the most appropriate way. This workstream has also committed to identifying efficiency savings of £130,000 through a shift in ratio between qualified and unqualified staff.

2.3.3 **Communications and Change Management**; this is a dual focused workstream addressing the need to communicate the changes being implemented through the Customer Journey to staff, providers and service users and carers, but also designing and delivering a change programme to support Community Care staff to work in different, more service users focussed ways.

2.3.4 **ICT**; this workstream addresses the changes which need to be made to the adult social care IT system (frameworki) to support the implementation and delivery of the Customer Journey.

2.3.5 **Performance**; this workstream looks at what information is needed to monitor progress and performance across the Community Care department in Brent. It also addresses how the department support, monitor and performance manage staff to deliver an improved service to residents of Brent.

2.4 An update on progress in each of these workstreams in included in section 4.

2.5 It is important to note that the design and implementation of the Customer Journey is being delivered within the context of increasing demand and decreasing resources. An integral part of the redesigned operating model is to make adult social care as efficient and sustainable a service as possible, along with improving financial and information collection and monitoring processes.

### 3.0 Customer Journey

3.1 Appendix A illustrates the basic operating model for the Customer Journey. The new model will impact service delivery in three key ways:

3.1.1 The investment in a fully resourced re-ablement service will improve and sustaining levels of independence in service users. Along with a stated vision to support the residents of Brent to maximise their independence, the focus on re-ablement is also anticipated to reduce the number of people receiving an assessment who go on to require long term services, therefore reducing demand throughout the system and reducing the cost of packages that are required.

3.1.2 The Customer Journey is focussed on choice and control. The redesigned operating model will allow service users and carers a greater say in their own assessments, facilitate joint support planning between service users and Community Care staff and will encourage innovative solutions beyond the range



of restrictive and service based options to meet need that the council is currently able to offer.

3.1.3 The use of a RAS (resource allocation system) will similarly allow for greater financial control by the council and greater transparency around use of resources for the public. The RAS is a tool that supports the Community Care department to calculate the amount of funding that a service user requires to meet their needs and enables the council to be clear about how it allocates its resources during a period of severe financial constraint.

3.2 The new model will increase control over resources and spending in a further three ways:

- Improving the accuracy and consistency of assessments to ensure decisions around the provision and cost of care packages do not vary between staff members and between teams;
- Bringing forward financial assessment within the new operating model to ensure that those who are required to contribute to their provision of care do so at the earliest opportunity;
- Maximising the use of re-ablement, ensuring that all services users who require a service and for whom re-ablement is appropriate are supported to maximise their independence. This in turn will mean that full assessments are undertaken at a point when the service user is the most stable, and therefore their ongoing need for support is likely to be lower.

#### **4.0 Progress within the Customer Journey**

4.1 The Customer Journey project will complete at the end of April 2011. Below is a summary of progress to date across the five workstreams:

#### **4.2 Tools, process and guidance**

4.3 The finalised design of the new operating model for the Customer Journey is now complete, and is being communicated to staff, partners and services users through the communications and change management workstream.

4.4 The tools necessary to support the Customer Journey have been designed and completed, and are currently being assessed by the ICT workstream to determine what changes need to be affected within the Frameworkki system. Tools which have been produced include:

- A revised contact assessment form which is significantly shorter and collects the statutory information the Community Care department are required to report on.
- A Supported Self Assessment Questionnaire (SSAQ) which ensures eligibility for services and takes into account the views of the service users and carer, but still maintains the councils' statutory responsibility to assess.
- A Support Plan, which focuses on the identification of outcomes and gives the service user and support planner scope to plan innovative

solutions beyond the menu of services the council has traditionally offered.

- A revised review form which allows for the service user to be re-assessed for eligibility and identifies changes in need, alongside producing a revised indicative budget amount where needs have changed.

4.5 The focus of this workstream is now around the development and production of staff and service user guidance to support navigation of the new operating model.

#### **4.6 Workforce**

4.7 This workstream has focused on the production and agreement of definitions and targets for each activity that needs to be undertaken as part of the Customer Journey, allowing for the re-focusing of resources to support tasks which are anticipated to be most time intensive and to require the most highly qualified staff to carry them out.

4.8 For example, the refocused workforce model concentrates on utilising staff from the One Stop Service, unqualified Occupational therapy Assistants and Unqualified Care Assessors to undertake the initial Fair Access to Care Services (FACS) screening, ensuring that we have allocated appropriately qualified Senior Practitioners to support and quality assure this process. Conversely, the majority of qualified social workers will be deployed as Support Planners and Reviewers, utilising the most highly skilled staff to support tasks which require a high degree of professional training.

4.9 This workstream has also produced a staff consultation paper, aligned with and supportive of the Councils wave 2 staffing consultation, and ensuring all human resources and statutory requirements are adhered to. The staff consultation for the Customer Journey project was issued on the 26<sup>th</sup> January, in line with the issue of the Wave 2 consultation.

#### **4.10 Communications and Change Management**

4.11 The communications workstream has focused on the production and delivery of a communications plan and a separate change management plan.

4.12 The communications plan sets out how the council intends to communicate with service users, staff and providers, and includes a range of communication channels including:

- A monthly staff e-mail from Alison Elliott, Assistant Director of Community Care, giving staff an update on progress from the Customer Journey project.
- A series of roadshow events for all staff within the Community Care department to explain the revised operating model and to take comments and feedback.
- A series of meetings with user and carers groups to discuss the revised operating model and gain feedback.

- Two magazine articles, one for an internal audience through Insight Magazine and the other for an external audience through Brent Magazine.
- The production of a range of publicity material, including redesigned leaflets explaining the Customer Journey for users and carers.

4.13 The Change Management plan sets out how we intend to work with staff to help them understand their roles within the new operating model and identifies specific training to support staff to undertake their roles in a different way. In addition, the change management plan sets out a 'cascade' approach to training. This means supporting staff to own and take responsibility for specific skills and tasks within the Customer Journey, and sharing that knowledge with their colleagues.

4.14 The change programme runs until April 2011, and sessions have now begun. To date we have delivered the following sessions:

- Understanding the Customer Journey and the role of the One Stop Service in delivering it.
- The role of the team manager in the Customer Journey.

4.15 Further sessions are planned throughout February, March and April and will address topics such as team building and communication, alongside technical skills such as person centred planning and assessing and outcome focussed review.

#### **4.16 ICT**

4.17 The ICT workstream has been reviewing the functionality of Frameworki, This has included building new processes and parts of the system, alongside developing the build for the newly designed forms and tools.

4.18 This workstream is dependent on all of the other workstreams in the Customer Journey and is based on supporting the business to reconfigure systems to be simpler and more user friendly.

This workstream will also deliver training and support to all Community Care staff in how to operate the revised Frameworki system.

#### **4.19 Performance**

4.20 To support the implementation of the Customer Journey, a requirement is that staff are able to monitor and manage performance more effectively. In order to support staff to do this, it is recognised that the Community Care department need to be clear about what information is collected, collated and available for analysis, and also how information is presented to managers and senior manager to review.

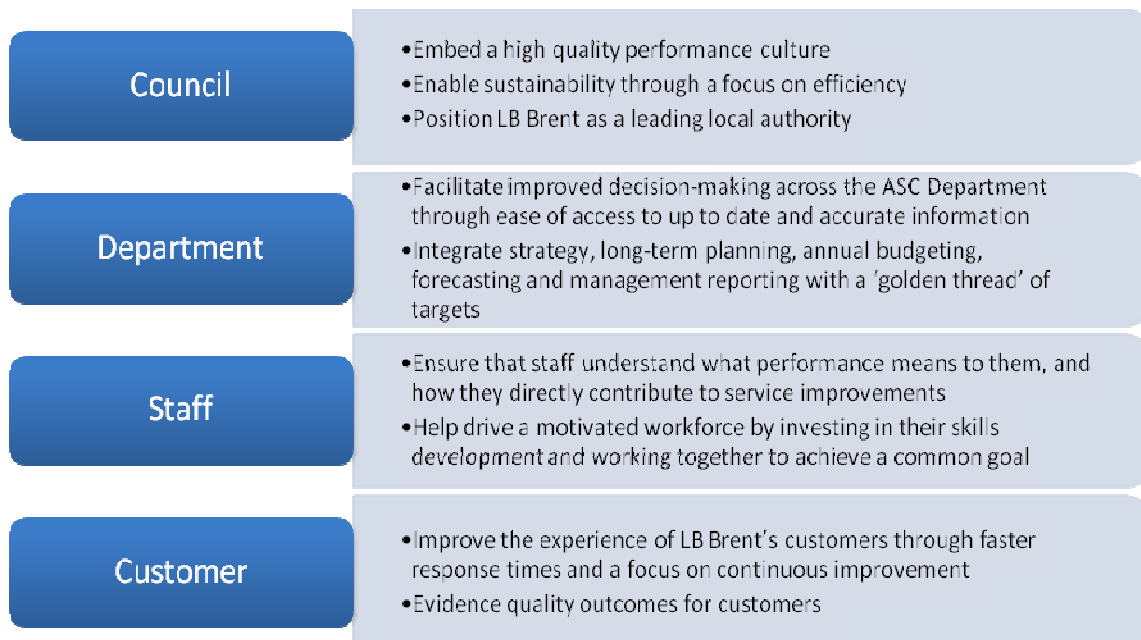
4.21 This workstream has focussed on the creation of a performance management framework that sets out what information and data needs to be collected at a national, local, team and individual level.

4.22 The performance management framework is tailored to the revised operating model and Customer Journey. To date, all of the forms and tools produced have had input from the performance management team to identify that they will be able to collect all of the required information. Similarly, the performance workstream has worked with the ICT workstream to identify how information and data will be represented back to staff and managers in an easily accessible format, including the production of a dashboard template which will allow managers to receive information in an easily accessible and visual format.

4.23 The strategic performance framework and team and individual performance framework will combine national and local indicators alongside revised operational measures at both team and individual level to ensure that team managers have the information necessary to identify poor performance and provide challenge and guidance to improve it.

4.24 The Strategic Performance Framework has four main themes; quality, productivity, value and commissioning. These themes are explained fully below.

4.25 The strategic performance framework objectives are summarised in Figure 1.



**Figure 1** Strategic performance framework objectives

4.26 The department anticipates that the Customer Journey programme overall, and in particular the Performance Framework, will have a positive impact on the department's performance. Section 5 summarises the impact of the Customer Journey on areas of Council performance requiring critical improvement (those with a Red flag) and new indicators.

## 5.0 Brent performance in context

- 5.1 As mentioned above, all adult social care departments are required to implement the personalisation agenda by April 2011. Different councils are interpreting this agenda in the most appropriate way for their own localities, therefore it is currently difficult to benchmark Brent's progress against other authorities.
- 5.2 However, a number of the current set of national performance indicators which all councils are required to report on relate to the personalisation agenda, and until the Department of Health finalises the new reporting requirements for adult social care (currently out for consultation), these indicators give the best indication of progress.
- 5.3 In order to contextualise the progress that Brent has made and to give an indication of what performance and service improvements are expected as an output of the Customer Journey project, we have set out the key indicator that demonstrate progress against the personalisation agenda below, and set these within the context of how other councils are performing.
- 5.4 The list below details the key national indicators that can be used to measure the success of the personalisation agenda:
- NI125 Achieving independence for Older People through Rehabilitation/ Intermediate care
  - NI127 Self reported experience of social care users
  - NI128 User reported measure of respect and dignity in their treatment
  - NI130 Social care clients receiving Self Directed Support (Direct Payments and Individual Budgets)
  - NI132 Timeliness of social care assessment. Acceptable waiting times for the completion of an assessment is less than or equal to four weeks
  - NI133 Timeliness of social care packages
  - NI 135 Carers receiving assessment or review and a specific carer's service or advice and information
  - NI136 People supported to live independently through social services (per 100,000 of the population)
- 5.5 For each of these indicators here is how Brent Council is performing when measured against its comparator group and the national average. The comparator group consists of 16 Local Authorities (Croydon, Ealing, Enfield, Greenwich, Hackney, Haringey, Hounslow, Lambeth, Lewisham, Merton, Newham, Redbridge, Southwark, Waltham Forest, Wandsworth).

National Indicator	Comparator Group ranking	Above/Below National Average
NI125 – Achieving independence for Older People through Rehabilitation/ Intermediate care	2nd	Above
NI127 – Self reported experience of social care users	10 <sup>th</sup>	Below
NI128 – User reported measure of respect and dignity in their treatment	16 <sup>th</sup>	Below

Meeting  
Date

Version no.  
Date

National Indicator	Comparator Group ranking	Above/Below National Average
NI130 - Social care clients receiving Self Directed Support (Direct Payments and Individual Budgets)	4 <sup>th</sup>	Above
NI132 - Timeliness of social care assessment. Acceptable waiting times for the completion of an assessment is less than or equal to four weeks	16 <sup>th</sup>	Below
NI133 - Timeliness of social care packages	12 <sup>th</sup>	Below
NI135 - Carers receiving assessment or review and a specific carer's service or advice and information	2 <sup>nd</sup>	Above
NI136 - People supported to live independently through social services (per 100,000 of the population)	8 <sup>th</sup>	Below

5.6 Additionally Appendix B shows the overall performance of Community Care from 1st – 31st December 2010 against the National Indicator Set (NIS), Performance Assessment Framework (PAF) and Local Performance Indicators (LPIs).

## 6.0 Future measurement of performance and the impact of the Customer Journey

6.1 The performance context within which adult services operates is currently undergoing significant change. As part of the national agenda to reduce the number of centrally determined performance targets, The Department of Health (DH) consultation paper *“Transparency in outcomes: a framework for adult social care”* sets out a reduced number of performance indicators which will be used centrally to measure performance in adult services. The framework set out in the consultation paper demonstrates a continued commitment to the personalisation agenda, focusing on measuring outcomes that are important from the perspective of the user.

6.2 Appendix C sets out the proposed outcome and quality measures as listed in the DH consultation paper and an analysis of new areas of performance.

6.3 It is anticipated that as part of the Customer Journey there will be significant performance improvements across a number of indicators. The indicators we expect to see an improvement in, and how the Customer Journey will support these improvements is set out in the table below:

Indicator	Impact of Customer Journey
<b>Current performance indicators requiring critical improvement</b>	
Social Care clients receiving Self Directed Support (Direct Payments and Individual Budgets as a % of CBS and Carers	<p>As of the 1<sup>st</sup> April 2011, the Community Care department will only offer support on the basis of self directed support. All new clients will receive an Individual budget as a matter of course.</p> <p>All existing clients will be reviewed and re-assessed using the tools and forms designed as part of the Customer Journey project within the next 18 months. This means that by 2013 all new and existing clients will be in receipt of an Individual budget.</p>
Carers receiving assessment or review and a specific carers service or advice and information	The Carers' assessment is integrated into the Customer Journey. A carers' assessment is triggered at two points during the journey; at FACs screening and SDS assessment. There is also an increased focus on signposting to non-Council community services which will be supported by training and change management and a publicly available directory of services.
Adults with learning disabilities in settled accommodation and employment	Self Directed Support will allow service users more flexibility in how they chose to use the money allocated through their indicative budget. We anticipate this will have a positive impact on both accommodation and employment.
Adults with physical disabilities helped to live at home per 1000 population and Older people helped to live at home per 1000 of population	Investment in re-ablement is a key change from existing service provision. All existing clients will be reviewed and where appropriate channelled through re-ablement which we anticipate will improve performance on this indicator. In addition, self directed support will allow service users to tell us what support they require to live at home.
Assessments of adults and older people leading to provision of a service	Where service users are eligible to receive support they will be identified more quickly through the FACS screening process and will be directed to re-ablement within a much quicker timescale. As part of the performance management framework there are identified time targets to progress clients from FACS screening to provision of re-ablement and team managers are being trained and supported to monitor and manage performance according to these measures. It is anticipated a significant positive impact on this indicator.
<b>New indicators proposed within the DOH consultation paper</b>	
Enhancing quality of life for carers - Carer-reported quality of life	Alongside integration of this indicator into the revised forms which will allow for greater

Indicator	Impact of Customer Journey
	<p>monitoring and understanding of progress around carers, the revised Customer Journey process ensures that carers are integral to the assessment and support planning process. It is anticipated that through involving carers more fully in the assessment and support planning process it is likely that Community Care staff will identify and respond to carers needs in a more flexible, timely and responsive way and that progress around this indicator will be significantly improved.</p>
<p>Helping older people to recover their independence - Proportion of older people (65 and over) who were still at home after 91 days following discharge from hospital into re-ablement/rehabilitation services</p>	<p>All older people will receive re-ablement following discharge from hospital except where re-ablement is inappropriate e.g. for those requiring palliative care or end of life support. In addition, it is proposed that the existing Hospital Discharge Team is integrated into the existing re-ablement service and will therefore be better placed to assess and arrange immediate re-ablement services for older people being discharged from hospital.</p>
<p>Delivering efficient services which prevent dependency Proportion of council spend on residential care</p>	<p>The Customer Journey will see an enlarged re-ablement service rolled out to all new service users and a significant number of existing users. As support will be self directed, our users will be allowed the flexibility to use their personal budgets to support their outcomes which will facilitate independence. The change management programme will focus on developing creative and responsive support planning skills within the support planning team, with particular emphasis on enabling service users to identify alternative solutions to residential care.</p>
<p>Improving access to information about care and support The proportion of people using social care and carers who express difficulty in finding information and advice about local services</p>	<p>There will be an increased focus in providing information about community services at the first point of contact and a programme of change management and training to support this change. The Customer Journey will be supported by making a directory of services available on line to the public.</p>
<p>Treating carers as equal partners The proportion of carers who report that they have been included or consulted in discussions about the person they care for</p>	<p>Self directed support will involve service users making decisions around the support they would like to receive which will include carers where the service user wants them to be included. Rolling out self directed support to all service users will mean that carers will be included in support planning and assessment as a rule rather than an exception. For example, the revised assessment and support planning forms require community care assessors to provide a valid reason as to why a carer was not present at assessment or support planning.</p>



Indicator	Impact of Customer Journey
The proportion of people using social care services who feel safe and secure	This indicator has been included within the revised assessment and review forms and is a required field. The Customer Journey process additionally has a strong focus on safeguarding and risk assessment.
Providing effective safeguarding services The proportion of referrals to adult safeguarding services which are repeat referrals	The Customer Journey will create a team dedicated to managing safeguarding cases which is distinct from the care provision process. The team is made up of senior qualified staff members with significant experience in managing safeguarding issues.

## 7.0 Next steps

7.1 The project will conclude on the 1st April 2001

7.2 Progress across all workstreams continues, with regular (fortnightly) reporting to the corporate Project Management Office (PMO).

7.3 Additional work beyond the original scope of the project is anticipated as challenges during implementation are identified.

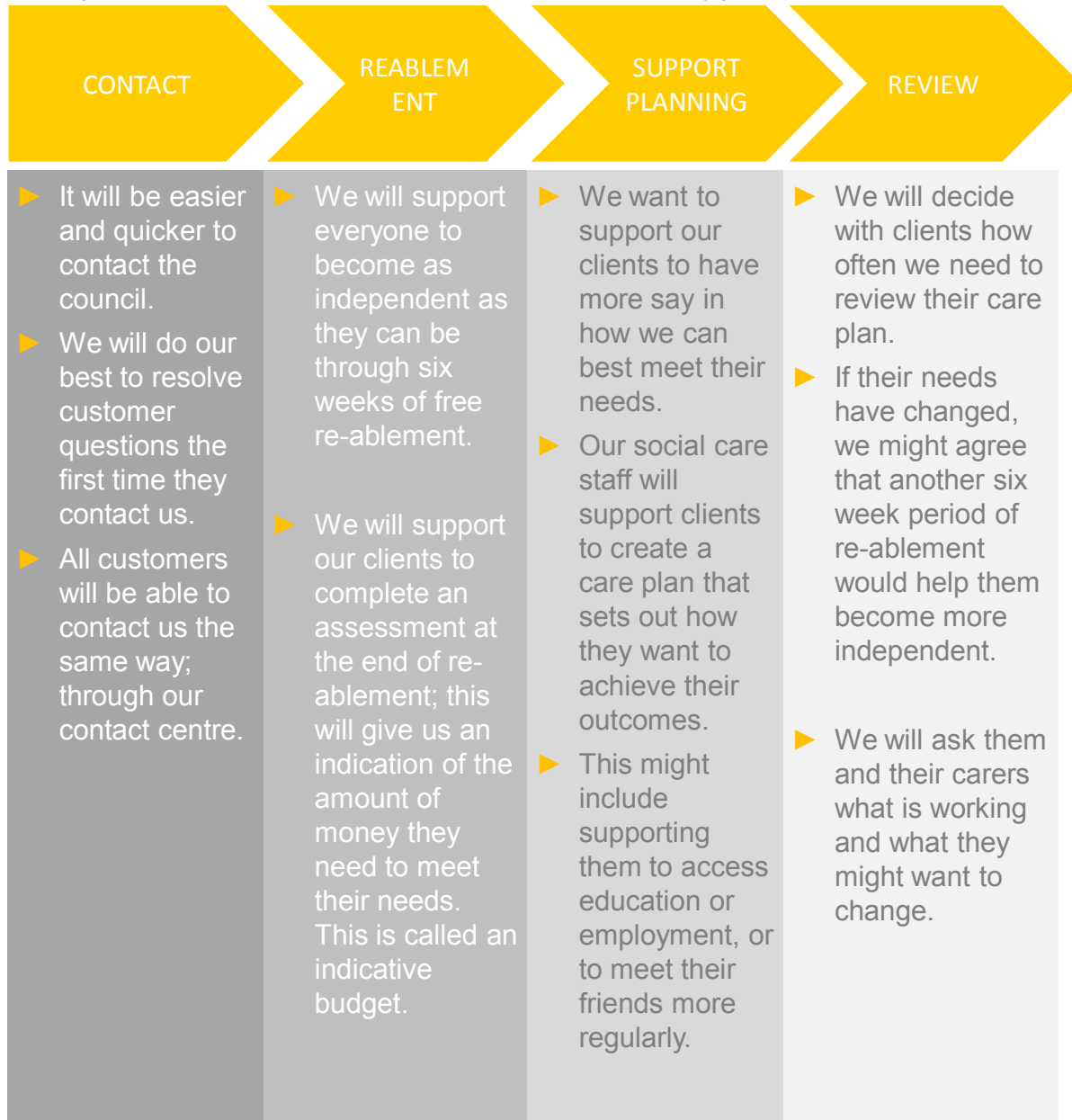
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# Adult Social Care Transformation Customer Journey

Adult Social Care is changing at Brent. Through a single, end to end, Customer Journey, people who access care will experience increased independence, choice, and control over their support.



Visit [intranet.brent.gov.uk/CustomerJourney](https://intranet.brent.gov.uk/CustomerJourney) or email [CustomerJourney@Brent.gov.uk](mailto:CustomerJourney@Brent.gov.uk) to get involved.

## Appendix B

PI Name	PI Description	Num	Den	Performance	Monthly Target	Alert
NI 125	Achieving independence for older people through rehabilitation/ intermediate care	DNP	DNP	DNP	90.00	DNP
NI 130	Social care clients receiving Self Directed Support (Direct Payments and Individual	1206	5901	20.44	26.76	Red
NI 131	The average weekly rate of delayed transfers of care from all NHS hospitals, acute and non-	DNP	DNP	DNP	11.00	DNP
NI 132	Timeliness of social care assessment. Acceptable waiting times for assessments: For new clients (aged 18+), the percentage from	1871	2400	77.96	81.00	Amber
NI 133	Timeliness of social care packages. Acceptable waiting times for delivery of care packages	664	746	89.01	95.00	Amber
NI 135	Carers receiving assessment or review and a specific carer's service or advice and information	808	5102	15.84	26.22	Red
NI 136	People supported to live independently through social services (all ages) per 100,000 population	5599	208120	2,852	3,000	Amber
NI 145	Adults with learning disabilities in settled	0	DNP	0.00	52.44	Red
NI 146	Adults with learning disabilities in employment	36	763	4.72	6.00	Red
NI 149	Adults in contact with secondary mental health services in settled accommodation	859	1002	85.73	75.00	Green
NI 150	Adults in contact with secondary mental health	82	1002	8.18	13.50	Red
C29	Adults with physical disabilities helped to live at home per 1000 population aged 18-64	523	165912	3.15	4.20	Red
C30	Adults with learning disabilities helped to live at home per 1000 population aged 18-64	534	165912	3.22	2.80	Green
C31	Adults with mental health problems helped to live at home per 1000 population aged 18-64	1002	165912	6.04	6.20	Amber
C32	Older People helped to live at home per 1000	1792	32409	55.29	95.00	Red
C72	Older people admitted on a permanent basis to	131	32409	40.42	40.00	Amber
C73	Number of adults admitted on a permanent	19	165912	1.15	1.60	Green
D40	Clients receiving a review (KT)	4312	6576	65.57	60.00	Green
D54	Percentage of items of equipment and adaptations delivered within 7 working days (BVPI 56) (KT)	2855	3033	94.13	95.00	Amber
E82	Assessments of adults and older people leading	1143	2379	48.05	75.00	Red

### Appendix B How Brent Council is performing

Green = on target or above  
Amber = 0 -10% below target  
Red = more than 10% below target  
 DNP = Data Not Provided


## Appendix C

Description of Measure	New Measure Y/N
<b>Domain 1: Promoting personalisation and enhancing quality of life for people with care and support needs</b>	
<b>Enhancing independence and control over own support</b> The proportion of those using social care who have control over their daily life	N
<b>Enhancing quality of life for carers</b> Carer-reported quality of life	Y
<b>Enhancing quality of life for people with learning disabilities</b> Proportion of adults with learning disabilities in employment	N
<b>Promoting personalised services</b> Proportion of people using social care who receive self-directed support	N
<b>Domain 2: Preventing deterioration, delaying dependency and supporting recovery</b>	
<b>Admissions to residential care homes, per 1,000 population</b>	N
<b>Helping older people to recover their independence</b> Proportion of older people (65 and over) who were still at home after 91 days following discharge from hospital into re-ablement/rehabilitation services	Y
<b>Delivering efficient services which prevent dependency</b> Proportion of council spend on residential care	Y
<b>Domain 3 : Ensuring a positive experience of care and support</b>	
<b>Overall satisfaction with local adult social care services</b>	N
<b>Improving access to information about care and support</b> The proportion of people using social care and carers who express difficulty in finding information and advice about local services	Y
<b>Treating carers as equal partners</b> The proportion of carers who report that they have been included or consulted in discussions about the person they care for	Y
<b>Domain 4: Protecting from avoidable harm and caring in a safe environment</b>	
<b>The proportion of people using social care services who feel safe and secure</b>	Y
<b>Ensuring a safe environment for people with learning disabilities</b> Proportion of adults with learning disabilities in settled accommodation	N
<b>Providing effective safeguarding services</b> The proportion of referrals to adult safeguarding services which are repeat referrals	Y
<b>Enhancing quality of life for carers</b> Carer-reported quality of life	Y
<b>Helping older people to recover their independence</b> Proportion of older people (65 and over) who were still at home after 91 days following discharge from hospital into re-ablement/rehabilitation services	Y
<b>Delivering efficient services which prevent dependency</b> Proportion of council spend on residential care	Y
<b>Improving access to information about care and support</b> The proportion of people using social care and carers who express difficulty in finding information and advice about local services	Y
<b>Treating carers as equal partners</b> The proportion of carers who report that they have been included or consulted in discussions about the person they care for	Y
<b>The proportion of people using social care services who feel safe and secure</b>	Y
<b>Providing effective safeguarding services</b> The proportion of referrals to adult safeguarding services which are repeat referrals	Y

Appendix C Proposed outcome and quality measures

Meeting  
Date

Version no.  
Date

	<p style="text-align: center;"><b>One Council Overview and Scrutiny Committee 8 February 2011</b></p> <p style="text-align: center;"><b>Report from the Director of Strategy, Partnerships and Improvement</b></p>
<p>For Action <span style="float: right;">Wards Affected: ALL</span></p>	
<p style="text-align: center;"><b>Future Customer Services Project Update</b></p>	

## 1.0 Summary

- 1.1 This report updates on progress with the Future Customer Services project (previously known as Reshaping Customer Contact). As part of the One Council programme, work has been carried out to identify opportunities for service improvement and efficiencies in delivering customer contact services. The detail below sets out current service issues and outlines plans which are being put in place to deliver improvements and efficiencies.

## 2.0 Recommendations

- 2.1 That the contents of this report are noted.

## 3.0 Detail

### *Current arrangements and issues*

- 3.1 Customer contact across the Council is currently managed through a combination of One Stop Services and through direct delivery by service units. We currently have face to face service delivery operating from 30 sites across the borough and telephone contact through over 140 published telephone numbers.
- 3.2 There are a number of issues with the current arrangements which can lead to poor communication with our customers and inefficiencies in the way that we deliver services. The following issues have been identified as areas which the Council needs to address in order to deliver improved services more efficiently:

- a. Arrangement for customers accessing services is complex and can be confusing; customers may have to contact several service units before getting to the right place and there are inconsistencies in the way in which different service areas operate. This can lead to customers perceiving that they are dealing with several organisations instead of one single coherent organisation.
- b. Customers are not always able to have their enquiries resolved when they first make contact with the Council. Front line staff are not always empowered to fully resolve enquiries and frequently enquiries are passed to service delivery areas to resolve which builds in delay.
- c. Customers cannot usually have enquiries relating to different service areas resolved in one contact and frequently have to contact separate service areas for responses, even if the enquiry relates to the same or a similar issue.
- d. We currently have high levels of telephone calls abandoned (13% in One Stop Services and 20% across service units) meaning that customers have to contact us more than once before they get through to the person who can resolve their enquiries.
- e. We have very high levels of face to face contact which can be inconvenient for customers and costly to the Council but only 1% of transactions via the web which is the most convenient, cost effective means of communication.
- f. The impact of the current arrangements can mean that customers are not easily able to navigate their way around the system and can be frustrated in their attempts to access services. The resultant impact for the Council can lead to poor perception of services and does lead to inefficiency.
- g. Many on line services are not fully automated and require manual input from customer services and finance staff to complete transactions.

### ***Delivering improvement and efficiencies***

- 3.3 Plans are being put in place to address these issues and to enable customers to receive an improved, consistent level of service across all service areas and access channels.
- 3.4 In order to achieve the required improvements the following plans are being put in place:
  - a. The telephone numbering system will be rationalised, and over time we will reduce from 140 published numbers to approximately 10 numbers which will be in logical groupings, providing the full range of Council services.

- b. In the long term, face to face contact will be delivered from the Civic Centre and Willesden Green but in the meantime we will reduce face to face contact from 30 sites and concentrate all face to face contact at a limited number of sites, yet to be determined.
- c. Development of our web capacity will continue, and we will review which services we can deliver through an increase of on-line information, applications and payments. These developments will be carried out where we believe that there is a real desire from customers to communicate electronically, enabling them to complete their transactions without needing to visit or telephone.
- d. We will develop on-line services to enable increased automation, so that transactions can be completed without further manual input.
- e. Enquiries will be resolved at the earliest opportunity and this will be achieved by establishing specialist customer services teams and generalist customer services teams to deliver services face to face and by telephone. Generalist teams will manage straight forward transactions, whilst specialist teams will deal with more complex issues. Staff will be multi skilled across both generalist and specialist provision and will be empowered to take appropriate action without making referrals to service delivery.
- f. Staff will have broad roles, enabling them to work across two or more service areas and there will be flexibility of customer care staff across all channels. This will enable us to respond to demand flexibly, and will optimise the use of staff time.
- g. We will establish a corporate independent unit which will be responsible for the overall management of all customer services across the Council. The unit will be responsible for: ensuring that resource planning and workload management, placing staff at the right place at the right time; ensuring that staff have the appropriate training to enable them to work across a range of services; setting and monitoring service standards, not only in relation to the performance of customer contacts but on overall service delivery and collating and using information to enable the continued improvement of the service.
- h. Appendix 1 sets out the overview of how we will be structured to deliver customer services in the future.

### ***Timetable for implementation***

- 3.6 The transition from the current arrangements, to the new ways of working will take place between February 2011 and May 2012. Services will be transitioned in four phases as set out in Table 1 below.

- 3.7 The initial phase of the transitioning will involve the design of structures, processes and systems, improving technology, multi-skilling and training of staff and improving performance management.
- 3.8 Further planning and work will be needed from June 2012 onwards to ensure the smooth transfer of customer services to the Civic Centre Services and Willesden Green.

**Table 1: Transition phases for services to new customer contact arrangements**

Directorate	Transition Phase			
	Phase 1	Phase 2	Phase 3	Phase 4
Customer & Community Engagement	OSS Operations (incl. Contact Centre & Local Offices)		Registration and Nationality	
Regeneration and Major Projects		Economic Development	Planning (Statutory Land Use)	Strategic Property and FM
Finance and Corporate Services		Housing Benefits		
Housing and Community Care	Adult Social Care: Commissioning Access & Assessment Care Mgmt & Review Learning Disability	Housing Needs		Private Housing Services
Environment and Neighbourhood	Streetcare	Health, Safety and Licensing		Highways and transportation Parks and Cemeteries Trading Standards
Children and Families		Integrated Extended Services ( Including Early Years) Student Support (including Schools Admissions)	Integrated Service SEN and disabled Crisis intervention and support team Localities	Commissioning Services BACES School Improvement Service Care planning and Children in Need Placements

**Risks**

- 3.9 This project is strategically aligned to other projects within the overall One Council Programme. There are specific dependencies relating to other



reviews and transformations which present risks to this project and these include the Civic Centre, Willesden Green, Staffing and Structure Review (Wave 2), Adult Social Care (Customer Journey and Provision for Learning Disability) and Children's Social Care Transformation.

- 3.10 The Civic Centre and Willesden Green projects present the opportunity to provide an improved customer experience as well as the opportunity to maximise efficiencies through the reduction of management overheads and the implementation of new performance management disciplines.
- 3.11 The other projects listed in 3.9 all have an element of process redesign and savings associated with staff reductions, which may overlap with this project. At this stage it is not possible to quantify the extent of the overlap and therefore the extent to which savings projections for this project may be affected.
- 3.12 The implementation of new processes and systems and a new staffing structure has the potential to destabilise services. To minimise this risk, services will be phased in to the new working arrangements over time, to enable some level of piloting before moving to the next phase.

#### **4.0 Financial Implications**

- 4.1 The project will need significant investment to deliver improvements and efficiencies. The current One Council Programme financial summary assumes a one-off investment of £2.6m to deliver annual savings of £3.5m once the new service is fully operational. Investment costs are a combination of project management, Human Resource and process change management, and IT investment. Savings arise from channel migration (more people using the web), reduced inefficiency (a lower number of unnecessary contact with the council if queries are dealt with first time), and more effective use of staff resource (removal of duplication and higher levels of staff utilisation).
- 4.2 Details of the timing of the costs and the savings are currently being finalised as part of finalisation of the business case.

#### **5.0 Legal Implications**

None

#### **6.0 Diversity Implications**

- 6.1 During the implementation process the impact on service users will be evaluated. The project aims to deliver improved services across all services and through all channels and this is expected to benefit all service users and stakeholders.
- 6.2 Development of the web will enable those more able to self serve, to do so at their convenience and will enable the Council to resource face to face and telephone contact for those who are vulnerable or less able to self serve.

6.3 We will continue to take on board the views and issues being expressed through our consultant exercises, including the Citizen's Attitude Survey.

## **7.0 Staffing/Accommodation Implications (if appropriate)**

7.1 In the initial phase of the project we will establish a new structure for the delivery of customer services management and operations. It is expected that all staff currently placed within the One Stop Service will be affected. In other service units we will need to identify those posts which have an element of front facing customer services and these post holders may be affected.

7.2 We are expecting that the staffing structure will be reduced by up to 140 full time equivalent posts and that approximately 500 staff may be affected. The restructuring of services and resultant impact on job roles and numbers, will be managed in accordance with the Council's Managing Change Policy.

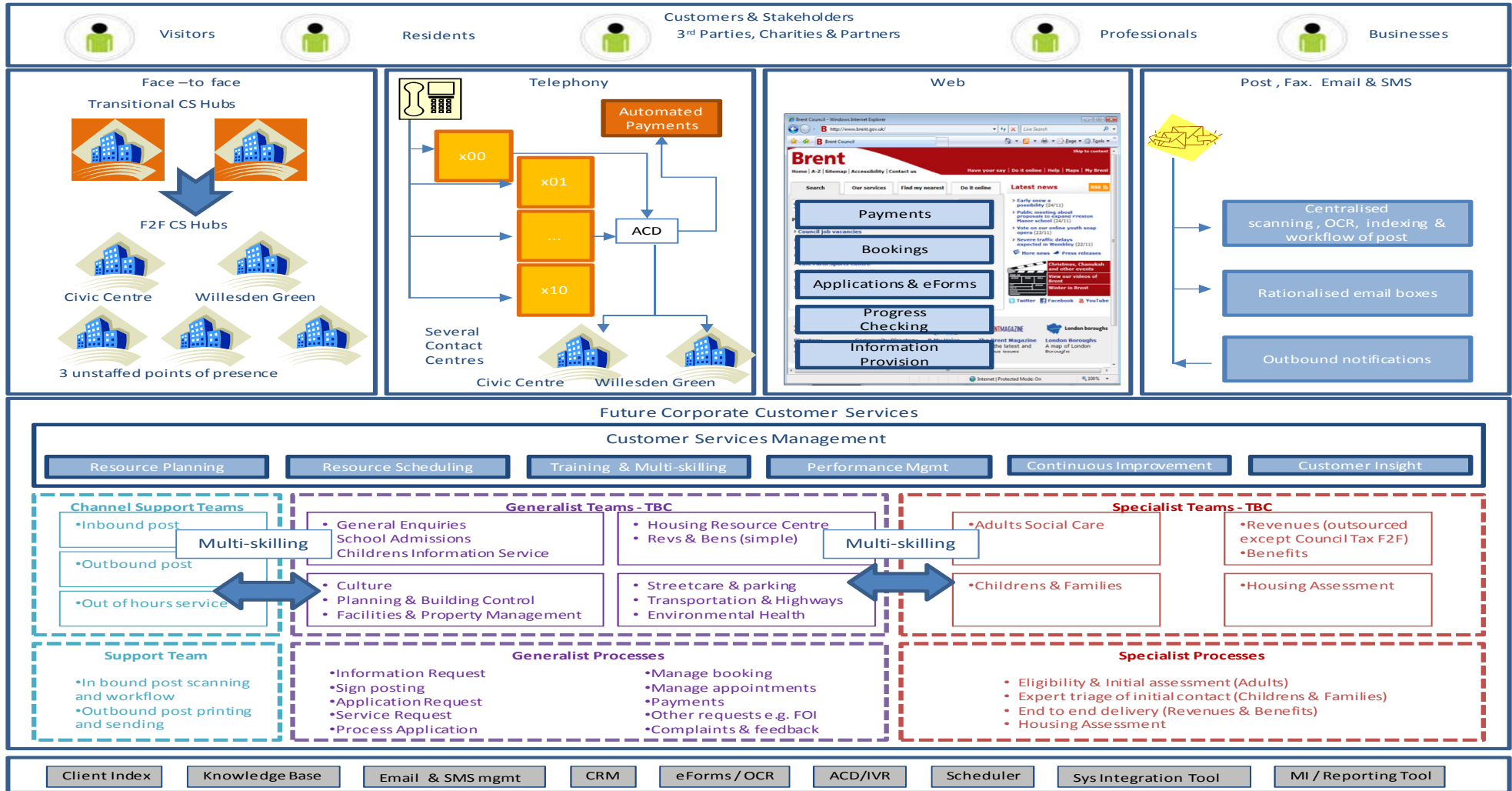
7.3 Delivering the efficiencies is partially dependent upon the rationalisation of overheads through the economy of scale in management overheads, running costs and accommodation. We will evaluate the options for minimising the number of sites, from which face to face contact is delivered in the period leading up to the opening of the Civic Centre and Willesden Green.

### **Contact Officers**

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Jenny Dunne – Project Manager, Future Customer Services Project


PHIL NEWBY  
Director of Strategy, Partnerships and Improvement

### Future Customer Services Governance Model



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	<p style="text-align: center;"><b>One Council Overview and Scrutiny Committee 8 February 2011</b></p> <p style="text-align: center;"><b>Report from the Directors of Finance and Corporate Services and Strategy, Partnerships and Improvement</b></p>
<p>Wards Affected: ALL</p>	
<p><b>Performance and Finance Review Quarter 2, 2010/11</b></p>	

## **1. Summary**

- 1.1 This report summarises Brent Council's spending, activity and performance in the second quarter of 2010/11 and highlights key issues and solutions to them. It takes a corporate overview of financial and service performance and provides an in depth analysis of high and medium 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.

## **2.0 Recommendations**

The Executive is asked to:

- 2.1 Note the council's spending, activity and performance in the second quarter of 2010/11.
- 2.2 Require that all directors ensure that spending 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 virements detailed in appendix F.

## **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 Appendices included in this report as supplementary documentation are:

Appendix A	Performance summary -
- A1	- Children and Families
- A2	- Environment and Culture
- A3	- Housing and Community Care
- A4	- Corporate Centre
Appendix B	General Fund services – Financial, activity and performance monitoring information for each of the council's main service areas:
Appendix C	Capital programme
Appendix D	Housing Revenue Account
Appendix E	Local Area Agreement
- E1	- A Great Place
- E2	- A Borough of Opportunity
- E3	- One Community
Appendix F	Budget Virements
Appendix G	Budget Summary
Appendix H	Vital Signs – high and medium risk performance digest

**Please note that service areas will reflect the new structure from the next quarter onwards.**

**4.0 Corporate context**

4.1 The Council's new Administration has recently developed a new Corporate Strategy, which reflects new priorities for a challenging economic environment. Difficult decisions will need to be taken and priorities will need to be achieved against a background 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 The Council has demonstrably raised the responsiveness, relevance and quality of our public services through its careful approach to service development and financial planning. 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 One Council Programme 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 recent economic downturn and 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 the council's work supports people who might be most affected by the economy 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.

## **5.0 Overall financial position**

### General Fund Revenue budget

5.1 A summary of the latest 2010/11 budget position is included in Appendix G. This is the second quarter of the financial year and current forecasts show an improvement of £400k in the Authority's financial position. The quarter 1 forecast was for an overspend of £4.5m and this is expected to reduce to £4.1m. Pressures continue within both children and adult social care but departmental managers have been successful in identifying savings which have helped to tackle overspends within their areas. However, overspends within Environment the Housing Benefits have partly offset those gains. Work continues across all departments to identify further savings to bring their budgets back into balance or significantly reduce these overspends. For the quarter 2 report the re-organisational changes that took effect on the 18<sup>th</sup>

October are not reflected in these figures. Forecasts are still based on structures in place at end of September

- 5.2 The 2009/10 provision outturn was reported to the Executive as part of the quarter 4 2009/10 Performance and Finance review on 26<sup>th</sup> July 2010. That showed an improvement in balances brought forward from 2009/10 of £55k, from £8.908m forecast when the 2010/11 budget was set to £8.963m. This improvement was provisional but has now been confirmed following the completion of the audit of the 2009/10 accounts by the Audit Commission.
- 5.3 As part of the central government savings announced on 10<sup>th</sup> June Brent lost £6.855m of grant funding compared with that previously announced of which £5.371m related to 2010/11. This included losses of funding of £2.249m from Area Based Grants and £4.606m of other grants including £3.634m of LAA Reward Grant, £390k of Housing Planning Delivery Grant, £143k of swimming grant and £439k from the Local Authority Business Growth Incentive scheme. At the Executive on 26<sup>th</sup> July members agreed that reductions were to be made directly from areas where the grant was being utilised and these have now been incorporated into service area and central budgets.
- 5.4 Pressures identified in quarter 1 remain significant factors at this stage in the year. The main factors driving these include:
- (i) Increases in activity, particularly client numbers in Adult Social Care and Children's Services, which became evident or occurred late in the last financial year. They were therefore not part of the 2010/11 budget considerations.
  - (ii) Inflationary pressures from suppliers. The retail price index to which a number of major contract prices are linked such as refuse, parking and revenues were running above 5% for the first few months of the financial year.
  - (iii) In year savings required by central government following their announcement of cuts in June. Delivering full year savings when the announcement was only made in June puts overall pressure on overall service area budgets as the full saving may not be possible from the area funded from grant.
  - (iv) The continuing legacy of the recession on income figures and some service budgets such as benefits. The number of Housing and Council tax benefit live claims has risen from 34,082 in June 2008 to 41,001 currently including a rise of 226 claims over the last three months.
  - (v) The One Council Programme is driving out "*headroom*" in budgets that may previously have been used to absorb "*overspendings*" elsewhere.



The table below sets out the latest forecast.

	<b>Latest Budget £'000</b>	<b>Forecast £'000</b>	<b>Variance £'000</b>
Children and Families	57,953	59,689	1,736
Environment and Culture	47,506	47,910	404
Housing & Community Care:			
o Housing	26,018	26,527	(509)
o Adult social care	89,113	92,513	3,400
Finance & Corporate Resources / Central Units	25,752	26,252	500
<b>Service Area Total</b>	<b>246,342</b>	<b>251,873</b>	<b>5,531</b>
Central items	46,890	45,467	(1,423)
Area Based Grants	(26,355)	(26,355)	0
<b>Total council budget</b>	<b>266,877</b>	<b>270,985</b>	<b>4,108</b>
<b>Application of balances</b>	<b>(1,408)</b>	<b>(5,516)</b>	<b>(4,108)</b>
<b>Total after application of balances</b>	<b>265,469</b>	<b>265,469</b>	<b>0</b>

5.5 The main issues in individual services areas are as follows:

- Children and Families. The service area is currently forecasting an overspend of £1.736m a reduction of £319k compared to the first quarter forecast of £2.055m. The major risks areas to the budget remain the children's placement budget which is projected to overspend by £1.9m, with legal costs £650k over budget and other pressures within the Social Care budget adding around £500k. The number of looked after children rose sharply in March 2010 to its peak in May of 376 children having been running at about 350 throughout the year. Much of the increase was for children in the age range 0-12 with high numbers of these being the subject of court proceedings. Although the number of children coming through in the 1<sup>st</sup> half of the year has returned to normal levels there has not been a significant reduction in the total of looked after children with the numbers remaining relatively stable for the last quarter at around the 370 level. The mix of independent and in-house foster carers still remains an area of concern and the review of foster caring aims to increase the number in-house carers so reducing costs. A number of other initiatives including preventative work is being undertaken as part of the One Council Programme to improve the position. Children and Families have been able to offset pressures within their budget through more targeted use of their SureStart grant and increasing charges to the schools budget for Early Years costs.
- Environment and Culture. There are a number of general pressures linked to the factors described in paragraph 5.4. The main areas of budget pressure are the Parking Account, Sports and the Planning Service which is having to cope with the impact of the removal of the

Planning Delivery Grant which amounted to £390k. The current overspend is forecast to be £404k.

- Housing and Community Care The current forecast overspend is £2.981m this is an increase of £56k from the 1<sup>st</sup> quarter forecast. The quarter 1 report identified that Adult Social Care recorded a net overspend of £2.8m in 2009/10 which was actually mitigated by some one-off under spending which is not available in 2010/11 although £1.3m of growth has been added to the budget. A number of these spending pressures including rising costs and client numbers are impacting on the current financial year. Current forecasts now suggest that the level of overspend in 2010/11 is likely to exceed the 2009/10 levels and the latest forecast is for an overspend of £3.4m. There are pressures particularly across Learning Disabilities with staffing costs in the day centres, pressures on nursing, residential, supported living and direct payments budgets. There are also pressures on the Mental Health and Physical Disability areas. The Transformation Programme, which is a key project within the One Council Programme, is seeking to generate efficiencies while increasing choice and service quality for clients. It will be crucial that this is able to deliver to help ensure that the budget is brought back into balance. Housing and Community Care have been able to review a number of areas in Housing and identify savings of £509k including £170k on bad debt provision for Private Housing Services and the Temporary Accommodation budget, with further savings of £112k for incentive payments to landlords and £200k on the Temporary Accommodation budget. Further reviews are currently on-going to identify other savings.
- Corporate. There is likely to be a shortfall in summons cost income, due to lower recovery levels. This area overspent in 2009/10 and collection overall is nearly 20% down this year compared to last year. In addition benefit payments have increased significantly over the last two years. Although most of these grants are recovered via Government subsidy. There are subsidy penalties relating to claimant error overpayments which are rising as the level of payments rise and putting pressure on the Housing Benefit Budget. These pressures are likely to lead to an overspend of £500k in the current year.

5.6 The forecast for central items is for a £423k underspend. This is made up of an underspend of £223k on concessionary fares where the final settlement agreed for 2010/11 was lower than expected. In addition there is an underspend of £200k currently forecast on premature retirement compensation. The target saving from the overall One Council Programme is on target to be achieved.

5.7 The current forecast shows overspending across all service areas particularly in the areas of adult and children's social care. All service areas have been taking action to limit the impact of pressures in their areas. asked to prepare plans for bringing their 2010/11 spend in line with budgets. It is essential that the current overspend is reduced significantly as the consequences of the

present position will adversely impact on both 2010/11 and also future years at a time when resources are severely constrained. This situation will be strictly monitored over the coming months and further work will be undertaken to review the central items for further savings.

- 5.8 Members are asked to agree a number of 2010/11 virements which are detailed in appendix F.

The above changes will be reflected in the third quarter monitoring report.

#### Housing Revenue Account

- 5.9 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 9,000 dwellings.
- 5.10 The HRA forecast outturn for 2010/11 indicates a surplus carried forward of £466k, which is in line with the budget.

#### Schools Budget

- 5.11 The ring-fenced Schools Budget is split into two parts. The first part 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.
- 5.12 The central items budget for 2010/11 is £20.8m and the latest forecasts indicate there will continue to be pressures on this budget due to increased numbers of children being given Special Education Needs (SEN) statements in schools. The overspend is currently running at £300k. Any overspending in this area will ultimately need to be met from a top slicing of the Dedicated Schools Grant in 2011/12.

#### Capital programme

- 5.13 Financial monitoring information for the capital programme is included in Appendix B.
- 5.14 There have been a number of changes to the forecast outturn position for 2010/11 since the Quarter 1 Performance and Finance Review report to the Executive in September 2010. The following paragraphs detail those changes to the forecast outturn position not previously reported.

#### *Children and Families capital*

- 5.15 Additional DCSF funding for Ark Academy totalling £12.747m has been received.

- 5.16 Primary expansion works and related Basic Needs Safety Valve Funding in the sum of £41k have been re-phased from 2011/12 to 2010/11 in line with current expenditure forecasts.
- 5.17 Total slippage of £5.847m has been identified in the capital programme from 2010/11 to 2011/12 as follows:
- Alperton School Underpinning - £2k
  - Wembley Manor Rebuild and Expansion - £373k
  - Crest Academies - £301k
  - Wykeham School - £81k
  - Oliver Goldsmith - £109k
  - Asset Management Plan Works - £798k
  - Hut Replacement Programme - £568k
  - New Opportunities Fund Works - £193k
  - Expansion of Primary School Places - £3.422m

This slippage has arisen primarily due to:

- works on site being delayed resulting in extended scheme delivery timelines. These are being managed as far as possible in conjunction with consultants and contractors to minimise the impact on scheme completion dates. This relates mainly to the listed individual school schemes.
- a delayed procurement process resulted in a number of the Asset Management Plan works not being able to go on site during the summer holidays.
- as per the Brent Primary Schools Expansion: Delivery Strategy 2010-14 report submitted to Executive on 15 November 2010 there will be a detailed review of the schools assets portfolio to ensure limited Council resources are applied to areas of maximum need in order to meet statutory duties and a further report will be presented to Executive in February 2011 setting out recommendations for prioritising expenditure.

#### *Environment and Culture capital*

- 5.18 An additional second phase grant of £46k has been received from the Department for Environment, Food and Rural Affairs for contaminated land works.
- 5.19 The Additional grant allocation of £125k to repair damaged highways following extreme winter weather included in the Qtr 1 report has been removed as grant was subsequently identified as a revenue stream.
- 5.20 The programme has been increased by £1.104m to include the new self funded CCTV Enforcement of Moving Traffic Contravention scheme as approved by Executive at the June 2010 meeting.

- 5.21 The programme has been increased by £850k to include the next phase of works at Chalkhill for the provision of park facilities. These works were part of the overall development plan and are funded from the earmarked reserve account.
- 5.22 The programme has been increased by £55k to include the required improvements to non car access in the vicinity of Willesden Sports Centre. These works were part of the overall development plan and are funded from provisions.

*Housing and Community Care: Housing capital*

*HRA*

- 5.23 Major Repairs Allowance works have been reduced by £1.202m to reflect the MRA Adjustment previously announced by central government.

*Corporate*

- 5.24 The programme has been increased by £2.907m in 2010/11, £15.252m in 2011/12, £6.290m in 2012/13 and £169k in 2013/14 to include the full South Kilburn Regeneration Scheme which is in line with the report to Executive on 15<sup>th</sup> November 2010. The scheme is intended to be primarily financed from a cash envelope generated from ongoing disposals but the capital programme also includes an existing £1m contribution to the scheme to be funded by the Council.
- 5.25 The programme has been increased by £150k to include the required demolition and landscaping costs at Dollis Hill House to be funded from provisions.

Prudential Indicators





- 5.26 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, monitored during the year, and actual performance reported at outturn. There are no variations to report for Quarter 2.

**6.0 Overall performance position**





Corporate and Community Strategies

- 6.1 The council has decided on a revised set of Vital Signs indicators to accurately reflect its changing priorities and keep in line with the changing

needs of residents. This set is transitional and will be further revised in line with the new Corporate Strategy. Newly introduced indicators include those that focus on: communications and diversity, human resources spend and health and leisure. Of the new Vital Signs, 56% are currently on target (green star) or just below target (blue circle), an eight percent increase from last quarter. 23% are well below target (red triangle) compared to 30% last quarter.

Overall Council Performance				
				
	Low risk	Medium risk	High risk	No data
Percentage Quarter 2 PIs	44%	12%	23%	21%

### Local Area Agreement Update

Overall LAA Performance				
				
	Low risk	Medium risk	High risk	No data
Percentage Quarter 2 PIs	26%	11%	30%	33%

6.2 The Local Area Agreement is currently made up of 29 targets, seven of which are local indicators. Although the LAA is no longer monitored by central government, the council will continue to monitor its indicators as they are considered vitally important to its performance management.

#### LAA Priorities:

##### 6.21 **NI 16 Serious Acquisitive Crimes**

This indicator is under achieving (1995 crimes against a quarterly target of 1801) although it is expected that the overall target should be met. However, the risks of not achieving this target are high. This is due to: a) the unplanned release of prolific criminals from prison, b) reoffending, which is exacerbated by the national level to drastically reduce prison places, and c) the recession, drug addiction and alcohol abuse, all of which fuel robbery and burglary rates. Actions being taken to mitigate these risks are: working with probation and prison services to have planned releases where criminals have support to break through the re-offending cycle, as well as providing Police with warnings of prolific offenders being back in the borough; and continued work with Brent in2 Work who assist ex-offenders.

##### 6.22 **NI 24 Satisfaction with the way the Police and Council deal with ASB**

Performance for this quarter shows that 94% of victims using this service rate it as good to excellent, which is 7% above the target (87%) for this quarter. This is generally due to case officers having a smaller case load which

enables them to provide a better service to individual victims. The overall target for this priority is expected to be met without any risks at this stage.

**6.23 NI 15 Serious Violent Crimes**

While we have exceeded the target for serious violent crime for this quarter (128 crimes against a target of 174), the actual number of crimes has risen in comparison to last quarter. This is because the definition of “serious violent crime” has changed to now include witness and victim perception; and suspicion of a weapon. The new government has indicated further changes to the methods of counting so it may be some time before one quarter can be meaningfully compared to another. However, it is expected for the overall target to be met, although not without risks. These risks include an increase in gang activity and the longer hours of darkness and festivities increases alcohol and drug intake, which often results in violent crime. There is also an increase in domestic violence which generally increases as Christmas approaches, and as there is an increase in the number of pregnant women in the borough this increases domestic violence. Actions being taken to mitigate these risks include the formation of a Violence Reduction Strategic Group; working with key partners e.g. midwives and licensing authorities as well as the use of intelligence to focus Police, Youth Offence and the DAAT team resources.

**6.24 Local – Number of Accidental and Deliberate Fires in Residential Properties**

Performance for this quarter shows that the priority is over achieving its target by 4 fires. The priority is expected to continue its success and achieve the overall target at the end of the year.

**6.25 NI 192 Percentage of Household Waste sent for Reuse, Recycling and Composting**

This quarter’s performance is significantly below target. Unfortunately, it seems that there is currently an inadequate collection infrastructure in place, and this issue will not be resolved until mid 2011. It is therefore unlikely that this priority will meet its overall target.

**6.26 NI 188 Planning to adapt to Climate Change**

During the last quarter, there has been increased joint working between Brent Council Emergency Planning and Business Continuity, and priorities have been identified. Whilst all the targets and milestones for this priority have not currently been met due to a delay in setting up of the Brent Climate Change Steering Group, the priority is on track to achieve the target of Level 3 by March 2011. The highest risk of this priority not achieving its target is if adapting to climate change becomes a low council priority as a result of other key issues such as reducing budgets.

**6.27 NI 185 CO<sub>2</sub> Reductions from Local Authorities**

Central government has made some minor adjustments to the 2008/09 data, the 6% reduction now amounts to 2,353 tonnes of CO<sub>2</sub>. Due to insufficient

evidence of an improving situation and improved performance based on robust and accurate data it is unlikely that this target will be met. The main risk to not achieving this target is the Council and schools not participating and/or reducing their emissions significantly. However, there are controls in place to mitigate these risks, such as P&AM's work programmes in schools and council buildings, the Carbon Management Programme Bronze Project Concept Paper, Council Travel Plan and the 10:10 campaign roadshow.

**6.28 NI 152 Working Age People on Out of Work Benefits**

Performance for this quarter has dipped. The gap between Brent's key out of work benefits compared to the rest of London has doubled for Q2 10-11 to +3.0, against a target of +1.4%. This is mostly due to a revision in the calculation of the working age population which has caused a drop in Brent by 18,200 people between Q1 & Q2 10-11, and a rise in benefit claimants of 740 people. It is also partly due to the continued effects of the economic downturn on the labour market. Due to this as well as the continued plans for government spending cuts, lack of general funding, and the minimal impacts that the reduced Brent In2 Work service can provide, all point towards underachievement of this LAA target by the end of the year.

**6.29 NI 150 Adults in Contact with Secondary Mental Health Services in Employment**

Performance for this quarter is poor, 8.37% against a target of 13.5%. Given the current economic down turn and rising levels of employment, it is unlikely that the overall target will be met.

**6.30 Local – Income Maximisation**

All targets for this quarter have been met and it is expected that the overall LAA target should be met by the end of the year. During this quarter, 92 claims were received, of which 53 clients were cleared by the "Money Max Team" and 39 referrals were sent to partner organisations. In total 2 benefit claims were awarded, although as the claims are still in progress their monetary value is not known.

**6.31 NI 40 Number of Drug Users Recorded as being in Effective Treatment**

Since Quarter 1 the National Drug Treatment Monitoring System (NDTMS) has revised the baselines and trajectories and has communicated the changes to partnerships. In addition, the revised target for Brent 2010/11 has been reduced to 1040 from 1210. The latest NDTMS data highlights that the cumulative figure for new treatment journeys to the end of August were 215, against an annual target of 977, which suggests the overall annual target will be met.

**6.32 Local – Tuberculosis Treatment Completion Rate**

This priority is also part of the NHS Brent Corporate Strategic Initiatives, and treatment rates consistently achieve and exceed the targets. It is therefore expected that this indicator will achieve the overall target for this year.

**6.33 NI 121 Mortality Rate from all Circulatory Diseases at Ages under 75**



As part of NHS Health Checks, a Vascular Health Check Programme to recognise people aged 40-74 years that may be susceptible to cardio vascular disease, and to identify and/or prevent early stages of vascular change. This programme is initially going to be piloted in the Harlesden area, with 10 GP practices agreeing to take part. In addition a 4 year Obesity Strategy Plan (2010-2014) has been approved and is being prepared to be launched on 30 November 2010.

All the milestones for this indicator have been achieved for this quarter, and it is expected that this priority will be delivered by the end of the year. Whilst business cases are being developed to look at the long term savings in obesity related health problems and the roll out of NHS Health Checks to the whole of Brent, the funding for implementation and sustainability of the NHS Health Checks needs to be agreed in a challenging environment.

**6.34 NI 112 Under 18 Conception Rate**

There has been a 31% reduction in the Quarter 2 rate for 2009 against Quarter 2 in 2008. The reduction in the number of conceptions for the first 6 months puts us in good stead to reduce the rate of conceptions. However in order to achieve a 41% reduction (as per the LAA target), there would need to be no more than 128 conceptions in 2009. This figure has already reached 75, and therefore unless the rate of reduction continues as it currently is, with no fluctuations, it is unlikely that the LAA target of a 41% reduction will be met.

**6.35 NI156 Number of Households Living in Temporary Accommodation**

Good performance last year has had a positive impact on this quarter's performance. Even though the number of temporary accommodation has increased this quarter in comparison to last quarter, there has been the lowest number of acceptances this quarter in more than ten years; the target has been exceeded by almost 7%. This priority is therefore expected to achieve its overall target by the end of the year.

In addition, Brent has continued to be one of the most successful authorities in terms of (i) procurement of the private sector direct lettings and this has boosted successful prevention, and (ii) achieving on average 15 qualifying offers per month.

**6.36 NI 155 Number of Affordable Homes Delivered (gross)**

1644 new homes have been completed since 2008/09 to date. This has already exceeded the mayor's revised target for the 2008/11 period.

**6.37 NI 154 Net Additional Homes Provided**

This indicator has a target of providing 412 homes this year. However, due to the inherent variables of housing development, the indicator can only be effectively monitored on an annual basis. Generally, the Planning Service monitors the implementation of planning consents for residential development by undertaking a comprehensive sites survey following the financial year end. This survey identifies schemes according to whether they were completed, in progress or started during the financial year, and provides scope for mid year

projections, although, their actual completions are subject to unpredictable variables such as weather conditions, and financial problems. It is expected, however, for the overall target to be met by the end of the year.

**6.38 NI108 Key Stage 4 Black Caribbean Boys and Somali Boys**

Three multi agency groups have been established to improve outcomes and reduce exclusions for Black Caribbean and Somali boys for the ages of 9-13 and 14-19. Schools that buck the trend for outcomes have been identified and a meeting was held to identify ways in which good practice can be shared. A website has been set up (to be launched in the spring term) with leading schools to share good practice and ways of narrowing the gap for Black Caribbean and Somali boys. This target is not expected to be achieved by the end of the year but actions are being taken to mitigate this risk. For example, the use of development of the cross phase work on speech, language and communication drive to improve levels of literacy for target pupils, partnership work with schools who buck the trend and targeted support for schools that are under-performing. However, the impact of this targeted work will only follow in 2012 outcomes.

**6.39 NI 111 First Time Entrants to the Youth Justice System aged 10-17**

This indicator has exceeded its quarterly target and is currently on track to achieve its overall target. This is due to the success of the Triage programme which continues to have a positive impact on performance. The programme has now received 255 referrals from the Police since it was established in October 2009. However, a lack of funding could lead to the termination of the YOS preventative work, especially the Youth Inclusion programmes in Church End and Roundwood. Consequently, this could lead to a negative impact on performance and hence the achievement of the LAA targets. Other risks include the scaling down of the Triage Programme and less effective Youth Crime Reduction partnership work, which may result from funding cuts and reorganisation.

**6.40 NI 56 Child Obesity in Primary School (year 6)**

This indicator has met its quarterly target of all 12 families completing the MEND programme over the summer period. However, it is unlikely that the overall LAA target will be met, as trends from the previous two years have shown that the percentage of obese children in year 6 has increased (from 22.5% to 22.9%) and the total percentage of overweight and obese children has been maintained (at approximately 32.2%).

**6.41 NI 63 Stability of Placements of Looked After Children**

The performance target for this indicator is impacted by the total number of children in care and for both quarters 1&2, this has remained higher than 2009/10. The outturn for this priority for the previous 3 years had been between 61-64%, and the statistical neighbour outturn for 2009/10 was 65.8%. These statistics suggest that the target of 78% will not be met.

**6.42 Local – Children’s Sports Participation**

This priority is over-achieving its quarterly target by approximately 2,300 visits by young people to council owned sports centres. It is therefore expected that

the overall LAA target will also be met by the end of the year. However, the greatest risk to the priority is if the recession makes young people's sports activities unaffordable for parents.

**6.43 NI51 Effectiveness of Child and Adolescent Mental Health Services (CAMHS)**

The LAA CAMHS target is progressing well, achieving its current objectives and is working towards achieving the required outcomes by the end of the life of the LAA. The Comprehensive Spending Review is a potential risk if the CAMHS Grant is reduced further but this will not be known at least until the end of October 2010. However, the CAMHS Review is undertaking a comprehensive needs assessment so that if budgets are cut further then funds can be targeted to address the mental health needs of the most vulnerable young people.

**6.44 NI 54 Disabled Children's Services**

No monitoring form returned for this quarter.

**6.45 NI 130 Social Care Clients receiving Self Directed Support**

This indicator has dropped in performance in comparison to last quarter. The introduction of QAM and the change process has impacted on the momentum following the roll out of Personal Budgets between November 2009 and April 2010. The rapid increase in volume during that period has stalled performance this quarter and it is unlikely that the overall target will be achieved. To mitigate the risk of not achieving the targets for this indicator, staff are being encouraged to become more involved in the Customer Journey Project, and to become more involved in workshops in the relevant workstreams. This will ensure feedback is captured in order to develop a system that is fit for purpose.

**6.46 NI 135 Carers receiving Needs Assessment or Review**

This priority is not currently meeting its targets. The main risk for not achieving this target is with Carers Assessments not being undertaken. The actions being taken to mitigate the risk of not achieving the targets for this indicator include: improving the level, quality and consistency of carer's assessments through the development of self supported assessment process; and addressing the carers assessment process needs through the Customer Journey Project to ensure it fits into changes to improve the experience of people requesting help and support. In addition, actions such as manually recording completed carers assessments and comparing these with electronic records and all relevant staff given specific monthly targets which will be strictly monitored are also being undertaken.

**6.47 NI 141 Vulnerable People achieving Independent Living**

The performance data for this indicator has a time lag of 6 weeks so the data provided relates to actual data for Quarter 1, where 72 out of 90 departures from homes were planned moves. This equates to 80% (backdated to Quarter 1 on the scorecard), which is on track to meet the overall annual target. There is a risk of the number of unplanned moves reported by the vulnerable client groups (such as offenders, young people etc.) increasing,

although there are controls in place to mitigate these risks such as being in constant dialog with providers to minimise such departures and to address issues as part of the clients support planning process.

#### **6.48 NI 131 Reducing Delayed Transfers of Care**

The performance for this quarter is 9.3 against an annual target of 11 (this data is not shown on the scorecard as the values required to calculate the overall figure are presently unknown, but will be provided by NHS Brent shortly). The area of risk was described as pressure surge, although there were no reported eventualities for this quarter. However, the local Health Economy has a Pressure Surge Plan across the social care economy which would have addressed issues in the eventuality of a surge.

#### **6.49 Local – Volunteering**

No monitoring form returned for this quarter.

#### Comprehensive Area Agreement (CAA)

7.0 The CAA was discontinued from May 2010 as its reporting is no longer required to central government. However, the LAA continues to be monitored for the remainder of its term until the end of March 2011. Many of the performance indicators currently in the LAA will continue to be monitored as they are locally relevant.

#### **8.0 Financial implications**

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

#### **9.0 Legal implications**

9.1 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 budget set out in March 2009 and are not covered by the Scheme of Transfers and Virements will therefore need to be referred to Full Council.

9.2 The Director of Finance and Corporate Services is satisfied that the criteria in the scheme are satisfied in respect of virements and spending proposals in the report.

#### **10.0 Diversity implications**

10.1 This report has been subject to screening by officers and there are no direct diversity implications.

#### **11.0 Background documents**

11.1 Corporate Strategy 2006/10  
Community Strategy 2006/10

Local Area Agreement 2008/11  
Budget Report 2010/11  
Best Value Performance Plan 2008/09

## **12.0 Contact officers**

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**CLIVE HEAPHY**  
Director of Finance & Corporate Services

**PHIL NEWBY**  
Director of Strategy, Partnerships & Improvement

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## One Council Overview & Scrutiny Committee

8 February 2011

### Report from the Director of Strategy, Partnerships & Improvement

Wards Affected:  
ALL

## The One Council Programme

### 1.0 Summary

- 1.1 The One Council Programme, which was launched in 2009, fundamentally changes the way the council carries out its business. It has already delivered £13m of savings in 2010/11 and will deliver a further £22m in 2011/12 with further savings in future years.
- 1.2 The aim of the Programme is to do things differently and better. The size and speed of the government's funding reduction and spending pressures on services mean that savings of £37m are needed in 2011/12 and £90m to £100m needs to be taken out of the annual budget by 2014/15. The Programme is delivering 60% of the savings required in the budget in 2011/12 and the aim is that existing and new projects deliver a significant proportion of additional savings required from 2012/13 onwards.
- 1.3 The scale of savings required means that disciplined approaches are needed to ensure that projects deliver the level of savings required of them on time. One Council Programme provides a robust framework to deliver complex change quickly and effectively.
- 1.4 Regular project updates are received through Project Status Reports and most projects are progressing well. In addition a number of new projects will be reporting into the Programme including Adult Social Care Commissioning and the Agency Worker project.
- 1.5 The overall status of the Programme is Amber. This report provides an update on progress of the Programme

## 2.0 Recommendations

2.1 Overview & Scrutiny Committee is asked to note and discuss the contents of this report.

## 3.0 The One Council Programme – Progress Updates

### *Tranche 1*

3.1 There are currently six projects within Tranche 1 and good progress is being made. Two projects - Staffing and Structure Wave 1 and Finance Modernisation - are due to close shortly. In addition a new interim Head of Procurement is in place and the Strategic Procurement Project has been reconfigured. A new workstream - the Agency & Contract Worker Project - aims to reduce the cost to the council of agency and contract workers. A business case for this was approved by the Programme Board on 19 January 2011.

**Table 1 Tranche 1 project detail**

PROJECT NAME	PROJECT AIMS	UPDATE JANUARY 2011
<b>Structure &amp; Staffing Review (Wave 1)</b>	Ensure that the organisational structure of the council meets the council's future needs more efficiently and effectively, building on the recommendations of the recent review.	Project is complete. Project closure report due to Programme Board 16 February 2011. Savings are £4.3m in 2010/11, rising to £7.5m per annum from 2011/12. These have been allocated to departmental cash limits. They are in addition to savings of £2.3m per annum from 2010/11 as a result of deletion of 50 manager posts in 2009/10.
<b>Structure &amp; Staffing Review (Wave 2)</b>	Create structures that: align the organisation with the new Administration's corporate priorities; move towards the OC structural model, as well as contributing to the wider OC Programme of service improvement; streamline the organisation and deliver substantial financial savings while protecting frontline services as far as possible.	Proposals went out for consultation on 24 January 2011. Savings are estimated at £4.0m in 2011/12 and £4.7m per annum from 2012/13. The savings have been allocated to departmental cash limits on the basis of vacant posts being deleted from 1 April 2011 and filled posts being deleted from 1 June 2011.
<b>Strategic Procurement Review</b>	To undertake a root and branch change to procurement within Brent ranging from staffing and structure through the Council's spending across all suppliers with a view to contribute to the Council's savings targets over the next 3 years and to improve procurement practices.	The procurement Project Initiation Document is being updated to reflect the ambitious programme required to deliver £10m savings as part of the 2011/12 budget. £7m of these savings are allocated within departmental cash limits and include savings in Adult Social Care Commissioning (see separate Tranche 4 project on this), the waste



PROJECT NAME	PROJECT AIMS	UPDATE JANUARY 2011
		management contract, the parking contract, and other large contract areas. The balance of £3m will come from cross-council initiatives, including reducing agency and contract worker costs and the printing project, as well as savings on other council contracts over and above those already included in departmental cash limits.
<b>Strategic Property Review</b>	The project aims to ensure that the council is making best use of the properties it owns and leases. The project is being reconfigured to ensure it is fully aligned with other One Council projects, including the Civic Centre and redevelopment of Willesden Green, reflects the changing shape of the council and is tied in with work with partners within Brent and within the West London Alliance.	A Concept Paper that reflects the wider scope of the project is to be presented to the Programme Board on 2 March 2011.
<b>Customer Contact</b>	The aim of the project is to ensure customers can access the council efficiently and effectively and wherever possible have their requirements met at the first point of contact.	Design principles have been agreed. The project will be cost neutral in 2011/12 (costs and savings match each other) but is expected to deliver savings of £3.5m per annum once implemented. Full savings will only be achieved once the council has moved to the Civic Centre. A separate report on this project is on the agenda of this meeting.
<b>Finance Modernisation</b>	The aims of the project are to transform the Finance function to deliver: 1) one common approach - standardised policies, processes and systems; 2) improved, efficient and effective service supporting Finance's customers and stakeholders; 3) a new Finance Service Centre; and 4) a Business Partnering model for financial services. The project incorporates implementation of the Single Accounting System and Electronic Procurement.	The project is complete. However, whilst newly raised invoices are being processed effectively, issues remain with processing invoices raised before the new system was in place. Savings, which have been incorporated in departmental cash limits, are £400k in 2010/11, rising to £1.505m per annum from 2011/12.

### **Tranche 2**

- 3.2 There are currently eight projects in Tranche 2. Generally, these projects are also progressing well. Initial concerns about delivery of the Children's Social Care project have now been addressed in a revised Project Initiation Document. The project is now being monitored for a sustained period of delivery before it can be moved from Red to Amber status.

**Table 2 Tranche 2 project detail**

<b>PROJECT NAME</b>	<b>PROJECT AIMS</b>	<b>UPDATE JANUARY 2011</b>
<b>Adult Social Care - Customer Journey</b>	To address a number of operational issues identified in the Adult Social Care service, and significantly improve the end to end assessment process for ASC by April 2011.	The project is on target to deliver improvements in Adult Social Care, including consistency in assessments and streamlined processes. Financial savings of £1m in 2010/11 rising to £1.4m per annum from 2011/12 have been incorporated in the Housing and Community Care budget. A separate report on this project is on the agenda of this meeting.
<b>Adult Social Care -Direct Services -</b>	To improve service outcomes for users and reduce costs. Achieved through consolidating all current day centres into the purpose-built John Bilham Resource Centre, and re-designing the service model to support users to access services in the community more independently.	Assessment and support planning for clients is being carried out in time to allow decommissioning of Stonebridge day centre from February 2011. Savings of £600k in 2011/12, rising to £1.1m per annum from 2012/13, have been incorporated in the Housing and Community Care budget.
<b>Children's Social Care Transformation</b>	Manage increasing service demands, improve outcomes, maximise resources and meet identified savings targets.	A revised Project Implementation Document has been agreed. This sets clear targets against each of the workstreams which include increasing the number of Brent in-house foster carers, review of residential placements, development of semi-independent living, review of clients with no recourse to public funds, and improved crisis intervention. Savings of £1.8m have been included in the 2011/12 budget. Further savings are expected in future years.
<b>Brent Business Support</b>	This project will look at measures to improve the efficiency of the council's back office functions in advance of the move to the Civic Centre. It will build on work already done as part of other One Council projects, including e Finance Modernisation.	The approach to this project is to be discussed at the Programme Board on 2 February 2011. No target saving has been agreed yet. Full savings will not be achieved until the move to the Civic Centre has happened.
<b>Income Generation/ Maximisation</b>	The aim of the project is to identify and ensure the implementation of options to increase council net revenue income per annum.	Increased fees and charges were agreed by the Executive in December 2010. This is in addition to measures agreed earlier in 2010 including the introduction of carbon emission related charges for parking permits. Total savings from income generation initiatives are £4.3m per annum from 2011/12. These have been incorporated in departmental budgets

<b>PROJECT NAME</b>	<b>PROJECT AIMS</b>	<b>UPDATE JANUARY 2011</b>
<b>Review of Employee Benefits</b>	To harmonise and reduce expenditure on staff remuneration to ensure a 'one council' approach to remuneration and associated terms and conditions	Reductions in overtime and allowances have delivered savings of £1m per annum from 2010/11 onwards. Removal of London weighting anomalies will lead to full year savings of £1.2m per annum from 2012/13 onwards. These have been incorporated within departmental cash limits. Further savings are anticipated from further review of overtime and existing anomalies and from implementation of the Brent core contract. A separate report on this project is on the agenda of this meeting.
<b>Waste &amp; Street Cleansing Review</b>	The project aims to deliver the council's policy objectives on sustainability by increasing recycling and minimising use of landfill.	Savings from decisions members have taken on street cleansing and waste collection have been built into the budget. Officers are currently negotiating further price reductions with Veolia, Brent's waste contractor. Veolia are expected to provide revised costed proposals in early February 2011. Savings in 2011/12 are estimated at £1m rising to over £2m per annum from 2012/13.
<b>Civic Centre</b>	To build a high quality office and community building for Brent Council by 2013 that is the base for 'One Council' by housing all departments in one building, facilitating flexible ways of working, realising efficiency savings and income generation.	The Design and Build contract was sealed on 26 November 2010. Skanska, the building contractor, started on site and are progressing as planned. The Civic Centre is self-financing with savings from vacating existing inefficient buildings and more efficient ways of working meeting the costs of financing and running the Civic Centre.

### **Tranche 3**

- 3.3 There are now seven projects in Tranche 3. Three projects are no longer delivered by the Programme:
- a. Libraries Transformation - Initial support from the programme has enabled this project to now be delivered within the Service Area.
  - b. Public Protection - This project is now being reconfigured following changes within Environment & Neighborhood Services which impact on the original scope and objectives.
  - c. Services to the Young – The projects within Children and Families are being reconfigured to reflect changing requirements as a result of government policy and the need to deliver budget savings. 'Services to the Young' is too broad a concept and will not be included in the

reconfigured projects.

- 3.4 There has been good progress on a number of Tranche 3 projects – for example, Libraries Transformation is going ahead, the Fundamental Review of Activities has been used to help frame departmental savings proposals, and the Carbon Management project is close to finalising a business case which will help the council achieve its target of a 25% reduction in carbon emissions from council activity by 2014. Projects in Children and Families are proving more difficult to configure. Finalisation of the 2011/12 budget will help determine the Children and Families projects that need to be taken forward as part of the One Council Programme.

**Table 3 Tranche 3 project detail**

<b>PROJECT NAME</b>	<b>PROJECT AIMS</b>	<b>UPDATE JANUARY 2011</b>
<b>Total Place</b>	Looking for economies of scale by delivering services or using facilities with our partners	The Total Place project will stay in the Programme as a coordinated portfolio of projects with partners. Each 'sub-project' will require a Business Case and should then conform to the One Council Programme Lifecycle framework.
<b>Carbon Management</b>	The project is aimed at achieving our carbon emissions reduction target and reducing the impact of the carbon tax.	The business case will be reviewed by Programme Board on 2 March 2011. Proposals will be aimed at offsetting the budget impact of the new carbon tax which is estimated to the cost the council £423k per annum from 2011/12.
<b>Willesden Green</b>	Development of Willesden Green Library into a core building for the council, with the potential to provide for both cultural functions and a major service presence in the south of the borough	The business case will be reviewed by Programme Board in June 2011. The financial assumption is that the project will be cost neutral.
<b>Move to the Civic Centre</b>	Getting the organisation ready, prepared to occupy the Civic Centre	The Project Initiation Document will be reviewed by Programme Board on 2 February 2011. Four workstreams are planned as follows: paperless working, flexible working, decanting of existing buildings, and maximising use of facilities and income. There are close dependencies with other projects – including Customer Contact and Brent Business Support – to ensure efficiency savings are delivered.
<b>Fundamental Review of Activities</b>	Root and branch review of all council activities. Ensure that we are redirecting resources to the highest priority services and that these service are being run as efficiently as possible	The FRA is a methodology which is applied to identify departmental savings or other projects to be included in the One Council Programme. The project is not required to report on a regular basis to the Programme Board. The first round of FRA activity informed departmental savings proposals as part of the 2011/12 budget. The next round

PROJECT NAME	PROJECT AIMS	UPDATE JANUARY 2011
		of FRA activity will be carried out in summer 2011.
<b>Transitions into Adult Life</b>	Improving outcomes, reducing the cost of care, budget containment	Discussions to agree scope and objectives are being held with the Director of Children & Families
<b>SEN Review</b>	To increase availability of local specialist educational provision for children and young people with high level special educational needs in response to rising demand and budgetary pressures.	Discussions to agree scope and objectives are being held with the Director of Children & Families.

#### **Tranche 4**

- 3.5 There is currently one project in Tranche 4. A project manager has now been appointed and further work to identify future Tranche 4 projects is being completed.

**Table 4 Tranche 4 project detail**

PROJECT NAME	PROJECT AIMS	UPDATE JANUARY 2011
<b>ASC - Commissioning</b>	To redesign the commissioning function to deliver the full potential of the customer journey, and to deliver financial savings through accelerated procurement	The Adult Social Care Commissioning project business case is agreed and resources put in place to deliver it. Savings of £4.2m per annum from 2011/12 are included in the 2011/12 budget proposals. There is a close interdependency with the Strategic Procurement project.

#### **4.0 The One Council Programme – Risks and Issues**

- 4.1 Project risks and issues are identified, analysed and monitored by individual project managers. Where appropriate, risks and issues are escalated to the Programme Board for resolution. The Programme Board is also responsible for managing overall Programme risks. The main Programme risk at the moment is delivery of savings as part of the 2011/12 budget. Wherever possible, savings have been taken out of departmental budgets to ensure full departmental accountability for delivery of savings. Delivery of financial benefits during 2011/12 will continue to be monitored as part of overall Programme Management arrangements.

#### **5.0 The One Council Programme – Dependency Management**

- 5.1 The Willesden Green and Civic Centre projects are significant dependencies

for a number of projects within the programme. Specific actions are being taken by Programme Board to ensure that these dependencies are being managed and outcomes are not compromised.

- 5.2 During February 2011, the Programme Board will also be focusing on reviewing dependences across the whole programme and updating the Programme Dependency Map.

## **6.0 The One Council Programme – Programme and Project Management**

- 6.1 The Programme has seen a more robust and consistent project management approach across projects, increased collaborative working across departments, increased departmental ownership of projects, an effective reporting process to Programme Board, and effective co-ordination of the Programme through the Programme Board and Programme Management Office.

- 6.2 Additional work is being undertaken to strengthen the council's own pool of project managers and to develop the skills we need to deliver the Programme and individual projects. Whilst external skills were essential in setting up the programme and there is an important role for external support on projects, we are already seeing a significant reduction in the support we need from consultants.

- 6.3 Specific work is being completed to deliver an in-house training package for Project Managers and workstream leads. This will be available from April 2011.

## **7.0 Financial Implications**

- 7.1 Details of savings from individual projects have been shown in Section 3 above.
- 7.2 Table 5 below shows overall savings and costs of the One Council Programme. Savings are identified against individual budgets and allocated to individual departmental cash limits.

**Table 5 Overall finances of the One Council Programme**

All figures shown are compared to 2010/11 original budget	Cumulative savings			
	2010/11 £m	2011/12 £m	2012/13 £m	2013/14 £m
One Council savings	12.2	34.6	47.0	56.4
One Council costs	6.5	7.7	5.0	4.0
<b>Net One Council savings</b>	<b>5.7</b>	<b>26.9</b>	<b>42.0</b>	<b>52.4</b>

7.3 Programme savings will be updated after finalisation of the 2011/12 budget.

## **8.0 Legal Implications**

8.1 There are no legal implications at overall Programme level. Legal implications may arise within individual change projects in the mainstream services or support services. Each project is required to identify any legal implications in the preliminary stages and address any legal issues with appropriate legal advice and CMT/Member approval where applicable.

## **9.0 Diversity Implications**

9.1 The diversity implications of each project continue to vary according to the nature of the project and its objectives.

9.2 The Equalities Impact of the One Council Programme is now a standing item on the Equality, Diversity and Community Cohesion Leadership Group's agenda

9.3 The Programme Management Office will also be completing a gap analysis on Equality Impact Assessments and analysis on the overall impact of the Programme during February 2011.

## **10.0 Staffing/Accommodation Implications (if appropriate)**

10.1 None

## **Background Papers**

None

## **Contact Officers**

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